

**THE ATTACHED DOCUMENT**

**Terminal Evaluation Report on  
The Skills Training for the Reintegration of Demobilized Soldiers with  
Disabilities, The Republic of Rwanda**

**Japan-Rwanda Joint Terminal Evaluation Team**

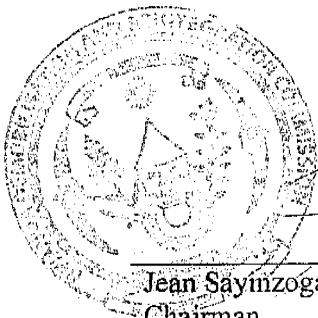
**August 11, 2008**

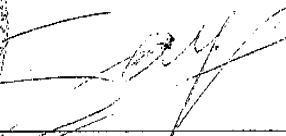
MINUTES OF MEETINGS BETWEEN  
THE JAPANESE TERMINAL EVALUATION MISSION AND  
INSTITUTIONS OF THE GOVERNMENT OF THE REPUBLIC OF RWANDA  
ON JAPANESE TECHNICAL COOPERATION PROJECT FOR  
“THE SKILLS TRAINING FOR THE REINTEGRATION OF DEMOBILIZED  
SOLDIERS WITH DISABILITIES”

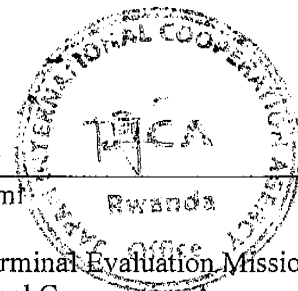
The Japanese Terminal Evaluation Mission (hereinafter referred to as “the Mission”), organised by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) ,headed by Mr. Hiroshi Murakami, visited the Republic of Rwanda from July 27 to August 12, 2008 in order to evaluate the implementation and the achievements of the Project for the Skills Training for the Reintegration of Demobilized Soldiers with Disabilities(hereinafter referred to as “the Project”) and to develop recommendations and lessons learned jointly with the Rwandan institutions concerned.


During its stay in the Republic of Rwanda, the Mission had a series of discussions and observations, and exchanged views with the Rwandan institutions concerned. As a result of discussions, both sides agreed upon the matters referred to in the document attached hereto.

Kigali, August 11, 2008

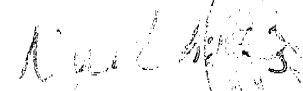


  
Jean Sayinzoga  
Chairman  
Rwanda Demobilisation and Reintegration  
Commission  
Government of the Republic of Rwanda



  
Hiroshi Murakami  
Leader  
The Japanese Terminal Evaluation Mission  
Japan International Cooperation Agency



  
Marie-Christine Nyatanyi  
Minister of State in charge of Community  
Development and Social Affairs  
Ministry of Local Government  
Government of the Republic of Rwanda

# Terminal Evaluation Report on The Skills Training for the Reintegration of Demobilized Soldiers with Disabilities, The Republic of Rwanda

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## **I. Background and Framework of the Evaluation**

### **A. Background**

In response to the request from the Government of the Republic of Rwanda for addressing the needs of the Demobilized Soldiers with Disabilities (hereinafter referred to as “DSwDs”), The Skills Training for the Reintegration of Demobilized Soldiers with Disabilities (hereinafter referred to as “the Project”) was launched in December 2005 with a purpose of reintegrating DSwDs into communities through skills training, especially because the Rwanda Demobilization and Reintegration Programme (hereinafter referred to as “RDRP”) did not include the provision of skills training for DSwDs. The counterpart institution, the Rwanda Demobilization and Reintegration Commission (hereinafter referred to as “RDRC”) and Japan International Cooperation Association (hereinafter referred to as “JICA”) have been carrying out the Project to: 1) strengthen the capacity of Skills Training Centers (hereinafter referred to as “STCs”) to accept persons with disabilities; 2) support DSwDs in acquiring vocational skills and; 3) develop a system to accumulate information on STCs and DSwDs.

### **B. Purpose of the Terminal Evaluation**

The Project is scheduled to complete in December 2008. Expecting that the Project will end in less than five months, JICA dispatched the terminal evaluation mission to the Republic of Rwanda to undertake the terminal evaluation study together with the Rwandan counterpart. The followings are four major objectives of the terminal evaluation:

1. To review the progress of the Project activities and Outputs of the Project to date
2. To evaluate the Project from a perspective of the five evaluation criteria, namely, relevance, effectiveness, efficiency, impact and sustainability
3. To develop recommendations on the Project implementation or follow-up activities during the remaining Project period and after the termination of the Project
4. To draw lessons learned from the Project for future technical cooperation concerning the inclusion of persons with disabilities and the reintegration of demobilized soldiers into society in post-conflict areas.

### **C. Members of the Joint Terminal Evaluation Team**

The following four Japanese terminal evaluation mission members and four Rwandan members constituted the Joint Terminal Evaluation Team (hereinafter referred to as “the Team”) and conducted the terminal evaluation study.

#### **1. The Japanese Side**

Mr. Hiroshi Murakami, Resident Representative, JICA Rwanda Office

Ms. Eri Komukai, Senior Advisor (Peacebuilding), JICA

Ms. Kaoru Ochi, Social Security Division, Human Development Department,  
JICA

Mr. Tatsuya Nishida, Consultant

## 2. The Rwandan Side

Mr. Jean Sayinzoga, Chairman, RDRC

Mr. Faustin Rwigema, Coordinator, RDRC

Mr. Francis Musoni, Chief Operations Officer, RDRC

Mr. Venus Makuza, Economic Reintegration Officer, RDRC

### **D. Process and Methods of the Terminal Evaluation**

#### 1. Evaluation Process and Methods

##### (a) Step 1: Designing an evaluation framework

Based on the most recent Project Design Matrix (hereinafter referred to as “the PDM”)(See **Annex 1**), which was formulated and approved by both the Japanese and Rwandan sides as of November 6, 2007, and other relevant project documents, the Team first identified issues and questions to be investigated in the terminal evaluation study, and studied data collection methods, and finalized the design of an evaluation framework for this Project. In particular, the Team drafted an evaluation grid (See **Annex 2**). The Team also analyzed the mechanism of implementing the Project and the process of changing and revising the PDM.

##### (b) Step 2: Designing and conducting a questionnaire survey

The Team developed and sent a questionnaire to 53 relevant stakeholders of the Project at the start of the terminal evaluation. Specifically, the Team sent a questionnaire to the Directors of 8 STCs, 15 trainees at STCs, 20 graduates of STCs, and 10 trainers at STCs.

##### (c) Step 3: Conducting interviews and field visits

In addition to the questionnaire survey, the Team visited RDRC, the Ministry of Local Government (hereinafter referred to as “MINALOC”), 5 STCs, 7 cooperatives or associations and other places to conduct interviews with stakeholders and beneficiaries of the Project in order to collect data on activities, inputs and indicators of the Overall Goal, Project Purpose and Outputs of the Project. In particular, the Team conducted interviews with 1 Japanese expert, 7 RDRC counterpart officials, 1 local government official, 4 STC directors or representative, 3 STC trainers, 38 STC graduates and 21 STC trainees.

The Team also employed telephone interviews with 5 STC directors who participated in the Training of Trainers but were not partner STCs of the Project and 5 STC directors who did not either participate in the Training of Trainers or get involved in other Project activities to supplement data for evaluating the Project.

#### 2. Evaluation Criteria

The following five criteria are mobilized for analyzing and evaluating the Overall Goal, Project Purpose, Outputs, activities, and inputs of this Project.

(a) Relevance

Relevance is a criterion for considering the validity and necessity of a project. The Project was evaluated from the following specific perspectives:

- Do the Project Purpose and Overall Goal meet the needs of target beneficiaries?
- Is the Project implementation strategy or approach appropriate?
- Are the Project Purpose and Overall Goal closely linked with the development policy and program of the Rwandan government?
- Are the Project Purpose and Overall Goal are consistent with the Japanese Official Development Assistance (ODA) policy and program?

(b) Effectiveness

Effectiveness is a criterion for measuring whether the implementation of a project has benefited or will benefit intended beneficiaries or target groups. Concretely, the following questions were asked to evaluate effectiveness of the Project:

- Has the Project achieved the Project Purpose? If the answer is yes, to what extent has it achieved the Project Purpose?
- Has the Project produced intended Outputs? If the answer is yes, to what extent has it generated the Outputs?
- Have intended Outputs of the Project contributed to the materialization of the Project Purpose? If the answer is yes, how much have they contributed to the materialization of the Project Purpose?

(c) Efficiency

Efficiency is a criterion for considering how economic resource and/or inputs are converted to results and/or outputs. The main focus is on the relationship between project cost and effects as follows:

- Have inputs of the Project been mobilized properly and/or in a timely manner?
- Have activities of the Project been conducted properly and/or in a timely manner?
- Have inputs of the Project been converted to outputs efficiently?

(d) Impact

Impact is a criterion measuring long-term effects of the Project including direct or indirect, positive or negative, and intended or unintended consequences of the Project. The following questions were asked to study the impact of the Project:

- Has the Project achieved the Overall Goal of the Project? If the answer is yes, to what extent has it achieved the Overall Goal?
- What direct or indirect, positive or negative and intended or unintended impacts has the Project had on target groups, society or other stakeholders?

(e) Sustainability

Sustainability is a criterion measuring whether produced effects continue after the termination of a project. Specifically the following questions were asked

and discussed.

- Can the Rwandan side sustain activities and effects of the Project without the Japanese assistance?
- Concretely, has the Rwandan side made a policy commitment to continuing post-completion operations?
- Is the Rwandan side likely to obtain and maintain sufficient budgetary, organizational and human resources to continue post-completion operations?
- Can the Rwandan side possess expertise and skills to continue post-completion activities?

## **II. Performances of the Project**

### **A. Project Implementation Process and Revision of PDM**

The Project had gone through two major transformations until now since the Project started. The first version of the PDM was drafted in November 2005 when the assessment study for the Project was conducted. Then, the Project started in December 2005 and details of the Project were specified and finalized in June 2006.

The Project experienced the first major changes in March 2007 when the Japanese mission for improving project management visited Rwanda. Revising the first version of the PDM, the Japanese mission team and the Rwandan side drafted and approved the second version jointly in a Joint Coordination Committee meeting. Three major points of this revision are as follows:

1. The project purpose was changed.
2. A new output, namely, the development and the update of database on DSWDs and STCs, was added to the Project
3. Accordingly, project activities on the development and the update of database on DSWDs and STCs, were also added to the Project.
4. Project Manager was shifted from Medical Coordinator to Chief Operations Officer.

Note that this second version of the PDM reflects basic features of the current status of the Project.

The Project further underwent the second transformations in October 2007 when the Japanese mid-term evaluation mission visited Rwanda. Accordingly, the Japanese evaluation mission and the Rwandan counterpart revised the second version of the PDM and approved the third version of the PDM in a Joint Coordination Committee meeting. However, this revision from the second to the third version was less substantial than the revision from the first to the second version was. None of the project purpose, overall goal, and outputs went through major changes. Details of this revision was as follows:

1. The narrative summaries and indicators of the Project were clarified or corrected.
2. A few activities on the database development and update were added to the

Project.

3. Some changes were made in the Rwandan counterpart personnel.
4. Important assumptions were added and changed.

## B. Input Performances

### 1. Inputs from the Japanese Side

#### (a) Long-term Expert

A Japanese long-term expert (Project Coordinator) has been assigned since March 25, 2006 and will be assigned to the Project until December 25, 2008.

#### (b) Local Staff

The Japanese side hired three local staffs. Specifically, a local consultant for developing curricula and renovating facilities barrier-free had been employed since March 2006 until August 2006. Also, a staff for secretarial and administrative tasks and a driver have been hired until now.

#### (c) Others

3 Japan Overseas Cooperation Volunteers often inspected and monitored the construction of barrier-free facilities at STCs, as necessary.

#### (d) Equipment

The Japanese side purchased a vehicle, a photocopy machine, 3 personal computers, 2 printers and other office equipments for the Project. The total cost of these purchased equipments amounts to Frw 2,861,330 as of the first quarter of the Japanese fiscal year 2008. The repair and maintenance of the vehicle constitute the major part of the maintenance costs, while the repair of personal computers constitutes fewer parts of them. Details of the equipment cost by the Japanese fiscal year are as follows:

**Table 1: Equipment Cost by the Japanese fiscal year (JFY) (Currency: Frw)**

	JFY 2005 (Final quarter only)	JFY 2006	JFY 2007	JFY 2008 (1 <sup>st</sup> Quarter only)	Total
Equipment Purchase Costs	5,276,550	22,478,990	783,890	70,900	28,610,330
Maintenance Costs	0	843,401	1,318,223	592,160	2,753,784
<b>Total</b>	<b>5,276,550</b>	<b>23,322,391</b>	<b>2,102,113</b>	<b>663,060</b>	<b>31,364,114</b>

#### (e) Operational Expenses

The Japanese side has contributed a total amount of approximately Frw 331 million as operational expenses to the Project. Details of operational expenses by the Japanese fiscal year and Output are as follows. The following chart indicates that most of operational expenses have been devoted to Output 2 of the Project (88.67%) while operational expenses for Output 1 and Output 3 constitute only 11.34% and 0% of the total operational expenses respectively. Inviting ToT experts from South Africa and Uganda is included in operational expenses.



