

contractors and looked after by international consultants together with CECB as the local partner. By working in this massive scheme, CECB gained experience and also developed its capabilities and competencies to become a world-class consultancy firm.

In the late 1980s almost all the major works had been completed leaving only people's resettlement work and township improvements. Consequently, CECB faced with a great difficulty in retaining their competent and well-trained staff and moving forward as a viable organization. However, the leadership together with the senior management undertook the challenge of implementing a change program to overcome the issues. During its change program, the leadership was changed in two times, but all the leaders contributed to their maximum to drive the organization through a difficult change process. The most difficult task faced by the management was to change the mindset of employees and retain them in the organization.

As an initial step, CECB changed its objectives and added many areas to its objects statement. This allowed them to carry out construction in addition to consultancy activities. Accordingly, they set up a separate construction unit and expanded to provincial level at a later stage. CECB was vigilant on market behaviour and was ready to grab opportunities which were relevant to their scope. They set up their own engineering laboratory to carry out investigations to facilitate their own design work. Later they hired their services on the commercial basis, creating an additional income to the organization. CECB was acting as a one-stop shop and it was capable of delivering fast-track solutions to many engineering problems. It undertook various activities including construction, geotechnical investigations, environmental studies, engineering surveys and also maintenance work.

While going through the change process, CECB took a bold decision to go international. Pioneered by the Chairman Nihal Rupasinghe, CECB secured many contracts in the international arena, allowing its regular employees to go and work on those projects.

During this period, CECB was entrusted with many projects including post-conflict development works in Northern Sri Lanka. While going through this massive development work by shouldering more responsibilities, CECB decided to set up its own subsidiary company. To fulfil this need, CESL- Central Engineering Services (Pvt) Ltd started its commercial operations in 2011 to assist CECB as its construction wing. CESL carried out many construction activities in different disciplines securing many rewards for its quality of work.