

The Summery of Terminal Evaluation

1. Outline of the Project		
Country: Republic of Rwanda		Project Title: Project for Strengthening the Capacity of Tumba College of Technology Phase-2
Issue/Sector: Higher Education		Cooperation Scheme: Technical Cooperation
Division in Charge: Technical and Higher Education		Total Cost (at the time of Terminal Evaluation): JY 820,000,000
Period of Cooperation	January 2013 to December 2017	Partner Country's Implementation Organization: Tumba College of Technology (TCT) and Workforce Development Authority (WDA)
		Supporting Organization in Japan: None
		Related cooperation: None
<p>1. Background of the Project</p> <p>Rwanda's Vision 2020 aims at a knowledge-based and technology-led economy and gives high priority on human resource development in the field of science and technology. The industrial sector, however, faces serious shortages of practical technicians as a consequence of the genocide which occurred in 1994..</p> <p>Accordingly, the Government of Rwanda decided to establish a college of technology with a curriculum aimed at producing higher technicians and set up Tumba College of Technology (TCT) in July 2007. In this effort, a five-year project, the "Project for Strengthening the Capacity of Tumba College of Technology", which resulted in the strengthening of academic and administrative capacity of the school, and the establishment of the TCT as an effective A1 level institution in Rwanda was conducted.</p> <p>Despite the achievements, however, TCT still faced some challenges, especially the need to install a "mechanism" that ensures sustainable capacity development of its staff. Furthermore, there were good practices that were not shared in the TVET sector. In order to cope with such challenges, "Project for Strengthen the Capacity of Tumba College of Technology Phase 2" was established. This project aims to further strengthening the capacity of TCT, focusing on skills development of its academic staff and improvement of school management, and to advance the quality of TVET sector in Rwanda, through providing good practices of TCT to the Government of Rwanda.</p> <p>At the time of the Mid-term Review, the PDM has revised and agreed between TCT and JICA.</p>		
1-2 Project Overview		
(1) Overall Goal		
TCT's good practices are applied to other TVET institutions in Rwanda.		
(2) Project Purpose		
TCT becomes a model institution that provides Government of Rwanda with effective approaches for improving TVET sector		
(3) Outputs		
– Continuous capacity development system is established in TCT for the provision of practical technical education.		

- Improvement mechanism of school management is established in TCT
- TCT shares its good practices with other TVET institutions.

(4) Inputs

【Japanese side】(as of 22 September 2017)

Experts: A total of 15 experts have been fielded. (160.04M/M)
 Training: A total of 142 counterparts participated in training (Training in Japan-6, Training in the third countries-7, Training in Rwanda-128, Master's course-1)
 Equipment: A total of JY 69,000,000 worth equipment has been provided
 Local Consultant A total USD 71,700 (Sub-contract)
 Local Cost A total JY 153,000,000 (Estimated)

【Rwandan side】

Counterpart: A total of 21 personnel have been appointed as the main counterpart of the project.
 Building and facilities: Office and accommodation facility for experts in TCT.

2. Terminal Evaluation Team

Members of Terminal Evaluation Team	Japanese side:	
	1) Team Leader:	Dr. Naoki UMEMIYA, Director, Technical and Higher Education Team, Higher Education and Social Security Group, Human Development Department, JICA
	2) Higher Education:	Dr. Manabu TSUNODA, Senior Advisor, Human Development Department, JICA
	3) Cooperation Planning:	Ms. Chikako SASAKI, Program officer, Technical and Higher Education Team, Higher Education and Social Security Group, Human Development Department, JICA
	4) Evaluation Analysis:	Mr. Asuka SUZUKI, consultant, Pegasus Engineering Corporation
	<u>Rwandan side:</u>	
	1) Project Director:	Mr. GASANA Jerome, Director General, WDA
	2) Project Manager:	Mr. GATABAZI Pascal, Principal, TCT
	3) Main Counterpart:	Mr. NZITATIRA Wilson, Vice Principals Administration & Finance, TCT
	4) Main Counterpart:	Mr. NKURANGA John Bosco, Ag. Vice Principal Academic, TCT
Period	From 9 to 24 September 2017	Type of Evaluation: Terminal Evaluation

3. Results of Evaluation

3-1 Achievement of the Project

Achievements have been evaluated by indicators of the revised PDM (Version 0.1).