**Table 2: Operational Expenses on the Japanese Side by the Japanese Fiscal Year (JFY) and Output (Currency: Frw)**

		JFY					Total	Percentage (%)
		2005 (Final quarter only)	2006	2007	2008 (1 <sup>st</sup> quarter only)			
Output 1	Barrier-free Renovation	0	13,003,322	9,445,905	4,139,128	<b>26,588,355</b>	8.04%	
	Training of Trainers	0	6,130,847	4,777,471	0	<b>10,908,318</b>	3.30%	
Output 2	Skills Training	15,062,828	72,899,835	125,366,310	22,257,350	<b>235,586,323</b>	71.23%	
	Provision of Starter Kits	8,464,600	9,526,860	29,673,500	10,005,800	<b>57,670,760</b>	17.44%	
Output 3	Development and Update of Database <sup>1</sup>	0	0	0	0	<b>0</b>	0.00%	
<b>Total</b>		<b>23,527,428</b>	<b>101,560,864</b>	<b>169,263,186</b>	<b>36,402,278</b>	<b>330,753,756</b>	<b>100%</b>	
Percentage (%)		7.11%	30.71%	51.17%	11.01%	100%		

## 2. Inputs from the Rwandan Side

### (a) Counterpart Personnel Assigned to the Project

RDRC and 10 Skills Training Centers are the major counterpart organizations of the Project. 7 RDRC officials and 10 directors of STCs are assigned as counterpart personnel to the Project as follows:

- Chairman, RDRC
- Project Director: Coordinator, RDRP
- Project Manager: Chief Operations Officer, RDRP
- Training Expert, RDRP
- Monitoring and Evaluation Officer, RDRP (2 persons)
- Medical Coordinator, RDRP
- Directors of STCs (10 persons) (The Project provides assistance to the following 10 STCs, namely Amizero Training Center (ATC), Association Generale des Handicapes du Rwanda (AGHR), Union Rwandaise des Aveugles (URA), CFJ Gakoni, HVP Gatagara, Rwanda Network Computer (RNC), CFJ Kibali, CFJ Nyanza, CFJ Rwabuye, Gako Organic Farming Training Center.)

### (b) Provision of Office Spaces and Equipment

The Rwandan side has provided an office space to the Project in the Ministry of Local Government (MINALOC) together with utilities. Also, the Rwandan side has provided the storage room for starter kits for graduates from STCs.

### (c) Operational Expenses

The Rwandan side contributed a total of Frw 807,100 as operational expenses for the Project. Details of the operational expenses born by the Rwandan side are as follows:

<sup>1</sup> Operational expenses on development and update of the database is nil because this is not a capital intensive- but rather labor-intensive activity.

**Table 3: Operational Expenses on the Rwandan Side by the Japanese Fiscal Year (JFY) and Output (Unit: Frw)**

		JFY 2005 (Final quarter only)	JFY 2006	JFY 2007	JFY 2008 (1 <sup>st</sup> quarter only)	Total
Output 1	Barrier-free renovation cost contributed by Gako Organic Farming Training Center			400,000		400,000
Output 2	Radio advertisements for screening for skills training	53,100	42,480	226,560	84,960	407,100
	<b>Total</b>	<b>53,100</b>	<b>42,480</b>	<b>626,560</b>	<b>84,960</b>	<b>807,100</b>

(d) Others

Other Rwandan personnel than the counterpart personnel also contributed to renovating facilities at STCs for barrier-free. In particular, the Construction Unit of Ministry of Education (MINEDUC) provided advisory services to the Project and trainers at STCs gave technical advices on the design of barrier-free facilities. Furthermore, district officials in charge of infrastructure development inspected the construction of barrier-free facilities at STCs. In addition, the Ministry of Commerce, Industry, Investment, Promotion, Tourism and Cooperatives (MINICOM) has provided lectures on how to organize and manage cooperatives at STCs.

**C. Performances of the Project Activities**

The Project has implemented most of its activities smoothly without a serious delay as of August 2008, although the Team identifies frequent delays in barrier free renovation at STCs. Future activities of the Project are also expected to complete duly. See **Annex 3** for details of the plan and actual performances of the Project activities.

1. Performances of the Project activities for Output 1: "STC's capacity to accept Persons with Disabilities is strengthened."

Completing barrier-free renovation at STCs before the start of skills training courses is desirable. Yet, the construction had not been completed at target STCs before the training courses actually began. In fact, the barrier-free renovation was conducted simultaneously with the implementation of skills training at five target STCS, namely Amizero Training Center (ATC), Gakoni CFJ, Gako Organic Farming Training Center, Kibali CFJ and Rwabuye CFJ. In particular, barrier-free renovation was delayed in six months at Amizero Training Center (ATC), Gakoni CFJ. However, the Project is scheduled to complete barrier-free renovation at the six target STCs by the termination of the Project despite the above-mentioned delays.

The Training of Trainers (ToT) were implemented and completed smoothly, although some of them went through one or two month delay.

2. Performances of the Project activities for Output 2: “DSwDs acquire vocational skills.”

The Project has conducted skills training courses without any serious delay or cancellation. Ongoing skills training courses at Rwabuye and Nyanza CFJs are also scheduled to complete smoothly by the completion of the Project. The Project is expected to complete 27 skills training courses by the end of the Project.

3. Performances of the Project activities for Output 3: “A system to accumulate, analyze and utilize information on STCs and DSwDs is developed for improvement of skills training for DSwDs.

The Project has developed a database on DSwDs and STCs until now in parallel with baseline and follow-up surveys that the Project has conducted. Specifically, The Japanese expert has collected, and compiled data on DSwDs and STCs. He also designed and constructed the basic framework of the database. The Project expects that the Japanese and the Rwanda sides will discuss and decide how to integrate and use the database system in the existing monitoring and evaluation system of RDRC and partner STCs during the remaining period of the Project.

#### **D. Achievements of Outputs**

The Project either has achieved or is expected to achieve most of Outputs, which the Project originally planned to accomplish at its inception, by the completion of the Project, in December 2008. The Project is expected to achieve Output 1 soon because it has completed and will complete the construction of barrier-free facilities at all the 6 target STCs in two months, while it has completed the implementation of all the 3 Training of Trainers. With regard to Output 2, the Team concludes that the Project either has accomplished or is likely to accomplish in the near future its goals of implementing skills training courses and promoting economic independence of DSwDs, while changes in the indicator on social reintegration of DSwDs remains to be seen. With regard to Output 3, the Project is likely to develop the database of DSwDs and STCs by the completion of the Project, while the Project needs to study and discuss how to update and utilize the database system.

1. Output 1: STC's capacity to accept Persons with Disabilities (PwDs) is strengthened.

The Project has renovated facilities for barrier-free at additional 3 STCs since the mid-term evaluation was completed in October 2007. The Project specifically renovated Gako Organic Farming Training Center, Kibali CFJ, and Rwabuye CFJ. Having completed barrier-free renovation at 2 STCs before the visit of the mid-term evaluation mission, the Project has already completed barrier-free renovation at the 5 target STCs as of now and will complete one at Nyanza CFJ by early October, 2008. Therefore, the Project will complete barrier-free renovation of the entire 6 target STCs by the completion of the Project.

Also, the Project conducted 1 Training of Trainers on awareness building of promoting the employment of Persons with Disabilities after the completion of the mid-term evaluation in October 2007. Inviting a Ugandan expert, the Project conducted a consultative workshop and a training of trainers in February 2008. 97 participants attended at the former and 27 participants joined the latter. Consequently, the Project conducted a total of 4 Training of Trainers and approximately 300 participants joined them altogether, because the Project had conducted 3 Training of Trainers until the visit of the mid-term evaluation in October 2007. In short, the Project has achieved its Output 1 indicator of conducting 3 Training of Trainers with a total of more than 60 participants until now. The details of ToT performances are as follows:

**Table 4: Performances of Training of Trainers (ToT)**

	Consultative Conference	Workshop	Total
Curriculum Development		39	39
Building Awareness for Empowering Persons with Disabilities	93	42	135
Organic Farming	97	27	124
<b>Total</b>	<b>190</b>	<b>109</b>	<b>299</b>

Thus, it is reasonable to conclude that the Project will have accomplished the goal of Output 1 by the completion of the Project, because Output 1 originally aimed to complete barrier-free renovation of the 6 target STCs and conduct 3 Training of Trainers with a total of more than 60 participants.

## 2. Output 2: DSwdDs acquire vocational skills.

The Project has already achieved one of indicators of Output 2 until now, because the indicator originally aimed to provide skills training to more than 800 DSwdDs by the termination of the Project and, in fact, a total of 923 DSwdDs has received skills training at target STCs as of now. Also, 774 of 831 DSwdDs (93.1%) graduated from STCs, sponsored by the Project, and most of the remaining 92 DSwdDs still joining skills training courses are expected to complete and graduate from the partner STCs by the end of the Project. Therefore, it is very likely that the Project will have achieved another indicator of Output 2, which aims to reach the number of 800 graduates, by the completion of the Project. The details of the performances of skill trainings are as follows:

**Table 5: Performances of Skill Trainings by STC**

	Number of Trainees Sponsored by the Project	Number of Incomplete Trainees	Number of Dead Trainees	Number of Drop-outs and etc.	Number of trainees currently studying.	Number of Graduates
Amizero Training Center (ATC)	126	0	1	3	0	124
Association General des Handicapes du Rwanda (AGHR)	99	6	0	22	0	85
Union Rwandaise des Aveugles (URA)	23	0	0	0	0	23
Gakoni CFJ	105	0	2	24	0	92
HPV Gatagara Center	10	0	0	0	0	10
Rwanda Network Center (RNC)	109	4	0	22	0	94
Kibali CFJ	89	0	0	12	0	83
Nyanza CFJ	129	0	0	10	50	74
Rwabuye CFJ	127	0	1	3	42	83
Gako Organic Farming Training Center	106	0	0	0	0	106
<b>Total</b>	<b>923</b>	<b>10</b>	<b>4</b>	<b>96</b>	<b>92</b>	<b>774</b>

With regard to the economic independence of DSwd graduates supported by the Project, 189 of 253 respondents (75%) stated in the 2008 follow-up survey which studied the post-graduate economic and social welfare of DSwdDs who received support of the Project and graduated from STCs, that they have worked by utilizing skills learned at STCs. This suggests that 75% of DSwdDs supported by the Project have earned income and the Team concludes that the Project has achieved an Output 2 indicator that 60% of DSwdDs earn income by the completion of the Project. Also, 308 of 624 DSwdDs graduates sponsored by the Project joined cooperatives as of June 2008.

Thus, the Team concludes that the Project either has accomplished or is likely to accomplish in the near future its Output 2 indicators of implementing skills training courses and promoting economic independence of DSwdDs.

3. Output 3: A system to accumulate, analyze and utilize information on STCs and DSwdDs is developed for improvement of skills training for DSwdDs.

The Team finds that the Project has developed a database on DSwdDs and STCs until now in parallel with baseline and follow-up surveys that the Project conducted. Specifically, the Japanese expert has collected and compiled data on DSwdDs and STCs. He also designed and constructed the basic framework of the database in cooperation with RDRC and STCs. On the other hand, there has been no consensus between the Japanese and the Rwandan sides on how to integrate or update the database system in the existing monitoring and evaluation system of

RDRRC and partner STCs yet. The Project expects that the both sides will discuss and make a decision on these issues during the remaining period of the Project.

### **E. Project Purpose**

The following Project Purpose is less likely to materialize as stated in the PDM by the completion of the Project in December 2008.

Project Purpose: Expertise to reintegrate DSwdDs into communities through skills trainings is strengthened and shared among RDRRC and STCs.

This is mainly because the draft of manuals has not been developed yet as of now. Also, the Project should have more indicators that reflect the Project Purpose in addition to the development of the manuals. The Japanese and Rwandan sides developed and reached a consensus during the terminal evaluation that the existing RDRP manual be revised in order to accommodate experience, know-how and expertise acquired through the Project. In addition, the Team notes encouraging signs that directors and trainers at RDRRC and STCs has become more willing to assist DSwdDs with developing vocational skills than they used to be in the course of the Project, during the terminal evaluation mission.

In short, the Team considers it difficult to achieve the Project Purpose as stated in the PDM by the completion of the Project in spite of promising but suggestive evidence.

### **F. Overall Goal**

The Team concludes that the Project has already achieved the following Overall Goal until now.

Overall Goal: The economic and social self-support of Demobilized Soldiers with Disabilities (DSwdDs) is promoted by government institutions concerned with skills training of DSwdDs and STCs.

The Team observes that the Project has improved the economic welfare of DSwdDs who were supported by the Project. The 2008 follow-up survey studied the economic and social welfare of 440 DSwdD graduates sponsored by the Project. 253 of these 440 DSwdD graduates, excluding 6 DSwdD graduates from URA<sup>2</sup>, responded and 189 of the 253 respondents (75%) stated that they had worked by utilizing skills learned at STCs. Furthermore, 129 of these 189, who got a job utilizing skills acquired through the Project, also stated that their monthly income increased after joining skills training. In short, the survey results indicate that at least 129 of 253 respondents (51%) increased their monthly income after joining skills training, although 111 did not respond. Furthermore, 18 members of 5 cooperatives out of 7 cooperatives, with which the Team interviewed during the terminal evaluation mission, responded and stated that their

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<sup>2</sup> URA graduates were excluded because skills learned at URA were not vocational.

living standard improved after receiving skills training, comparing with that before training. Thus, it is conceivable that many of DSWDs graduates sponsored by the Project generated and/or increased their income by utilizing skills acquired through the Project.

The Team also finds that the Project has improved social relations between DSWDs sponsored by the Project on the one hand and their family and neighbors on the other. The 2008 follow-up survey shows that 180 of 259 respondents (69%) felt better or much better relationship with their families after training and also that 181 of 259 respondents (70%) felt better or much better relationship with their neighbors after training. Furthermore, the Team interviewed with 38 cooperative members (DSWDs graduates with the support of the Project) of 7 cooperatives during the terminal evaluation mission and all of them, responding to questions, stated that they had not faced any trouble in their community and they were reintegrated smoothly after joining skills training. In fact, some of them had undergone disputes on houses and lands with their families and community members before receiving skills training, but they have not had any after training. Thus, it seems that many of DSWDs sponsored by the Project has improved their relations with their families and community.

Consequently, the Team concludes that the Project has already achieved its Overall Goal of improving economic welfare and social reintegration of DSWDs supported by the Project until now.

### **III. Evaluation Based on Five Criteria**

#### **A. Relevance**

The Project is closely relevant to the needs of DSWDs, the Japanese ODA policy and program for Rwanda, and the Rwandan national development plan. The approach, strategy and timing of implementing the Project are mostly appropriate, too.

Timing is essential for successful disarmament, demobilization and reintegration. The timing of the Project is justifiable in a sense that the Project needed to be implemented in accordance with the progress of demobilization in Rwanda, although the pace of reintegration was not necessarily appropriate from a perspective of demobilized soldiers. Also, the Project justifiably considered the geographical distribution and the capacity of STCs, when selecting partner STCs. The equal geographical distribution of STCs was particularly important because a particular geographical location often represents a certain category of ex-combatants.

The Project is still consistent with the Japanese ODA policy and cooperation program of JICA. The Project is directly linked with human security and peace building, which the Japanese government has advocated in the ODA Mid-term Policy for years. Also, the Japanese assistance program for Africa emphasizes the importance of consolidation of peace as one of its three major columns.

The Rwandan government has maintained a firm commitment to assisting DSWDs. As the mid-term evaluation shows, the law “relating to the protection disabled war veterans” is strong evidence that the Rwandan government is committed to maintaining equal access to education and employment for DSWDs. Also, the Poverty Reduction Strategic Paper, published in November 2001, emphasized the importance of the national reconciliation in Rwanda. However, Economic Development and Poverty Reduction Strategy 2008-2012, the national development program of Rwanda, does not mention assistance to DSWDs in particular or demobilized soldiers in general, but this has been handled by the laws for supporting DSWDs.

The Team finds that there will be strong needs for assisting DSWDs in the near future. The Project has provided skills trainings to more than 900 DSWDs until now. However, there are a maximum of 4,000 DSWDs, who have not benefited from the Project as of now. Although the original goal of providing skills training to 800 through the Project is valid given the capacity of STCs and other local resources, strong needs for the Project evidently exist. Also, there have not been any donor, which focuses on the skills training of DSWDs. For instance, RDRP, which is funded by the World Bank and other donors, has mainly provided skills training for ex-combatants without disabilities. Consequently, it is conceivable that strong and consistent needs for the Project are expected to persist in the near future.

#### **B. Effectiveness**

The Project has not been so effective in strengthening and sharing expertise to reintegrate DSWDs into communities through skills training among RDRC and STCs as stated in the PDM, because the Project Purpose is less likely to materialize by the completion of the Project in December 2008.

As already discussed above, this is mainly because the draft of manuals has not been developed yet as of now. Also, the Project should have more indicators that represent the Project Purpose in addition to the development of the manual. The Japanese and Rwandan sides agreed to revise the existing RDRP manual by accommodating experience, know-how and expertise acquired through the Project. In addition, directors and trainers at RDRC and STCs has become more willing to assist DSWDs with developing vocational skills than they used to be in the course of the Project.

The Team considers that the incompleteness of the Project Purpose should not overlook the essence of the Project. Specifically the Team has developed an impression that the development of manuals is not the essential part of the Project, since most of inputs to the Project have been devoted to skills training of DSWDs themselves, rather than developing the manuals on reintegration. Rather, the Team perceives that the Project is significant mainly because it has provided immediate skills training and visible incentive for DSWDs to be self-supporting in a timely manner by synchronizing the implementation of the Project with the timing of repatriation and demobilization in



Rwanda. In short, the Project was effective in meeting needs of DSWDs in a timely manner by flexibly responding to the progress of repatriation and demobilization in Rwanda.

### **C. Efficiency**

Most of inputs have been mobilized and most of Project activities have been implemented following the original plan of the Project, although some activities were delayed. Also, the Project has effectively utilized existing STCs and third countries' resources. Furthermore, the Japanese and Rwandan sides have established frequent and close communication with each other. This smooth implementation of the Project, the mobilization of existing local and third countries' resources, and close communication have effectively translated inputs to the quick and visible materialization of Outputs.

The Team considers that the Project has delivered most of inputs and conducted its activities without a serious delay, although activities for renovating facilities at partner STCs for barrier-free were often delayed, sometimes in 6 months. The Team has not found evidence, however, that this delay in barrier-free renovation has prevented STCs from conducting skills training courses for DSWDs effectively. As discussed above, the Project has achieved most Outputs until now. Also, the Team notes that the start of 16 out of the entire 27 skill training courses were heavily concentrated in 2007. However, there seems no evidence that this concentration has had a negative impact on the materialization of their results. The Project has implemented most of other activities on Training of Trainers, skill training for DSWDs, and the development of database on STCs and DSWDs in accordance with the original plan of operations. With regard to future project activities, the Project is expected to implement them on time by the completion of the Project.

The Project is also efficient, because it has utilized existing local resources. Given the fact that most inputs of the Project have been devoted to the implementation of skill training courses, the contribution of local resources such as STC facilities, local trainers and existing curricula to the implementation of the Project is substantial. Also, mobilizing third countries' resources such as South African and Ugandan experts contributed to increasing the efficiency of the Project by reducing costs and enhancing the effectiveness of the Training of Trainers.

Last but not the least, close and frequent communication between the Japanese and Rwandan sides has enabled to implement Project activities in a timely manner. Almost all of the counterpart personnel, with whom the Team interviewed, consider that the Japanese expert's close, responsive and flexible communication has been a key for the success of the Project.

Thus, it is conceivable that, given the effective achievements of most Outputs of the Project and the verification of the smooth implementing process of the Project, inputs

and activities of the Project have been translated to the accomplishment of these Outputs efficiently.

#### **D. Impact**

As discussed above, the Team concludes that the Project has already achieved the Overall Goal of improving economic welfare and social environments of DSwdDs sponsored by the Project until now, because many of them have generated and/or increased their income by utilizing skills acquired through the Project, and many of them also have improved their relations with their families and community after receiving skills training.

The Team observes another positive impact of the Project on a law making for assisting persons with disabilities in general. Responding to a question by the Team, RDRC officials emphasized the importance of a consultative workshop, which the Project conducted. Inviting the Ministry of Education (MINEDUC), Ministry of Local Government (MINALOC), Ministry of Public Service and Labor (MIFOTRA) and disabled persons organizations, the workshop built and heightened their awareness that access to public facilities and transportation should be improved and also that employing Persons with Disabilities should be promoted. Then, these ministries and organization closely collaborated with parliamentary members to increase their political influences. Consequently, a law for assisting persons with disabilities has materialized eventually.

Also, the Team observes that directors, trainers and civilian trainees at some of STCs have changed their behaviors and/or attitudes toward DSwdDs through the Project. Directors, trainers and civilian trainees, realizing that DSwdDs could develop their skills and work, started welcoming DSwdDs to STCs and community. This psychological change is considered important for correcting prejudices against DSwdDs and promoting the empowerment of DSwdDs.

With regard to negative impacts of the Project, approximately 4,000 DSwdDs, who might be willing to receive skills training, might not be able to enjoy an equal opportunity of training, since the Project has covered only about 900 DSwdDs as of now due to its limited capacity. Also, the Team finds that DSwdDs with chronic illness were screened out from skills training sponsored by the Project at the initial stage. They were screened out because DSwdDs with chronic illness were expected to face a tremendous difficulty with working consistently after training. However, the Project decided that it would provide skills training to DSwdDs with chronic illness as well as DSwdDs without chronic illness. In addition, note that demobilized soldiers with chronic illness without disabilities have demanded that the Project provides skills training to them.

#### **E. Sustainability**

The Team concludes that the Rwandan policy for assisting DSwdDs is likely to persist

for the near future and also that RDRC and partner STCs have organizational and technical capacity to continue operations that the Project initiated. On the other hand, how to develop their financial sustainability is a key, and a strategy for improving financial sustainability should be discussed and prepared for the post-Project completion period, because limited opportunities such as the social protection budget from local authorities and funds from the proposed RDRP Stage III are available.

#### (1) Policy sustainability

The Rwandan government's policy for assisting DSwDs is likely to continue in the near future. As discussed above, the law "relating to the protection disabled war veterans" explicitly states that it aims to promote and maintain equal access to education and employment for DSwDs. This is an encouraging sign that the Rwandan government has made a long-term commitment to supporting DSwDs.

#### (2) Organizational and technical sustainability

The Team finds that both RDRC and partner STCs have capacity to design, plan and implement skills training courses for DSwDs. As the fact that RDRC and these STCs have conducted 27 DSwDs training courses without a serious delay demonstrates, they have sufficient organizational capacity to continue these operations, given that resources are available. Also, mobilizing local resources such as STCs and local trainers have contributed to enhancing the organizational sustainability. On the other hand, it seems that different STCs have made a different organizational commitment to accepting DSwDs in the post-Project period. The team has found that some of partner STCs, which the Team interviewed with, showed their willingness to continue providing skills training with their own resources even after the Project ends.

RDRC also possesses sufficient capacity to design, plan and implement barrier-free renovation at STCs and training of trainers. They have sufficient expertise and knowledge on how to prepare and arrange barrier-free construction, whom to invite for training of trainers, and how to prepare and conduct workshop, if sufficient resources are available. Also, the Team finds that RDRC is enthusiastic to continue assisting DSwDs for the future. As stated in PRIME MINISTER'S ORDER No. 26/03 of 15/11/2007, establishing the organ which the ministry having social affairs shall supervise and is in charge of the protection of disabled former war combatants is expected to further strengthen the organizational capacity for sustaining operations that the Project has conducted.

#### (3) Financial sustainability

Substantial attention should be paid to the financial sustainability in the post-completion period of the Project. All of RDRC and STC officials, with whom the Team interviewed, explicitly stated the financial sustainability is a great concern. They specifically mentioned that their budgets are and will be too insufficient to continue the same operations for DSwDs as the Project has provided, for the post-Project period. However, limited opportunities for improving the financial sustainability are available.

In particular, funds from the proposed RDRP Stage III, which could be mobilized only for newly demobilized soldiers with disabilities, and the social protection budget from local authorities could contribute to continuing operations that the Project has implemented.

#### **F. Positively Contributing Factors**

The Project was especially effective in responding to the timing of demobilizing Rwandan soldiers, because the Project started when the number of demobilized soldiers in Rwanda reached the climax. Immediate and visible assistance to demobilized soldiers after demobilization is crucial, because many demobilized soldiers, particularly DSWDs have psychological, economic and social difficulties in reintegrating themselves in their community immediately after demobilization.

Sensitivity to subtle relations among armed groups and between armed groups and civilians is a key for the success of any peacebuilding, disarmament, demobilization and reintegration program in a post-conflict country. The Project has paid a special attention to maintain balanced representation among different groups of ex-RDF, ex-FAR, and ex-Armed Group when the Project screened and selected DSWDs trainees for skills training courses.

Also, the Project has selected and provided starter kits, which are appropriate in light of the living standards of their neighbors, to DSWDs graduates from STCs. This selection has prevented unnecessary tensions from developing in a community.

Furthermore, starting a cooperative while skills training was going on particularly contributed to the economic and social independence of DSWDs. This innovative approach enabled cooperatives to continue after they completed skills training and cooperative members to start their business together. Consequently, they were able to go through the transition period smoothly from graduation at STCs to settlement in their community.

#### **G. Conclusion**

The Project is closely relevant to the needs of DSWDs, the Japanese ODA policy and program for Rwanda, and the Rwandan national development policy. The approach, strategy and timing of implementing the Project are mostly appropriate.

The Project has not been so effective in strengthening and sharing expertise to reintegrate DSWDs into communities through skills training with RDRC and STCs as stated in the PDM, because the production and sharing of manuals has not yet materialized. However, the Team notes that the Project is significant because it has met needs of DSWDs in a timely manner by flexibly responding to the progress of repatriation and demobilization in Rwanda.