(1) Output

Output 1

Output 1 is Mostly Achieved but there are a few challenges which need to be resolved in order to implement the RDPU Management and Operation guideline and apply the incentive policy for

continuous capacity development through RDPU.

Indicator 1-1. RDPU Management and Operation guidelines is formulated and activities are conducted according to the guideline: *Moderately achieved (The Guideline has been applied in a few projects.)*

RDPU Operational Guideline was formulated in 2014. Incentive policy has not been applied because there has been no significant revenue realized.

Indicator 1-2. The percentage of academic staff who have been involved in production unit activities at least once: 80% or more by the end of the project: *Achieved.*

Present percentage of academic staff involved in RDPU activities is 91% (53 out of present 58 staff) in total. There are some challenges related to the understanding of the concept of the RDPU among TCT staff.

Indicator 1-3. Number of activities adopted and implemented by RDPU: Total 83 activities: *Mostly Achieved and the quality of the RDPU activities is improved.*

A total of 59 activities have been implemented (adding the new project only). TCT has been trying to take initiative at RDPU activities and number of accomplished RDPU activities has been gradually increased.

Indicator 1-4. Improvement of technical skills of academic staff in their respective field of expertise: *Achieved (Assessment method should be considered.)*

The Project conducted the pre and post self-evaluation survey with training. According to the survey result, understanding level is high and also conducted some Training Evaluation Survey and the results are generally good. Assessment method should be developed with respect to provide quantitative or objective data. At the same time, project management skills are also essential for effective and sustainable operation of RDPU, and therefore may be included in the assessment.

Indicator 1-5. Improvement of Project Management skills of RDPU staff: *Partially Achieved.*

According to the interview result with TCT Principal and Vice principals, they are sharing the common understanding that the gradual improvement of Project Management skills of RDPU staff. However other interviewees expressed some challenges to be solved (e.g., the objective of the RDPU was not clearly understood by some TCT staff.)

In the opinion by the project experts, Marketing Officer is highly required to enhance the popularity of the TCT and their products.

Indicator 1-6. Technical trainings are conducted based on the training plan: *Mostly Achieved.*

This indicator was added based on the result of Mid-term review in 2015. A total 16 of technical trainings were planned and 9 in 2016 and 5 in 2017 were conducted.

Indicator 1-7. 45 significant market players participate in annual TAG for promoting collaboration between TCT and industries: *Achieved.*

Total 64 industrial organizations participated in the Technical Advisory Group (TAG) and discussed about the revision of TCT curriculum. The indicator is highly achieved and TCT and other participants exchanged their information and shared challenges.

Output 2

Output 2 is moderately Achieved (It is observed that progress in each indicator has been uneven.).

Indicator 2-1. PDCA cycle of annual action plan is in practice: ***Achieved.***

This indicator was already achieved at the timing of the Mid-term Review and TCT staff well understood the concept of the PDCA.

Indicator 2-2. The following surveys are conducted independently by TCT: ***Achieved.***

- School management effectiveness survey: once in a year
- Graduates' tracer survey: once in a year
- Employers' satisfaction survey: once in three years

The three surveys are conducted as planned schedule. School management effectiveness survey in 2016 was conducted by almost TCT's own effort. Online survey system has deployed and the process is drastically simplified.

Indicator 2-3. Asset management system is in operation based on the manual by using the software: ***Achieved.***

The system is mainly used and managed by the store keeper and logistic officer in TCT. Pilot project of the system at Musanze Polytechnic is under way since September 2016.

Indicator 2-4. Career support system is in operation based on the activity plan: ***Partially Achieved.***

TCT and the Project have strengthened the career support system including necessary facilities / equipment and it is in progress. Continuous support from TCT for the career support and entrepreneur development activities is highly required and positive results are expected.

Indicator 2-5. 6 start up business incubated: ***Partially Achieved.***

There are no startup businesses supported by the Project. On the other hand, three projects are under preparation for launching the new business.

Indicator 2-6. 85 % of TCT staff are satisfied with school management: ***Mostly Achieved***

According to the results of annual School Management Effectiveness Survey from 2012 to 2017, satisfaction level, which is calculated in percentage, shows improving trends and over 80% in 2014 and 2016 and it indicating that the TCT staff is realizing the improvement of the school management.