The smooth implementation of the Project, the mobilization of existing local and third

countries' resources, and close communication between the Japanese and Rwandan sides have translated inputs to the quick and visible materialization of Outputs.

The Project has already achieved the Overall Goal of improving economic welfare and social environments of DSwdDs sponsored by the Project until now. Furthermore, the Project had a positive impact both on a law making for assisting persons with disabilities in general and on the change in the behavior and attitude of directors, trainers and civilian trainees toward DSwdDs. On the other hand, approximately 4,000 DSwdDs potentially have not enjoyed an equal opportunity of training. Also, demobilized soldiers with chronic illness without disabilities have demanded that the Project provides skills training to them.

The Rwandan policy for assisting DSwdDs is likely to persist. Also, RDRC and partner STCs have organizational and technical capacity to continue operations that the Project initiated. However, how to sustain budgets to continue operations for DSwdDs is a challenge, while limited opportunities such as funds from the proposed RDRP Stage III, which could be mobilized only for newly demobilized soldiers with disabilities, and the social protection budget from local authorities are potential financial sources.

Demobilization and reintegration of ex-combatants (ex-RDF, ex-FAR and ex-Armed Groups) is closely linked with national unity and reconciliation of the country, which the government of Rwanda has emphasized. Repatriation and reintegration of ex-Armed Groups even influences relationship with the neighboring country and regional security. Thus the Project has contributed to regional stability to some extents.

Immediately starting transition from demobilization to reintegration is always asked for, because ex-combatants need to be reintegrated in community smoothly. Timing to deliver skills training matters for successful reintegration of the ex-combatants. The ex-combatants with disabilities had a number of complaints that they had not been taken care of. It is crucial to make them feel that substantial attention is paid to them and give something to engage in order not to prevent them from being idle.

## **IV. Recommendations and Lessons Learned**

### **A. Recommendations**

- RDRC and JICA should prepare and share the exit strategy of the Project as soon as possible during the remaining project period. As emphasized repeatedly, increasing and maintaining financial sustainability is a key. The Team finds that possible resources for skills training for DSwdDs are: 1) funds from the proposed RDRP Stage III, which could be mobilized only for newly demobilized soldiers with disabilities; and 2) the social protection budget from local authorities. Therefore, it is recommended to develop a concrete strategy for enhancing the financial strategy.

- It is recommended that RDRC maintain the existing system for conducting annual surveys of graduates of STCs and also that they review the economic and social welfare of DSwdDs to improve skills training courses, which effectively meets market needs. Partner STCs are also to be encouraged by RDRC to conduct follow-up surveys.
- It is proposed that the existing manuals be revised in order to accommodate experience, know-how and expertise on the reintegration of DSwdDs during the remaining period of the Project, which would be utilized by RDRC and STCs.
- As mentioned above, the special organ in the Rwandan government will be established in the near future. Therefore, the Team recommends that RDRC should prepare for transferring to the responsible ministry its know-how, experience and expertise on how to provide skills training.
- The Team could not find evidence that the number of civilians with disabilities as trainees increased at some of partner STCs. On the other hand, the Team finds that the Consultative Workshop, which was held in the Project, had a certain impact on raising awareness of relevant stakeholders. Constant and further efforts could increasingly raise awareness of empowering persons with disabilities together with efforts to find financial resources. It is recommended that the Rwandan side be expected to continue making such efforts after the completion of the Project.
- The Rwandan side recommended that the Japanese side provide assistance for planning and implementing follow-up activities described above.
- JICA should advocate the outcomes of the Project internally to utilize them for similar assistance programs or projects in Rwanda, other countries and regions.

#### **B. Lessons Learned from the Project**

- Immediate and visible assistance to demobilized soldiers is essential. Many demobilized soldiers, particularly DSwdDs face psychological, economic and social difficulties when reintegrating themselves in their community. Therefore, timing is crucial for assisting them. Particularly, any assistance project or program for disarmament, demobilization and reintegration should be designed, planned and implemented in accordance with the implementation of disarmament, demobilization and reintegration process of a post-conflict country. The Project was especially effective in responding to the timing of demobilizing Rwandan soldiers, because the Project started when the number of demobilized soldiers in Rwanda reached the climax. Also, the provision of starter kits to DSwdD graduates from STCs was effective because it has given a visible incentive for DSwdDs to study and work hard.
- The importance of sensitivity to subtle relations among ex-combatants from different armed groups and between ex-combatants and civilians cannot be overstated. This sensitivity is a key for the success of any peacebuilding, disarmament, demobilization and reintegration (DDR) program in a post-conflict country. How to promote reconciliation among different armed groups and civilians is often extremely sensitive and needs special attention. A

special care has been taken to maintain balanced representation among different groups (ex-RDF, ex-FAR, and ex-Armed Group) when the Project screened and selected DSWDs trainees for skills training courses. Also, the Project selected and provided starter kits, which are appropriate in light of the living standards of their neighbors, to DSWDs graduates from STCs.

- When DDR covers various categories of ex-combatants like in Rwanda, it is a good opportunity to promote reconciliation among confronting groups in the past, as far as the Project takes balancing interests among the groups into necessary consideration.
- In order to provide a larger impact on reintegrating ex-combatants in a short period, a project should target higher number of the direct beneficiaries, though, it may have to compromise the quality of skills training, monitoring and follow-up, as well as the sustainability of operations when capacity is limited. While the number of direct beneficiaries of the Project may not be sufficiently high, the Project has had close monitoring and follow-up of DSWD trainees and graduates. Besides, the Project opened opportunities of skills training for the people with disabilities in general.
- In order to start delivering skills training quickly, it is efficient to utilize the local existing training providers (e.g. training centers or associations) rather than to establish new specialized facilities for demobilized, because DDR is in many cases implemented with the specific time frame so that any particular facility for demobilized soldiers may leave the problem of maintenance after the completion of DDR process. This approach meets needs for the sustainability
- It is desirable to provide skills training around the place where persons with disabilities actually reside. This arrangement firstly solves transportation constraint, and more importantly. It also facilitates graduates to get job opportunities, including setting up the cooperatives or associations with the graduates and local people. Furthermore, STCs can monitor and follow-up graduates easier if they are staying around. Besides, participating in skills training within their locality promotes social reintegration with communities and people around the ex-combatants or people with disabilities.
- Assistance for reintegration is influenced by demobilization process, which often reflects political environment. Depending on the progress of demobilization operations, the total number of the ex-combatants changes. Thus, a project to assist ex-combatants is desired to have certain flexibility to accommodate and respond to some changes.
- Establishing cooperatives and associations among graduates contributes to their economic and social reintegration. From an economic point of view, starting a job in a group is more encouraging and efficient than working solely. Socially, it is observed in many cases that a cooperative or an association consisting of ex-combatants from different groups and even adding civilians has contributed to the national reconciliation.
- In post conflict situations, data on people with disabilities (the number, locations, categories etc.) can only poorly be collected, which makes it difficult to plan

assistance for people with disabilities. Ex-combatants report their data including details of disabilities when they are demobilized. Therefore, it is easier to make a plan of assistance for ex-combatants with disabilities than people with disabilities in general. It may be an option to start assisting ex-combatants with disabilities, and then expand assistance for general people with disabilities utilizing know-how and network acquired by having assisted ex-combatants with disabilities.

- Working in a group as a cooperative can help supplement disabilities of individuals. The examples show that persons impaired visually or persons with hand disabilities work with others in a cooperative of welding by helping each other. These persons with certain disabilities might not be able to do better business if they worked solely.
- Barrier-free renovation at partner STCs were effective to change the attitude of trainers and trainees without disabilities towards persons with disabilities. A visible change in the environment has given tremendous impression on them.
- As Rwanda has not developed a standard of barrier-free construction yet, the Project adopted and applied the standard of the Tokyo Metropolitan Government for renovation at STCs. The Project also paid maximum attention to the process of the construction in order to ensure the safety. Barrier-free renovation of other projects in countries without a standard can follow this process.
- In the Project, a staff with disability has been hired as an assistant. This advocates the participation of persons with disabilities to stakeholders and public, and emphasizes that the Project is implemented reflecting the voice of persons with disabilities.
- Network building with disabled persons organizations (DPOs) is essential for the implementation of a project for persons with disabilities, as the information and know-how to support persons with disabilities is often compiled, analyzed and utilized by DPOs, and disability movement to advocate the rights of persons with disabilities is often empowered and initiated by DPOs.

**-End**



**Annex 1: Project Design Matrix (PDM) for The Skills Training for the Reintegration of Demobilized Soldiers with Disabilities**

Project Title: The Skills Training for the Reintegration of Demobilized Soldiers with Disabilities  
 Project Period: December 2005 – December 2008

Target Group: Demobilized Soldiers with Disabilities (indirect beneficiaries: Persons with Disabilities)

Target Area: The Republic of Rwanda

Version: PDM 3

As of November, 2007

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>&lt; Overall Goal &gt;                      The economic and social self-support of Demobilized Soldiers with Disabilities (DSwDs) is promoted by government institutions concerned with skills training of DSwDs and STCs.</p>	<p>1 Percentage of DSwDs (graduates from STCs) who have generated income utilizing acquired vocational skills                      2 Improvement of the relationships between DSwDs and family, neighbors, friends and social groups in communities</p>	<p>- Follow-up report from the concerned institutions                      - Questionnaire for DSwDs                      - Baseline survey                      - Tracer survey</p>	<p>- The legal framework of protection of DSwDs is established and the access to employment is improved.                      - Peace in the community that DSwDs is reintegrated is secured and reconciliation is maintained.</p>
<p>&lt; Project Purpose &gt;                      Expertise to reintegrate DSwDs into communities through skills trainings is strengthened and shared among RDRC and STCs.</p>	<p>1 Methods on the following topics are developed and compiled as a manual:                      - How to monitor and follow-up the trained DSwDs                      - How to match DSwDs and appropriate skills training courses by conducting individual assessment                      - How to develop/modify curricula so that DSwDs acquire marketable skills                      - How to develop the database on Skills Training Centers (STCs)                      - How to carry out tracer surveys of graduates regularly, analyze the result and utilize it for the improvement of courses                      - How to conduct Training of Trainers (ToTs)                      - How to assess the needs for renovation of facilities to be barrier-free and conduct renovation</p>	<p>1 * Information on DSwDs, STCs, ToTs and barrier-free                      * Project report                      * Report from the concerned institutions                      * Monitoring and follow-up sheet                      * Baseline survey                      * ToT's report                      * Questionnaire from participants of ToTs                      * Report for barrier-free                      * Tracer survey                      * Distribution list of the manual</p>	<p>- Project report                      - Report from the concerned institutions                      - Monitoring and follow-up sheet                      - ToT's report                      - Questionnaire from participants of ToTs                      - Report for barrier-free                      - Tracer survey</p>
<p>&lt; Outputs &gt;                      1. STC's capacity to accept Persons with Disabilities (PwDs) is strengthened.</p>	<p>1-1 6 STCs are renovated to be barrier-free facilities by the Project.                      1-2 60 trainers at STCs receive ToTs.                      1-3 ToTs are conducted 3 times.                      2-1 800 DSwDs receive skills trainings.                      2-2 800 DSwDs graduate from STCs.                      2-3 60% of the trained DSwDs by the GoR/JICA project generates income for self-support.                      2-4 Number of the trained DSwDs by the JICA project joins cooperatives and associations.</p>	<p>- Project report                      - Report from the concerned institutions                      - Monitoring and follow-up sheet                      - ToT's report                      - Questionnaire from participants of ToTs                      - Report for barrier-free                      - Tracer survey</p>	<p>Responsibilities for the issues of DSwDs and their reintegration, including provision of skills training, continue to be among integral missions of governmental bodies.</p>
<p>2. DSwDs acquire vocational skills.</p>	<p>3-1 Database on STCs is developed.                      3-2 Database on DSwDs is developed.                      3-3 These databases are updated regularly by the STCs and RDRC.</p>	<p>- Project report                      - Report from the concerned institutions                      - Monitoring and follow-up sheet                      - ToT's report                      - Questionnaire from participants of ToTs                      - Report for barrier-free                      - Tracer survey</p>	<p>Responsibilities for the issues of DSwDs and their reintegration, including provision of skills training, continue to be among integral missions of governmental bodies.</p>
<p>3. A system to accumulate, analyze and utilize information on STCs and DSwDs is developed for improvement of skills training for DSwDs.</p>	<p>3-1 Database on STCs is developed.                      3-2 Database on DSwDs is developed.                      3-3 These databases are updated regularly by the STCs and RDRC.</p>	<p>- Project report                      - Report from the concerned institutions                      - Monitoring and follow-up sheet                      - ToT's report                      - Questionnaire from participants of ToTs                      - Report for barrier-free                      - Tracer survey</p>	<p>Responsibilities for the issues of DSwDs and their reintegration, including provision of skills training, continue to be among integral missions of governmental bodies.</p>

<p>&lt;&lt;Activities&gt;&gt;</p> <p>1-1. Barrier-free renovations</p> <p>1-1-1. To plan appropriate designs for barrier-free facilities and arrange renovation as required</p> <p>1-1-2. To supervise the renovation by contractors</p> <p>1-1-3. To evaluate the outcome of barrier-free renovations for further improvement</p> <p>1-1-4. To assist STCs in developing their capacity to carry out the activities above (1-1-1 to 1-1-3)</p> <p>1-2. Training of Trainers</p> <p>1-2-1. To plan ToTs on development of curriculum and awareness-raising of skills trainings for PwDs</p> <p>1-2-2. To select trainers including some from the neighboring countries</p> <p>1-2-3. To conduct ToTs</p> <p>1-2-4. To evaluate the outcome of ToTs for further improvement</p> <p>1-2-5. To assist STCs in their capacity to carry out the activities above (1-2-1 to 1-2-4)</p> <p>2-1. To develop criteria for selecting trainees</p> <p>2-2. To select the STCs (including those in western provinces) that accept DSwdDs</p> <p>2-3. To provide information on skills training to DSwdDs</p> <p>2-4. To select trainees</p> <p>2-5. To provide the skills training in STCs</p> <p>3-1. To conduct a baseline survey on the situations of DSwdDs (their social, economic and physical situation)</p> <p>3-2. To develop a database on DSwdDs and STCs</p> <p>3-3. To develop a know-how to update the database periodically</p> <p>3-4. To carry out tracer survey of DSwdDs who graduated STCs</p> <p>3-5. To analyze the result of the tracer survey (3-4)</p> <p>3-6. To improve skills training based on the analysis of the tracer survey results (3-5)</p> <p>3-7. To provide DSwdDs with information on how to find employment/how to establish associations and cooperatives</p>	<p>&lt;&lt;Japan&gt;&gt;</p> <p>&lt;&lt;Long-term Expert&gt;&gt; (1 person)</p> <ul style="list-style-type: none"> <li>Project Coordinator</li> </ul> <p>&lt;&lt;Short-term Expert&gt;&gt; (2 persons)</p> <ul style="list-style-type: none"> <li>ToT trainers from neighboring countries</li> <li>1 person×6 days×1 time (from South Africa)</li> <li>1 person×6 days×1 time (from Uganda)</li> </ul> <p>&lt;&lt;Equipment&gt;&gt;</p> <ul style="list-style-type: none"> <li>1 Vehicle, 1 photocopy machine, 3 PCs, 2 Printers, Projector and other office supplies</li> <li>Starter Kits</li> </ul> <p>&lt;&lt;Project Expenses&gt;&gt;</p> <ul style="list-style-type: none"> <li>Operational Expenses</li> </ul>	<p>&lt;&lt;Rwanda&gt;&gt;</p> <p>&lt;&lt;Counterpart Personnel&gt;&gt; (17 persons)</p> <ul style="list-style-type: none"> <li>Chairman, Rwanda Demobilization and Reintegration Commission (RDRC)</li> <li>Project Director, Coordinator, Rwanda Demobilization and Reintegration Programme, (RDRP)</li> <li>Project Manager: Chief Operations Officer, the Government of Rwanda.</li> <li>RDRP</li> <li>Training Expert, RDRP</li> <li>Monitoring and Evaluation Officer, RDRP (2 persons)</li> <li>Medical Coordinator, RDRP</li> <li>Directors of STCs (10 persons)</li> </ul> <p>&lt;&lt;Facility and Equipment&gt;&gt;</p> <ul style="list-style-type: none"> <li>Facilities for ToTs</li> <li>An office room for JICA experts</li> <li>A meeting room for the Project</li> <li>Office supply</li> </ul> <p>&lt;&lt;Local Cost&gt;&gt;</p> <ul style="list-style-type: none"> <li>Running expenses and consumable supplies for the equipment</li> </ul>	<ul style="list-style-type: none"> <li>STCs continue to be in operation</li> <li>STC staff do not leave.</li> <li>Sufficient budget is secured by the Government of Rwanda.</li> </ul> <p>Pre-conditions</p> <ul style="list-style-type: none"> <li>Counterparts continue to be in operation.</li> <li>Other donors supporting RDRP continue funding the program.</li> <li>Security in Rwanda and neighboring countries is not deteriorated.</li> </ul>
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**Annex 2: Evaluation Grid for The Skills Training for the Reintegration of Demobilized Soldiers with Disabilities**

Evaluation Criteria	Evaluation Question		Data Required	Data Source and Methods
	Main Question	Sub-question		
	Are both the project purpose and overall goal relevant to the Rwandan national development plan?	Are both the project purpose and overall goal consistent with the needs of DSWDs	<ul style="list-style-type: none"> <li>The current status of assistance for Demobilized Soldiers with Disabilities (DSWDs) in the Rwandan national development plan</li> <li>The needs of DSWDs and the skills and capacity that they actually developed and improved.</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development and Poverty Reduction Strategy (2008-2012)</li> <li>Questionnaires to and interviews with DSWDs</li> </ul>
		Is the overall goal consistent with the needs of Demobilized Soldiers with Disabilities (DSWDs) groups?		
Relevance	Is the strategy for achieving the project purpose and overall goal valid?		<ul style="list-style-type: none"> <li>Causalities between outputs, the project purpose and the overall goal</li> </ul>	<ul style="list-style-type: none"> <li>Project Design Matrix (PDM)</li> <li>Summary of the ex-ante evaluation results</li> </ul>
		Are the criteria and process for selecting Skills Training Centers (STC) justifiable?	<ul style="list-style-type: none"> <li>The criteria and process for selecting STCs</li> </ul>	<ul style="list-style-type: none"> <li>Japanese expert reports</li> <li>Questionnaire to and interviews with Rwanda Demobilization and Reintegration Commission (RDRC)</li> <li>Interviews with the Japanese expert</li> </ul>
	Are both the project purpose and overall goal relevant to the Japanese aid policy and program?		<ul style="list-style-type: none"> <li>Priority sectors of Japan's assistance policy and program for Rwanda</li> </ul>	<ul style="list-style-type: none"> <li>Japan's ODA Mid-term Policy</li> <li>Japanese Foreign Ministry's ODA Database</li> <li>JICA Annual Report</li> </ul>

Evaluation Criteria	Evaluation Question		Data Required	Data Source and Methods	
	Main Question	Sub Question			
Effectiveness	Is the project purpose likely to be materialized by the end of the Project?	Is expertise to reintegrate DSWDs into communities through skills trainings likely to be strengthened and shared among RDRC and STCs by the end of the Project?	<p>Methods on the following topics are developed and compiled as a manual:</p> <ul style="list-style-type: none"> <li>- How to monitor and follow-up the trained DSWDs</li> <li>- How to match DSWDs and appropriate skills training courses by conducting individual assessment</li> <li>- How to develop/modify curricula so that DSWDs acquire marketable skills</li> <li>- How to develop the database on Skills Training Centers (STCs)</li> <li>- How to carry out tracer surveys of graduates regularly, analyze the result and utilize it for the improvement of courses</li> <li>- How to conduct Training of Trainers (ToTs)</li> <li>- How to assess the needs for renovation of facilities to be barrier-free and conduct renovation</li> </ul>	<ul style="list-style-type: none"> <li>• Manuals or guidelines developed, compiled and distributed</li> <li>• Distribution lists of the manuals and guidelines</li> <li>• Questionnaires to and interviews with RDRC, STC directors, and trainers</li> </ul>	
		Is it conceivable that strengthening STC's capacity to accept Persons with Disabilities (PwDs) has contributed to enhancing and sharing expertise to reintegrate DSWDs into communities through skills trainings among RDRC and STCs?	Facilities renovated for barrier-free	<ul style="list-style-type: none"> <li>• Observation of project sites</li> <li>• Japanese expert reports</li> <li>• Report for improving project management</li> </ul>	
		Is it conceivable that outputs of the Project have contributed to achieving the project purpose?	Is it conceivable that the implementation of skills training has contributed to enhancing and sharing expertise to reintegrate DSWDs into communities through skills trainings among RDRC and STCs?	<p>Causality between the implementation of barrier-free renovation and ToT on the one hand, and the development and sharing of the manuals/guidelines on the other hand</p> <p>Causality between the implementation of skills training on the one hand, and the development and sharing of the manuals/guidelines on the other hand</p> <p>Causality between the construction and the update of database on DSWDs and STCs on the one hand, and the development and sharing of the manuals/guidelines on the other hand</p>	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with the personnel of RDRC, RDRC and STCs, who produced the manuals and guidelines</li> <li>• Interview with the Japanese expert</li> <li>• Questionnaires to and interviews with the personnel of RDRC, RDRC and STCs, who produced the manuals and guidelines</li> <li>• Interview with the Japanese expert</li> <li>• Questionnaires to and interviews with the personnel of RDRC, RDRC and STCs, who produced the manuals and guidelines</li> <li>• Interview with the Japanese expert</li> </ul>
		What factor particularly has accelerated the achievement of the project purpose?		Evaluation of the factors, and the degree of their contribution to the development of the manuals/guidelines and the barrier-free renovation of the facilities	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with the personnel of RDRC, RDRC and STCs, who produced the manuals and guidelines</li> <li>• Interview with the Japanese expert</li> </ul>
	What factor particularly has hampered or delayed the achievement of the project purpose?		Evaluation of the factors and the degree of their contribution to the delay or incompletion of the manuals/guidelines and the barrier-free renovation of the facilities	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with the personnel of RDRC, RDRC and STCs, who produced the manuals and guidelines</li> <li>• Interview with the Japanese expert</li> </ul>	

Evaluation Criteria	Evaluation Question		Data Required	Data Source and Methods
	Main Question	Sub-question		
Efficiency	Were the number, expertise and capacity, assignment timing and duration of the Japanese expert appropriate?	Were the number, expertise and capacity, assignment timing and duration of the short-term expert appropriate?	• Evaluation by RDRC, RDRP and STC	• Questionnaires to and interviews with RDRC, RDRP and STCs
		Were the number, expertise and capacity, assignment timing and duration of the short-term expert appropriate?	• Evaluation by RDRC, RDRP and STC	• Questionnaires to and interviews with RDRC, RDRP and STCs
	Were the quality, quantity and timing of inputs for the Project appropriate?	Were the quantity and quality of equipments provided by the Japanese side and the timing of the provision appropriate?	• The current status of facilities and equipment • Evaluation by RDRC, RDRP and STC	• Japanese expert reports • Report for improving project management • Report for Progress of Activities and Achievement of Outputs • Questionnaires to and interviews with RDRC, RDRP and STCs
		Were the number, duration and capacity of C/P personnel, which were assigned by the Rwandan side, appropriate?	• Evaluation by the Japanese expert	• Interviews with the Japanese expert
	Is the inputs mobilized for implementing the Project sufficiently justifiable given the outputs generated by the Project?	Were the quality and quantity of the facilities and equipments, which were provided for the Project, appropriate?	• Evaluation by the Japanese expert	• Interviews with the Japanese expert
		Was the Rwandan financial contribution to the Project appropriate?	• Evaluation by the Japanese expert	• Interviews with the Japanese expert
		Is the inputs mobilized for aiming to achieve Output 1 sufficiently justifiable given the results that the Project has achieved in Output 1 until now	• The quantity and quality of STCs capacity, which has been strengthened by the Project, to accept Persons with Disabilities (PwDs) • The inputs mobilized for achieving Output 1	• Japanese expert reports • Report for improving project management • Report for Progress of Activities and Achievement of Outputs
		Is the inputs mobilized for aiming to achieve Output 2 sufficiently justifiable given the results that the Project has achieved in Output 2 until now	• The quantity and quality of the vocational skills, which DSWDs have acquire through the Project • The inputs mobilized for achieving Output 2	• Japanese expert reports • Report for improving project management • Report for Progress of Activities and Achievement of Outputs
		Is the inputs mobilized for aiming to achieve Output 3 sufficiently justifiable given the results that the Project has achieved in Output 3 until now	• The quantity and quality of the information system on STCs and DSWDs, which has been developed through the Project • The inputs mobilized for achieving Output 3	• Japanese expert reports • Report for improving project management • Report for Progress of Activities and Achievement of Outputs

Evaluation Criteria	Evaluation Question		Data Required	Data Source and Methods
	Main Question	Sub-question		
Efficiency (Continued)	What factor particularly has facilitated the provision of inputs and the implementation of activities?	<p>Is it conceivable that such factors as good relations between the Japanese and Rwandan sides and the ownership of the Rwandan side have facilitated the provision of inputs and the implementation of the Project?</p> <p>Have any other factors particularly facilitated the provision of inputs and the implementation of the Project?</p>	<ul style="list-style-type: none"> <li>• Status of relations between the Japanese and Rwandan sides and the ownership of the Rwandan side</li> <li>• Progress of input provision and the implementation status of activities</li> <li>• Status of other factors</li> <li>• Progress of input provision and the implementation status of activities</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> <li>• Questionnaires to and interviews with RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> </ul>
	What factor particularly has hampered or delayed the provision of inputs and the implementation of activities?	<p>Is it conceivable that such factors as the lack of or change in the authority, budgets, or human resources of RDRP and STCs and the degree of their contribution to the delay or incompleteness of input provision and project activities?</p> <p>Have any other factors such as a natural disaster, civil war or political and social instabilities plausibly hampered or delayed the provision of inputs and the implementation of the Project?</p> <p>Was the Joint Coordination Committee (JCC) held in a timely manner? Did the JCC help the management and implementation of the Project?</p>	<ul style="list-style-type: none"> <li>• Current status of the lack of or change in the authority, budgets, or human resources of RDRP and STCs and the degree of their contribution to the delay or incompleteness of input provision and project activities</li> <li>• Evaluation of the other factors and the degree of their contribution to the delay or incompleteness of input provision and project activities</li> <li>• Evaluation by the Japanese and Rwandan sides</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> <li>• Questionnaires to and interviews with RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> <li>• Questionnaires to and interviews with RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> </ul>
	Was the project management effective, responsive and flexible?	Was the project management flexible and responsive to unanticipated accidents or events?	<ul style="list-style-type: none"> <li>• Flexibility and responsiveness to unanticipated accidents or events</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> </ul>