Indicator 2-7. A strategic plan is developed: ***Achieved.***

Initially TCT has a plan to develop a strategy plan for whole TCT activities and management. However, the government of Rwanda has been planning to introduce One Polytechnic Concept and it has not been restructured yet.

Output 3

Output 3 is Mostly Achieved.

Indicator 3-1. At least 12 good practices are accumulated: Mostly Achieved.

At the time of the Evaluation, there are 10 GPs which are available for TCT to share and disseminate with the information with some documents, manuals or brochures. In addition, there are 10 GP candidates who are highly expected to accumulate the information for sharing and disseminating to other National Organizations and TVET institutions during the project period

Indicator 3-2. TCT good practices are shared in at least 6 events with other TVET institutions:

Achieved.

TCT's GPs have been shared at 9 events so far.

(2) Project Purpose

Project Purpose is Mostly Achieved.

Indicator 1 TCT good practices are implemented independently by TCT as its regular activities:

Achieved.

Several numbers of GPs are accumulated and PDCA cycle, IAP and Graduate's Tracer Surveys are almost regularly implemented by TCT. PDCA cycle is already well established in TCT and according to the interview results, understanding level of the concept by the TCT staff is high and highly regarded.

Indicator 2 TCT's good practices are shared with a national body for dissemination: *Moderately*

Achieved.

During the interview with WDA DDG, he showed his understanding of TCT's GPs in detail and revealed that some GPs have already been shared at national level. The Project recognized the information sharing activities are not enough and need to consider how to share the information with National body (including WDA) and other TVET institutes by the end of the project.

Indicator 3 Employment rate after two years of graduation: more than 75%: *Moderately Achieved.*

The latest result of the survey conducted in March 2017 shows rates of graduates with destination (employed, entrepreneurs or continuing study) as 63.3% for 7th batch, there is a gap between the results and the target (75%).

In the past trends since 2011 to date, rates are improving as year's progress after graduation, but target figure (75%) may be unrealistic for graduates of one year after graduation.

On the other hand, number of incubation from TCT is gradually increased and can be evaluated positively for such changes.

Indicator 4 Employer's satisfaction rate of TCT graduates over one year of employment: more than 85%: *Achieved.*

Targets have already been achieved since the Mid-term Review in October 2015.

(3) Overall Goal:

Overall goal is likely to be achieved.

According to the interview results with other TVET institutions, they also confront similar challenges or difficulties so that GPs of TCTs are effective or useful for TVET institutions in general. On the other hand, governmental organizations such as WDA will be expected to support to dissemination of GPs of TCT to other TVET institutions due to acceleration of the use of GPs in other TVET institutions.

3-2 Summary of Evaluation Results

(1) Relevance: Relevance is high in terms of policies and needs of C/P.

Priority (Consistency with Policies)

The Project is consistent with the policies of Rwanda. In Vision 2020, the Government of Rwanda expressed its ambition to develop Rwanda into a middle income country by 2020, through an economy that is service led. Skills development is prioritized in the ESSP so that TVET takes a prominent role in the current ESSP, acknowledging the need to strengthen this sector, including the need for well-trained and motivated trainers. The Project is consistent with ODA policies of Japan. Japan's country assistance strategy for Rwanda (July 2017) prioritizes Human resources Development for Sustaining Country Growth (Science and Technology Education and Training).

Needs

The Project is in line with the needs of TCT.

One of the challenges left after the implementation of Phase 1 was sustainable capacity development of the TCT staff and improvement of school management structure. In Phase 2, the Project has been dealing with this issue and providing support for establishing sustainable capacity development structure, which is in line with the needs of TCT.

Project approach

At the time of the Mid-term Review, the PDM has been revised to make indicators and activities more practical.

The Project changed its approach for sharing and dissemination of GPs to be a direct way of dissemination to other institutions, which is considered relevant, responding to the TVET sector reform.

(2) Effectiveness: Effectiveness is Moderate.

As mentioned, the Project Purpose is Mostly Achieved. Output 1 is Mostly Achieved but sharing concept or objectives of RDPU with all TCT staff is still a challenge, especially with some instructors and technicians who work in the field. Output2 is Moderately Achieved while utilization of Incubation and Career Support Center is a remaining task to achieve the Project Purpose especially for improving the employment rate. Output 3 is Mostly Achieved while organizational strategy of disseminating GPs is a challenge.

(3) Efficiency: Efficiency is relatively high.