Evaluation Criteria	Evaluation Question		Data Required	Data Source and Methods	
	Main Question	Sub-question			
Impact	Is the overall goal likely to materialize in the near future?	The promotion of the economic and social self-support of Demobilized Soldiers with Disabilities (DSwDs) is likely to be accomplished in the near future.	Percentage of DSwDs (graduates from STCs) who have generated income utilizing acquired vocational skills Improvement of the relationships between DSwDs and family, neighbors, friends and social groups in communities	<ul style="list-style-type: none"> <li>The follow-up study</li> <li>Questionnaires to STC graduates</li> <li>The follow-up study</li> <li>Questionnaires to STC graduates</li> </ul>	
	Is it conceivable that the achievement of the project purpose will lead to the accomplishment of the overall goal?	<p>Are enhancing and sharing expertise to reintegrate DSwDs into communities through skills trainings among RDRC and STCs likely to accomplish the promotion of the economic and social self-support of DSwDs in the near future?</p> <ul style="list-style-type: none"> <li>Is it conceivable that the Project has either contributed to or hampered the reconciliation among ex-Rwanda Defense Forces (RDF), ex-Force Armee Rwandaise (FAR), and ex-Armed Group?</li> <li>Is it conceivable that the Project has either contributed to or hampered the reconciliation between citizens and demobilized soldiers (ex-Rwanda Defense Forces (RDF), ex-Force Armee Rwandaise (FAR), and ex-Armed Group)?</li> </ul>	<ul style="list-style-type: none"> <li>Causality between enhancing and sharing the expertise among RDRC and STCs on the one hand, and the promotion of the economic and social self-support of DSwDs on the other</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaires to and interviews with RDRC, RDRP and STCs</li> <li>Interviews with the Japanese expert</li> </ul>	
	What are unintended positive or negative consequences of the Project?		<ul style="list-style-type: none"> <li>Has the Project had a positive or negative influence on the Rwandan general assistance policy for handicapped people or, more specifically, activities aiming to assist with handicapped people in STCs, which are note selected and covered by the Project.</li> </ul>	<ul style="list-style-type: none"> <li>The current status and process of the reconciliation through the Project</li> <li>The current status and process of the reconciliation through the Project</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaires to Interviews with DSwDs</li> <li>Questionnaires to and interviews with RDRC, RDRP and STCs</li> <li>Interviews with the Japanese expert</li> </ul>
			<ul style="list-style-type: none"> <li>Have you observed other unintended positive or negative consequences of the Project?</li> </ul>	<ul style="list-style-type: none"> <li>Changes in the Rwandan general assistance policy for handicapped people</li> <li>Changes in activities aiming to assist with handicapped people in STCs, which are note selected and covered by the Project</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaires to Interviews with DSwDs</li> <li>Questionnaires to and interviews with RDRC, RDRP and STCs</li> <li>Interviews with the Japanese expert</li> </ul>
			<ul style="list-style-type: none"> <li>Have you observed other unintended positive or negative consequences of the Project?</li> </ul>	<ul style="list-style-type: none"> <li>Current status of other unintended positive or negative consequences of the Project</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaires to Interviews with DSwDs</li> <li>Questionnaires to and interviews with RDRC, RDRP and STCs</li> <li>Interviews with the Japanese expert</li> </ul>

Evaluation Criteria	Evaluation Question		Data Required	Data Source and Methods
	Main Question	Sub-question		
Sustainability	Is it expected that policy assistance to operations in the post-completion period will be obtained or maintained?	How likely is the Rwandan government to continue placing a high priority in assisting DSWDs in the post-completion period?	<ul style="list-style-type: none"> <li>• Priority of assisting DSWDs in the Rwandan development policy</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with RDC, RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> </ul>
	Is it expected that budgetary, organizational and personnel assistances will be obtained or maintained for operations in the post-completion period?	Do RDC or STCs have or are they expected to have authority to assist DSWDs in the post-completion period?	<ul style="list-style-type: none"> <li>• Scope of RDRC and STCs' legal mandate and responsibility for assisting DSWDs</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with RDC, RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> </ul>
	Is it expected that technical and professional assistances will be obtained or maintained for operations in the post-completion period?	Do RDRC or STCs have or are they expected to receive and maintain sufficient budgets, personnel and organizational support, to administer and supervise operations after completing the Project?	<ul style="list-style-type: none"> <li>• Budgets, personnel and organizational support that RDRC and STCs will maintain in the post-completion period</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with RDC, RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> </ul>
		Do RDRC or STCs have or are they expected to develop a mechanism for improving and updating skills necessary for maintaining operations after completing the Project?	<ul style="list-style-type: none"> <li>• RDRC and STCs' mechanism for improving and updating skills in the post-completion period</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with RDC, RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> </ul>
		What are conceivable factors such as civil conflicts, political and social instabilities, which could affect the sustainability of the Project in the post-completion period?	<ul style="list-style-type: none"> <li>• Evaluation of factors such as civil conflicts, political and social instabilities, and their possible influence on the sustainability of the Project.</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaires to and interviews with RDC, RDRP and STCs</li> <li>• Interviews with the Japanese expert</li> </ul>



Results of the Project	Questions		Data Required	Data Source and Methods
	Main Question	Sub-question		
Outputs	Has Output 1 materialized yet?	Has STC's capacity to accept Persons with Disabilities (PwDs) been strengthened yet?	<p>The number and quality of STCs which are renovated to be barrier-free by the Project</p> <p>The number of trainers who received ToT</p> <p>The number and quality of ToT conducted</p>	<ul style="list-style-type: none"> <li>Questionnaires to and interviews with trainers</li> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> <li>Questionnaires to and interviews with trainers</li> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> </ul>
	Has Output 2 materialized yet?	Have DSwdDs acquired vocational skills?	<p>The number of DSwdDs who received training through the Project</p> <p>The number of DSwdDs who graduated from a STC selected by the Project</p> <p>The ratio of DSwdDs who generates income for self-support out of the DSwdDs who were trained by the Project</p> <p>The number of DSwdDs who received training through the Project, and thereafter joined cooperatives and associations</p>	<ul style="list-style-type: none"> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> </ul>
	Has Output 3 materialized yet?	Has a system to accumulate, analyze and utilize information on STCs and DSwdDs been developed?	<p>The current status of constructing the database on STCs</p> <p>The current status of developing the database on DSwdDs</p> <p>The current status of updating the databases on STCs and DSwdDs</p>	<ul style="list-style-type: none"> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> <li>Interviews with RDRC, RDRP, and STCs</li> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> <li>Interviews with RDRC, RDRP, and STCs</li> <li>Japanese expert reports</li> <li>Report for improving project management</li> <li>Report for Progress of Activities and Achievement of Outputs</li> <li>Interviews with RDRC, RDRP, and STCs</li> </ul>

Results of the Project	Questions		Data Required	Data Source and Methods
	Main Question	Sub-question		
Performances of Project Activities and Input Provision	Were all the project activities completed in a timely and effective manner?		<ul style="list-style-type: none"> <li>• Activities planned in PO and records of project activities implemented</li> </ul>	<ul style="list-style-type: none"> <li>• PO</li> <li>• Japanese expert reports</li> <li>• Report for improving project management</li> <li>• Report for Progress of Activities and Achievement of Outputs</li> <li>• Interviews with the Japanese expert</li> <li>• Japanese expert reports</li> <li>• Report for improving project management</li> <li>• Report for Progress of Activities and Achievement of Outputs</li> </ul>
		What are the number, expertise, capacity, assignment timing and duration of experts?	<ul style="list-style-type: none"> <li>• The number, expertise, capacity, assignment timing and duration of the Japanese expert</li> </ul>	<ul style="list-style-type: none"> <li>• Japanese expert reports</li> <li>• Report for improving project management</li> <li>• Report for Progress of Activities and Achievement of Outputs</li> </ul>
	Input Provision	What are the quantity and quality of equipments, which were provided by the Japanese side, and the timing of the provision?	<ul style="list-style-type: none"> <li>• Records on procurement of equipments provided by the Japanese side</li> </ul>	<ul style="list-style-type: none"> <li>• Japanese expert reports</li> <li>• Report for improving project management</li> <li>• Report for Progress of Activities and Achievement of Outputs</li> </ul>
		What were the number, duration and capacity of C/P personnel assigned to the Project by the Rwandan side?	<ul style="list-style-type: none"> <li>• The number, personnel assignment and capacity of C/P assigned by the Rwandan side</li> </ul>	<ul style="list-style-type: none"> <li>• Japanese expert reports</li> <li>• Report for improving project management</li> <li>• Report for Progress of Activities and Achievement of Outputs</li> </ul>
	Results of Project Management	What were the quality and quantity of the facilities and equipments that were provided by the Rwandan side for the Project?	<ul style="list-style-type: none"> <li>• The quantity and quality of the facilities and equipments provided by the Rwandan side</li> </ul>	<ul style="list-style-type: none"> <li>• Japanese expert reports</li> <li>• Report for improving project management</li> <li>• Report for Progress of Activities and Achievement of Outputs</li> </ul>
		How much has the Rwandan side contributed to the Project financially?	<ul style="list-style-type: none"> <li>• The amount of financial contribution made by the Rwandan government for the Project</li> </ul>	<ul style="list-style-type: none"> <li>• Japanese expert reports</li> <li>• Report for improving project management</li> <li>• Report for Progress of Activities and Achievement of Outputs</li> </ul>
		The performances of Joint Coordination Committee (JCC)	<ul style="list-style-type: none"> <li>• The number and frequency of JCC meetings held, and discussion contents of these meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Japanese expert reports</li> <li>• Report for improving project management</li> <li>• Report for Progress of Activities and Achievement of Outputs</li> </ul>

### Annex 3: The Plan and Performance of Operations for The Skills Training for the Reintegration of Demobilized Soldiers with Disabilities

\* ■ ■ ■ and ○ denote the plan of project operations, while ■ ■ ■ ■ ■ and ● denote the actual performances of project operations.

Activities for Output 1	Japanese Fiscal Year (JFY)																									
	2005			2006			2007			2008																
Calendar Year	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
1-1	Barrier-free renovations																									
1-1-1	To plan appropriate designs for barrier-free facilities and arrange renovation as required																									
1-1-2	To supervise the renovation by contractors																									
1-1-3	To evaluate the outcome of barrier-free renovations for further improvement																									
1-1-4	To assist STCs in developing their capacity to carry out the activities above (1-1-1 to 1-1-3)																									
1-2	Training of Trainers																									
1-2-1	To plan ToTs on development of curriculum and awareness-raising of skills trainings for PwDs																									
1-2-2	To select trainers including some from the neighboring countries																									
1-2-3	To conduct ToTs																									
1-2-4	To evaluate the outcome of ToTs for further improvement																									
1-2-5	To assist STCs in their capacity to carry out the activities above (1-2-1 to 1-2-4)																									

Japanese Fiscal Year (JFY)		2005			2006			2007			2008			
Calendar Year		2005			2006			2007			2008			
Month		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>&lt;Output 2&gt; DSWDs acquire vocational skills.</b>														
Activities for Output 2														
2-1	To develop criteria for selecting trainees	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
2-2	To select the STCs (including those in western provinces) that accept DSWDs	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
2-3	To provide information on skills training to DSWDs	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
2-4	To select trainees	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
2-5	To provide the skills training in STCs (The Project first called for applications for skills training through radio broadcasting for a few weeks, then selected trainees and conducted their skills training. Specifics performances are as follows:)	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
Amizero Training Center (ATC) Association Generale des Handicapes du Rwanda (A.G.H.) Union Rwandaise des Aveugles (URA) Gakoni CFJ (Gakoni) HVP Gatagara (Gatagara) Rwanda Network Computer (RNC) Kibali CFJ (Kibali) Nyanza CFJ (Nyanza) Rwabuye CFJ (Rwabuye)		[Gantt chart showing activity from Dec 2005 to Dec 2006]												
<b>&lt;Output 3&gt; A system to accumulate, analyze and utilize information on STCs and DSWDs is developed for improvement of skills training for DSWDs.</b>														
Activities for Output 3														
3-1	To conduct a baseline survey on the situations of DSWDs (their social, economic and physical situation)	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
3-2	To develop a database on DSWDs and STCs	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
3-3	To develop a know-how to update the database periodically	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
3-4	To carry out tracer survey of DSWDs who graduated STCs	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
3-5	To analyze the result of the tracer survey (3-4)	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
3-6	To improve skills training based on the analysis of the tracer survey results (3-5)	[Gantt chart showing activity from Dec 2005 to Dec 2006]												
3-7	To provide DSWDs with information on how to find employment/how to establish associations and	[Gantt chart showing activity from Dec 2005 to Dec 2006]												

▲ 1st Joint Coordination Committee (JC 2nd JCC)      ▲ 3rd JCC      ▲ 4th JCC  
 △ Mid-term Evaluation      △ Terminal Evaluation

**Annex 4: Summary of Trends in Achievements of the Overall Goal, Project Purpose and Outputs**

Final Goal at the Completion Point of the Project (December 2008)	Baseline Data	Achievements at the Mid-term Evaluation Point (October 2007) and at the 2007 Follow-up Survey (July 2007)	Achievements at the Terminal Evaluation Point (August 2008) and at the 2008 Follow-up Study (June 2008)
<p><b>&lt;Overall Goal&gt;</b> The economic and social self-support of Demobilized Soldiers with Disabilities (DSwDs) is promoted by government institutions concerned with skills training of DSwDs and STCs.</p> <p>1. Percentage of DSwDs (graduates from STCs) who have generated income utilizing acquired vocational skills</p>	<p>• Among 242 trainees surveyed at enrolment, 131 (=55%) was working either in agriculture, as self-employed or as employees.</p>	<p>Results of the follow-up survey:</p> <ul style="list-style-type: none"> <li>• Among 138 respondents (out of 192 DSwDs trainees who had graduated by the time of the follow-up survey conducted in July 2007 excluding 10 URA graduates<sup>3</sup>), 94 (=68%) stated that they had got a job utilizing the skills that they learned at the STCs.</li> </ul>	<p>Results of the follow-up survey:</p> <ul style="list-style-type: none"> <li>• The 2008 follow-up studied the economic and social welfare of 440 DSwD graduates sponsored by the Project. 253 of these 440 DSwD graduates, excluding 6 DSwD graduates<sup>3</sup>, responded and 189 of 253 respondents (75%) stated that they had worked by utilizing skills learned at STCs.</li> <li>• 129 of these 189, who got a job utilizing skills acquired through the Project, also stated that their monthly income increased after joining skills training. In short, at least 129 of 253 respondents (51%) increased their monthly income after joining skills training, though 111 did not respond.</li> </ul> <p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>• 18 members of 5 cooperatives out of 7 cooperatives, with which the Team interviewed during the terminal evaluation mission, responded and stated that their living standard improved after receiving skills training, comparing with that before training</li> </ul> <ul style="list-style-type: none"> <li>• Thus, it is conceivable that many of DSwDs graduates sponsored by the Project generated and/or increased their income by utilizing skills acquired through the Project.</li> </ul>
<p>2. Improvement of the relationships between DSwDs and family, neighbors, friends and social groups in communities</p>	<p>• Good relationship with neighbors: 67%</p> <p>• Feeling treated inferior to other community members : 88%</p>	<p>Results of the follow-up survey:</p> <ul style="list-style-type: none"> <li>• 59 of 79 respondents (75%) felt better or much better relationship with their families after training.</li> <li>• 53 of 74 respondents (72%) felt better or much better relationship with their neighbors after training.</li> </ul> <p>Observations during the mid-term evaluation mission:</p> <ul style="list-style-type: none"> <li>• DSwDs made friends with civilians and other DSwDs from different groups during the skills training. Some have created cooperatives together.</li> </ul>	<p>Results of the follow-up survey:</p> <ul style="list-style-type: none"> <li>• 180 of 259 respondents (69%) felt better or much better relationship with their families after training.</li> <li>• 181 of 259 respondents (70%) felt better or much better relationship with their neighbors after training.</li> </ul> <p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>• All of the 38 cooperative members (DSwDs graduates with the support of the Project) of 7 cooperatives, the Team visited during the terminal evaluation mission, stated that they had not faced any trouble in their community and they were reintegrated smoothly after joining skills training. Some of them had undergone disputes on houses and lands with their families and community before receiving skills training, but they have not had one after training.</li> </ul> <ul style="list-style-type: none"> <li>• Thus, many of DSwDs sponsored by the Project has improved their relations with their families and community.</li> </ul>

<sup>3</sup> URA graduates were excluded because skills learned at URA were not vocational.

<sup>4</sup> Ditto

Final Goal at the Completion Point of the Project (December 2008)	Baseline Data	Achievements at the Mid-term Evaluation Point (October 2007) and at the 2007 Follow-up Study (July 2007)	Achievements at the Terminal Evaluation Point (August 2008) and at the 2008 Follow-up Study (June 2008)
<p><b>&lt;Project Purpose&gt; Expertise to reintegrate DSWs into communities through skills trainings is strengthened and shared among RDRC and STCs.</b></p> <ul style="list-style-type: none"> <li>- Methods on the following topics are developed and compiled as a manual:               <ul style="list-style-type: none"> <li>- How to monitor and follow-up the trained DSWs</li> <li>- How to match DSWs and appropriate skills training courses by conducting individual assessment</li> <li>- How to develop/modify curricula so that DSWs acquire marketable skills</li> <li>- How to develop the database on STCs</li> <li>- How to carry out tracer surveys of graduates regularly, analyze the result and utilize it for the improvement of courses</li> <li>- How to conduct Training of Trainers (ToTs)</li> <li>- How to assess the needs for renovation of facilities to be barrier-free and conduct renovation</li> </ul> </li> </ul>	<p>Results of the mid-term evaluation:</p> <ul style="list-style-type: none"> <li>• Experiences of the Project in these themes are being accumulated and are to be compiled as manuals by the end of the Project period.</li> <li>(1) A follow-up survey was conducted by the Project in consultation with RDRC and JICA specialists. The JICA expert analyzed the result.</li> <li>(2) Screening of the candidates was conducted in collaboration with RDRC and STC trainers to match them to the courses taking the levels of disabilities into consideration.</li> <li>(3) Databases are being developed by the JICA expert in collaboration with RDRC.</li> <li>(4) ToT sessions were conducted by RDRC in collaboration with the JICA expert.</li> <li>(5) Two STCs were renovated for barrier-free with technical input by MINEDUC, STC trainers, District Offices and the JICA expert.</li> <li>(6) A manual is to be finalized by the end of the Project Period.</li> </ul>	<p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>• The Project Purpose is less likely to materialize as stated in the PDM by the completion of the Project in December 2008.</li> <li>• This is mainly because the draft of manuals has not been developed yet as of now. Also, the Project should have more indicators that reflect the Project Purpose in addition to the development of the manuals.</li> <li>• The Japanese and Rwandan sides developed and reached a consensus during the terminal evaluation that the existing RDRC manual be revised in order to accommodate experience, know-how and expertise acquired through the Project.</li> <li>• In addition, the Team notes encouraging signs that directors and trainers at RDRC and STCs has become more willing to assist DSWs with developing vocational skills than they used to be in the course of the Project, during the terminal evaluation mission.</li> <li>• Thus, the Team considers it difficult to achieve the Project Purpose as stated in the PDM by the completion of the Project in spite of promising but suggestive evidence.</li> </ul>	<p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>• The Project has renovated facilities for barrier-free at additional 3 STCs since the visit of the mid-term evaluation in October 2007. The Project specifically renovated Ceko Organic Farming Training Center, Kibali CFI, and Rwabuye CFI.</li> <li>• Having completed barrier-free renovation at 2 STCs before the visit of the mid-term evaluation mission, the Project has already completed barrier-free renovation at a total of 5 target STCs as of August, 2008. The Project will complete one at Nyanza CFI by early October 2008.</li> <li>• Therefore, the Project will complete barrier-free renovation of the entire 6 target STCs by the completion of the Project.</li> </ul> <p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>• The Project conducted a consultative workshop and a training of trainers on awareness building of promoting the employment of Persons with Disabilities in February 2008. 97 participants attended at the former and 27 participants joined the latter.</li> <li>• Consequently, the Project has conducted a total of 4 Training of Trainers and approximately 300 participants have joined them since the inception of the Project.</li> <li>• Thus, the Project has achieved an Output Indicator of conducting 3 Training of Trainers with the participation of a total of more than 60 until now.</li> </ul> <p>Results of the terminal evaluation:</p> <p>As shown in 1-2, the Project has achieved the goal that it should conduct 4 ToTs during the Project Period.</p>
<p><b>&lt;Output 1&gt; STCs capacity to accept Persons with Disabilities (PwDs) is strengthened.</b></p> <p>1-1 Additional 6 STCs are renovated to be barrier-free facilities by the Project. (A total of 10 STCs are renovated to be barrier-free facilities.)</p>	<p>Results of the mid-term evaluation:</p> <ul style="list-style-type: none"> <li>• Amizero Training Center (ATC) and CFI Gakoni was renovated to be barrier-free by the Project in 2006. Consequently a total of 6 partner STCs became barrier-free among 10 partner STCs.</li> </ul>	<p>Results of the mid-term evaluation:</p> <ul style="list-style-type: none"> <li>• In total 174 participated in the 3 ToT as follows:               <ul style="list-style-type: none"> <li>7) 39 participated in the curriculum development ToT of STC from July to September 2006.</li> <li>1) 93 participated a consultative workshop and 41 joined a ToT on awareness building of promoting the employment of Persons with Disabilities in March 2007.</li> <li>7) 1 participated an organic farming ToT at URA in May 2007.</li> </ul> </li> </ul> <p>Results of the mid-term evaluation:</p> <p>See 1-2 above.</p>	<p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>• The Project has renovated facilities for barrier-free at additional 3 STCs since the visit of the mid-term evaluation in October 2007. The Project specifically renovated Ceko Organic Farming Training Center, Kibali CFI, and Rwabuye CFI.</li> <li>• Having completed barrier-free renovation at 2 STCs before the visit of the mid-term evaluation mission, the Project has already completed barrier-free renovation at a total of 5 target STCs as of August, 2008. The Project will complete one at Nyanza CFI by early October 2008.</li> <li>• Therefore, the Project will complete barrier-free renovation of the entire 6 target STCs by the completion of the Project.</li> </ul> <p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>• The Project conducted a consultative workshop and a training of trainers on awareness building of promoting the employment of Persons with Disabilities in February 2008. 97 participants attended at the former and 27 participants joined the latter.</li> <li>• Consequently, the Project has conducted a total of 4 Training of Trainers and approximately 300 participants have joined them since the inception of the Project.</li> <li>• Thus, the Project has achieved an Output Indicator of conducting 3 Training of Trainers with the participation of a total of more than 60 until now.</li> </ul> <p>Results of the terminal evaluation:</p> <p>As shown in 1-2, the Project has achieved the goal that it should conduct 4 ToTs during the Project Period.</p>
<p>1-2 60 trainers at STCs receive ToTs.</p>	<p>Results of the mid-term evaluation:</p> <ul style="list-style-type: none"> <li>• 4 Partner STCs already had barrier-free facilities before the Project. AGHR, URA, RNC, Gatagara.</li> </ul>	<p>Results of the mid-term evaluation:</p> <ul style="list-style-type: none"> <li>• In total 174 participated in the 3 ToT as follows:               <ul style="list-style-type: none"> <li>7) 39 participated in the curriculum development ToT of STC from July to September 2006.</li> <li>1) 93 participated a consultative workshop and 41 joined a ToT on awareness building of promoting the employment of Persons with Disabilities in March 2007.</li> <li>7) 1 participated an organic farming ToT at URA in May 2007.</li> </ul> </li> </ul> <p>Results of the mid-term evaluation:</p> <p>See 1-2 above.</p>	<p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>• The Project conducted a consultative workshop and a training of trainers on awareness building of promoting the employment of Persons with Disabilities in February 2008. 97 participants attended at the former and 27 participants joined the latter.</li> <li>• Consequently, the Project has conducted a total of 4 Training of Trainers and approximately 300 participants have joined them since the inception of the Project.</li> <li>• Thus, the Project has achieved an Output Indicator of conducting 3 Training of Trainers with the participation of a total of more than 60 until now.</li> </ul> <p>Results of the terminal evaluation:</p> <p>As shown in 1-2, the Project has achieved the goal that it should conduct 4 ToTs during the Project Period.</p>
<p>1-3 ToTs are conducted 3times.</p>	<p>Results of the mid-term evaluation:</p> <p>See 1-2 above.</p>	<p>Results of the mid-term evaluation:</p> <p>See 1-2 above.</p>	<p>Results of the terminal evaluation:</p> <p>As shown in 1-2, the Project has achieved the goal that it should conduct 4 ToTs during the Project Period.</p>