It has been confirmed that project inputs have contributed to the achievement of the Outputs. The Japanese side inputs, such as the budget and the assignment of experts, were made according to the plan in a timely manner. The Rwanda side inputs such as C/P personnel, project office and the facilities are also allocated at the appropriate timing.

Procurement process of the government system takes long process thus sometimes faced delay. As a result, some supplies are procured by Project in order to ensure delivery and activities on time.

(4) Impact: Impact is Moderate and can be enhanced if GPs dissemination is further promoted.

The Indicator of the Overall Goal, At least 70% of good practices where applicable are implemented by other A1 level institutions, is challenging. It is necessary that TCT continues to facilitate their GPs accumulation and dissemination strategy.

(5) Sustainability: Sustainability is Moderate.

Policy and institutional aspects

The Rwanda Government requires each TVET academic staff to do research according to the staff's individual performance contract. This policy is expected to support the RDPU activities as a favorable tailwind.

Organizational aspect including human resources

TCT will be a leading TVET in Northern region and is expected to independently function after the project.

Financial aspect

TCT has been receiving significant amount of budget from the Government and the project has been financing some activities of the project scope. TCT is required to allocate necessary budget timely for the continuation of the activities.

Technical aspect

TCT has potential technical skills to implement RDPU activities. For better RDPU management and better quality of activities, further development of technical and management capacity need to be accelerated by the end of the Project.

3-3 Contributing Factors

(1) Factors related to planning

TCT has been supported by the project for the formulation of each activity plan and implementation of them with changes in social and economic situations, so that the Output and Project Purpose is Almost Achieved. TCT is required to make further efforts towards the derivation and dissemination of GPs and which will lead to achieve the Overall goal.

(2) Factors related to implementation process

With support from the Project, TCT members gradually aware the importance of the proactive participation of the project and implementation of the Project activities.

3-4 Hampering Factors

(1) Factors related to planning

The challenges with the activities are common understanding of RDPU concept in TCT, and motivation and participation rate of each activity participant etc.

(2) Factors related to implementation process

In order to enhance the management skills of RDPU activities of TCT staff, it is necessary to develop a RDPU related organization and to assign a person in charge in line with the initial plan as well as a marketing officer.

3-5 Conclusions

As a whole, the Project is expected to mostly finish successfully with good efforts by both TCT and JICA Project Team. GPs such as a series of activities on Community Outreach, Graduate's Tracer Survey, Employers' Satisfaction Survey, Asset Management System, and so on, can be applied to and useful for other TVET institutions facing to the similar difficulties and challenges.

On the other hand, TCT is strongly requested to allocate enough budgets to sustain working on activities which have been achieved within the Project.

At the Output level, the achievement of Output 1 is considered as almost achieved in terms of the number of involvement of TCT staff and conducted activities of RDPU.

Output 2 has been in good progress with good understanding of the concept of PDCA cycle among the management members and staff.

Output 3 is mostly achieved in terms of the number of GPs and events for sharing GPs to other institutions.

From the perspective of Five Evaluation Criteria, relevance of the Project is considered to be high in terms of the policy of the government, needs and project approach. Effectiveness is relatively high in terms of the achievement level of the Project Purpose. Efficiency is considered to be relatively high in consideration of appropriate input for achievements especially of Output 2. The prospect of impacts is moderate and can be enhanced if GPs dissemination is further promoted. Sustainability is moderate in terms of financial and human resource aspects.

3-6 Recommendations

(1) Extension of the Project period.

Due to the damage of Musanze Satellite Center by hitting earthquakes, Activity 3-2; *Renovate and equip Musanze Satellite Center*; has been postponed. Utilizing the Center will be expected to improve TCT's capability and expand opportunities of activities with the industries. Therefore, the project is required to extend its period till finishing renovation and utilizing the Center.

Recommended Activities

- Renovate and equip Musanze Satellite Center
- Conduct activities related to utilizing the Musanze Satellite Center such as technical demonstration, training, and community outreach.
- Utilize Incubation and Career Support Center and conduct any of the related activities.
- Implement, review and finalize Entrepreneurship Module for advanced level (RTQF level 6 and 7).

Recommended Period of The Project

Till August 2018

(2) Sustainability

After the Project, TCT is expected to independently continue the activities which have been achieved on the Project. TCT is required to secure the budget and allocate appropriate human resources for those activities.