Final Goal at the Completion Point of the Project (December 2008)	Baseline Data	Achievements at the Mid-term Evaluation Point (October 2007) and at the 2007 Follow-up Study (July 2007)	Achievements at the Terminal Evaluation Point (August 2008) and at the 2008 Follow-up Study (June 2008)
<p><b>&lt;Output 2&gt; DSWDs acquire vocational skills.</b></p> <p>2-1 800 DSWDs receive skills trainings.</p>		<p>Results of the mid-term evaluation:</p> <ul style="list-style-type: none"> <li>A total of 598 DSWDs had been trained with the support of the Project until the end of September 2007. The number includes 29 drop-outs, 9 who failed the final exams and 2 who died before completion of the training course.</li> </ul>	<p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>The Project has already achieved until now an Output 2 goal that the Project should aim to provide skills training to more than 800 DSWDs by the termination of the Project. Specifically, a total of 923 DSWDs has received skills training at partner STCs as August 2008.</li> </ul>
<p>2-2 800 DSWDs graduate from STCs.</p>		<p>Results of the mid-term evaluation:</p> <ul style="list-style-type: none"> <li>A total of 256 DSWDs graduated from partner STCs as of September 30, 2007. The completion rate, which is the number of those DSWDs who enrolled / the number of those graduated, is 92.8%.</li> </ul>	<p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>774 of 831 (93.1%) DSWD trainees, who were sponsored by the Project, graduated from STCs as of August 2008 and most of the remaining 92 DSWDs trainees still joining skills training courses are expected to complete and graduate from STCs by the end of the Project.</li> <li>Therefore, it is very likely that the Project will have achieved another Output 2 goal that the Project should aim to reach the number of 800 graduates by the completion of the Project, 2008.</li> </ul>
<p>2-3 60% of the trained DSWDs by the GoR/JICA project generates income for self-support.</p>		<p>Results of the follow-up survey:</p> <ul style="list-style-type: none"> <li>Among 138 respondents (out of 192 DSWDs trainees who had graduated by the time of the follow-up survey conducted in July 2007 excluding 10 URA graduates<sup>5</sup>), 94 (=68%) stated that they had got a job utilizing the skills that they learned at the STCs. Percentage of those who earned less than Frw 10,000 per month decreased from 62.1% before training to 50.5% after training.</li> </ul>	<p>Results of the follow-up survey:</p> <ul style="list-style-type: none"> <li>189 of 253 respondents (DSWD graduates) (75%) stated that they have worked by utilizing skills learned at STCs. This suggests that 75% of DSWDs supported by the Project has earned income and the Project has achieved an Output 2 goal that 60% of DSWDs should earn income by the completion of the Project.</li> </ul>
<p>2-4 The number of the trained DSWDs by the JICA project joins cooperatives and associations increases.</p>		<p>Results of the follow-up survey:</p> <ul style="list-style-type: none"> <li>35 of 138 graduates responded and said that they joined cooperatives or associations.</li> </ul>	<p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>308 of 624 DSWDs graduates sponsored by the Project joined cooperatives as of June 2008.</li> <li>But, changes in the indicators on social reintegration of DSWDs remains to be seen</li> </ul>
<p><b>&lt;Output 3&gt; A system to accumulate, analyze and utilize information on STCs and DSWDs is developed for improvement of skills training for DSWDs.</b></p> <p>3-1 Database on STCs is developed.</p>		<p>Results of the mid-term evaluation:</p> <ul style="list-style-type: none"> <li>A database on STCs in being developed by the JICA expert in collaboration with RDRC and partner STCs.</li> </ul>	<p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>The Japanese expert has collected, and compiled data on STCs, and he also designed and constructed the basic framework of the database in cooperation with RDRC and STCs. The database system will have been finalized until the completion of the Project.</li> </ul>
<p>3-2 Database on DSWDs is developed.</p>		<p>Results of the mid-term evaluation:</p> <ul style="list-style-type: none"> <li>A database on DSWDs in being developed by the JICA expert in collaboration with RDRC and partner STCs.</li> </ul>	<p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>The Japanese expert has collected, and compiled data on DSWDs, and he also designed and constructed the basic framework of the database in cooperation with RDRC and STCs. The database system will have been finalized until the completion of the Project.</li> </ul>
<p>3-3 These databases are updated regularly by the STCs and RDRC.</p>			<p>Results of the terminal evaluation:</p> <ul style="list-style-type: none"> <li>There has been no consensus between the Japanese and the Rwandan sides on how to integrate or update the database system in the existing monitoring and evaluation system of RDRC. The both sides are encouraged to discuss and make a decision on these issues during the remaining period of the Project.</li> </ul>

<sup>5</sup> URA graduates were excluded because skills learned at URA were not vocational.

### Annex 5: List of Counterpart Personnel (As of August 2008)

#### 1. Rwanda Demobilization and Reintegration Commission (RDRC)

Name	Org.	Title	Function in the Project
Mr. Jean SAYINZOGA	RDRC	Chairman	
Mr. Faustin RWIGEMA	RDRC	Coordinator	Project Director
Mr. Francis MUSONI	RDRC	Chief Operation Officer	Project Manager
Mr. Gilbert TUGUME	RDRC	Training Expert	
Mr. Felix NSHIMIYIMANA	RDRC	Medical Coordinator	
Mr. David SABITI	RDRC	Monitoring & Evaluation Officer	

#### 2. Skills Training Centers (STCs)

Name	Training Centers	Title
Mr. John BIDERI	Amizero Training Center (ATC)	Executive Director
Mr. Zacharie NKUNDIYE	Association Generale des Handicapes du Rwanda (AGHR)	President
Ms. Donatilla KANIMBA	Union Rwandaise des Aveugles (URA)	Executive Director
Mr. Protais MALIDADI	Centre de Formation des Jeunes (CFJ) Gakoni	Director
Mr. Pasa MWENENGANUCYE	Rwanda Network Computer (RNC)	Director of Administration and Finance
Mr. Eugene RUZINDANA	CFJ Kibali	Director
Mr. Simon MUDUMIRO	CFJ Nyanza	Director
Brother Jean Baptiste MUNYERAGWE	CFJ Rwabuye	Director
Mr. Richard MUNYERANGO	Gako Organic Farming Training Center (GOFTC)	Managing Director



## 8. 調査日程

## Schedule of the Terminal Evaluation

Date	Time	Activities	Remarks
26 Jul. (Sat.)	16:15	[Mr. Nishida] - Departure from Narita	
27 Jul. (Sun.)	11:25	[Mr. Nishida] - Arrival in Kigali (ET807)	
28 Jul. (Mon.)	AM 15:30	- Meeting/interview with Mr. Sagiya - Meeting at JICA Office (Mr. Murakami, Mr. Nishida, Ms. Shimada, and Mr. Sagiya)	
29 Jul. (Tue.)	10:00 AM/PM	- Courtesy call on RDRC - Meetings/interviews with RDRC (Chairman, Chief Operation Officer, Training Expert, Monitoring & Evaluation Officer and Mr. Sagiya)	RDRC
30 Jul. (Wed.)	8:00 13:30	- Visit STC (Kibali) in Northern Province and interviews with STC director, graduates (MERA, RNC and Kibali), PRO, PMEO, etc. - Vice Mayor in charge of social affairs	With RDRC (Economic Reintegration Officer)
31 Jul. (Thu.)	9:00 9:30 11:00 11:30 14:30 16:30	[Mr. Nishida] - Meeting/interview with ATC (Trainer) [Mr. Sagiya] - Meeting/interview with CIDA [Mr. Sagiya] - Meeting/interview with APEFE [Mr. Nishida] - Meeting/interview with RDRC (Medical Coordinator) - Visit STC (Gako) in Kigali and interviews with STC deputy director, trainer, graduates (MERA), etc. - Meeting at JICA Office (Mr. Nishida, Ms. Shimada, and Mr. Sagiya)	
1 Aug. (Fri.)	7:00	- Visit graduates (Ex-Armed Group) / cooperative of Gako in Rubavu District, Western Province and interviews with Gako trainer, graduates (Gako and URA) etc.	
2 Aug. (Sat.)		- Document preparation	
3 Aug. (Sun.)	18:50	- Document preparation [Ms. Komukai, Ms. Ochi] - Departure from Narita	
4 Aug. (Mon.)	10:00 11:25	- Meeting at JICA Office (Ms. Shimada and Mr. Sagiya) [Ms. Komukai, Ms. Ochi] - Arrival in Kigali (ET807) [Mr. Nishida] - Document preparation	

Date	Time	Activities	Remarks
	15:00	- Meeting at JICA Office (Mr. Murakami, Ms. Komukai, Ms. Ochi, Mr. Nishida, Ms. Shimada and Mr. Sagiya)	
5 Aug. (Tue.)	10:00 14:00 14:00 15:00	- Courtesy call on RDRC - Meeting/interview with MINALOC [Mr. Nishida] - Meeting/interview with Rwabuye (Director) - Meeting at JICA office (Mr. Murakami, Ms. Komukai, Ms. Ochi, Mr. Nishida, Ms. Shimada and Mr. Sagiya)	RDRC MINALOC
6 Aug. (Wed.)	8:30	- Visit STC (Nyanza) in Southern Province and interviews with STC director, trainers, trainees, graduates (Nyanza) including unemployment, PMEO, RPO and Nyanza District officer in charge of social affairs, etc	With RDRC (Economic Reintegration Officer)
7 Aug. (Thu.)	8:45 9:00 9:00 9:00 16:00	[Ms. Ochi] - Meeting/interview with FENAPHA [Mr. Nishida] - Meetings/interviews with AGHR (SOCORWA) director, trainer, graduates (SOCORWA), etc [Ms. Ochi] - Meetings/interviews with URA representative, director, trainer, graduates (URA and RNC), etc [Ms. Komukai] - Visit Mutobo Demobilisation Centre and interview with Centre Manager - Meeting at JICA Office with RDRC (Mr. Murakami, Ms. Komukai, Ms. Ochi, Mr. Nishida, RDRC Chairman, RDRP Coordinator, RDRP Chief Operation Officer, Ms. Shimada and Mr. Sagiya)	RDRC
8 Aug. (Fri.)	AM/PM 16:00	- Preparation for Joint Coordinating Committee (JCC) [Ms. Ochi] - Meeting/interview with FENAPHA	
9 Aug. (Sat.)		- Document preparation	
10 Aug. (Sun.)		- Document preparation	
11 Aug. (Mon.)	AM 12:00 13:30	- Preparation for JCC - Meeting at La Palisse with RDRC - Joint Coordinating Committee (JCC) (Report on the results of survey, discussion on M/M) at RDRC conference room - Signing of M/M	RDRC MINALOC
12 Aug. (Tue.)	13:55	[Mr. Nishida, Ms. Ochi] - Departure from Kigali (KQ477) [Ms. Komukai] - Participate in the other mission	

## 9. 主要面談者リスト

### Rwanda Demobilisation and Reintegration Commission (RDRC)

Mr. Jean Sayinzoga	Chairman
Mr. Faustin Rwigema	Coordinator
Mr. Francis Musoni	Chief Operation Officer
Mr. Venus Makuza	Economic reintegration Officer
Mr. David Sabiti	Monitoring and Evaluation Officer
Mr. Gilbert Tugume	Training Expert
Mr. Felix Nshimiyimana	Medical Coordinator
Mr. Michel Butera	Provincial Monitoring and Evaluation Officer(PMEO),Northern Province
Mr. Clemence Niyonteze	Provincial Reintegration Officer(PRO),Northern Province
Mr. Mukandaysaba Aloysie	Provincial Reintegration Officer(PRO),Nyanza
Mr. Daisuke Sagiya	JICA Expert, RDRC/JICA

### Ministry of Local Government (MINALOC)

Mr. Rwahama Jean Claude	Director of Community Development and Social Affairs Unit
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### Amizero Training Centre (ATC)

Mr. John Seba	Trainer(Welding)
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### Association Generale des Handicapes du Rwanda (AGHR)

Mr. Zacharie Nkudiye	President
Mr.	Trainer(Tailoring)

### Union Rwandaise des Aveugles (URA)

Ms. Donatilla Kanimba	Executive Director
Mr. Frederic Gisanura	Director, Masaka Training Centre

### CFJ Kibali

Mr.Eugene Ruzindana	Director
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CFJ Nyanza

Mr. Mudumiro Simon

Director

Gako Organic Farming Training Centre

Ms. Alphonsine M Tumwine

Training Director

Electronic Service Cooperative MECO

Mr. Daimen Bilerinka

Mr. Gad Nsabimana

Mr. Jean Claude Munyabunhoro

Internet Café COSSI

Mr. Theoneste Mutabazi

Mr. Jovin Ntaganira

Cooperative des Techniciens Handicapes

Mr. Innocent Shibusmuteto

Cooperative Abakundagakondo

Mr. Claver Harelimiana

Mr. JMV Nyandwi

Mr. Aimable Nyandwi

Mr. Jean Pierre Nzigiyimana

Muhanga Welding Fabrication Cooperative

Mr. Ildephonse Habimana

President

Mr. Caliphore Musonera

Mr. Theoneste Dufatanye

Mr. Sirivan Ndikubwimana

Hanga Internet Secretariat Computer Training

Mr. Celestin Mukarage

Cooperative C.V.C. Turwubake

Mtobo Camp Demobilization Center

Mr. Musonera Franc

Head of Mtobo Camp

Federation of People with Disabilities in Rwanda(FENAPH)

Mr.Pierre Claver Rwaka

President

Canadian Cooperation (CIDA)

Ms. Janvier Mukantwali

CFJ Joint Project Coordinator

Communaute Francaise de Belgique(APEFE)

Mr. Georges Lenain

Skills Training Expert of ACFJ Project

United Nations Organisation Mission in the Democratic Republic of Congo (MONUC)





