

# NEWSLETTER

WORKPLACE LEARNING SUPPORT PROGRAMME - "IGIRA KU MURIMO"

Issue N°1 | January - June 2018

A pilot phase  
to implement the  
"Workplace  
Learning Policy"

A photograph of a man with short dark hair, wearing a white shirt with a red and blue floral pattern, focused on operating a light blue industrial sewing machine. He is seated at a table, and the machine is stitching a piece of fabric with a yellow and blue checkered pattern. The background is a plain, light-colored wall.

under the support of APEFE

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# Newsletter

WORKPLACE LEARNING SUPPORT PROGRAMME  
"IGIRA KU MURIMO"

January - June 2018

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# FOREWORD

Dear esteemed readers,

Welcome to this first edition of the newsletter of the Workplace Learning Support Programme – IGIRA KU MURIMO. This programme is jointly implemented by MIFOTRA, PSF and APEFE to support the Workplace Learning Policy initiated by the Government of Rwanda in 2015.

The major goal of this policy is to create systems, institutional structures as well as standards and regulations that ensure the full use and recognition of the country's potential of training and learning at the workplace in order to increase the relevance and marketability of skills.

Different partners are engaged through different intervention areas to contribute to the implementation of this policy.

The Workplace Learning Policy calls for the development of a comprehensive legal and regulatory framework for apprenticeship training, only after pilot implementations have proven the appropriate arrangements for Rwanda. Since 2017, the Workplace Learning Support Programme - IGIRA KU MURIMO intervenes for this purpose.

This programme aims at initiating "Inclusive and equitable quality alternance training, accessible to young Rwandan women and men, responding to the skills needs of the growing Rwandan economy in the trades of food processing, fashion and beauty".

It is my hope that this newsletter will keep you updated on the progress of Workplace Learning Support Programme - IGIRA KU MURIMO. I invite you to stay in contact with us and get informed on the development of apprenticeship training which is a new training model in Rwanda.

Looking forward to fruitful collaboration.

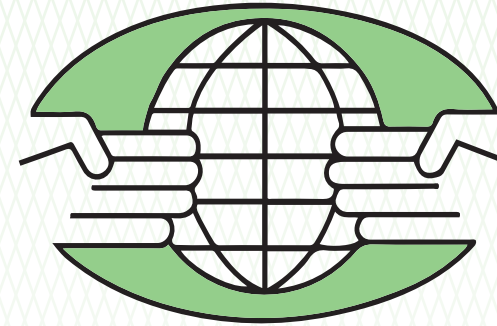
**Faustin MWAMBARI**

Programme Director /

Acting Director General of Labour and Employment, MIFOTRA



# APEFE



# Rwanda Profile

The Association for the Promotion of Education and Training Abroad/ Association pour la Promotion de l'Education et de la Formation à l'Etranger (APEFE) is a 40 years old Belgian non-profit organization that mobilizes its resources and expertise to serve the countries of the South. APEFE is working for skills development and institutional capacity building in 9 developing countries (Benin, Burkina Faso, Burundi, Haiti, Morocco, Palestine, DRC, Rwanda, Senegal).

APEFE strengthens the capacities of its partners to implement their development policies in the sectors of education, agriculture and environment, health, governance and the private sector.

As the international cooperation agency of the Federation of Wallonie-Bruxelles and Wallonia, APEFE also promotes and strengthens collaborations of Belgian institutional stakeholders working in the field of development.

APEFE has been active in Rwanda since 1986 in the area of skills development.

The current intervention of APEFE supports a 5-year "Workplace Learning Support Programme - IGIRA KU MURIMO" (2017-2021) financed by the Belgian Directorate General for Development Cooperation (DGD). This programme aims at initiating "Inclusive and equitable quality alternance training, accessible to young Rwandan women and men, responding to the skills needs of the growing Rwandan economy in the trades of food processing, fashion and beauty". The programme is being implemented in partnership with the Ministry of Public Service and Labor (MIFOTRA) and the Private Sector Federation (PSF) in close collaboration with Rwanda Development Board (RDB), Workforce Development Authority (WDA) and Rwanda Polytechnic (RP).



# What is the Workplace Learning Support Programme - "IGIRA KU MURIMO"?



The Government of Rwanda, through the Ministry of Public Service and Labor - MIFOTRA, initiated the Workplace Learning Policy in 2015 to tackle the issues of lack of employable skills and youth unemployment in the country. The policy aims at integrating employers or companies in skills development in order to facilitate access of youth to the labor market.

To implement the policy, the "Workplace Learning Support Programme - IGIRA KU MURIMO" was put in place as a 5-year pilot phase (2017- 2021) which focuses on alternance training, also known as dual training or apprenticeship training, in the subsectors of food processing, fashion and beauty. This programme is being implemented in 11 districts namely Huye, Gisagara, Gakenke, Musanze, Gatsibo, Nyagatare, Rutsiro, Karongi, Gasabo, Kicukiro and Nyarugenge.

To implement alternance training and uplift the skills of apprentices, the programme identified 90 companies and 15 TVET institutions specialized in the aforementioned subsectors and located in the pilot districts. During the apprenticeship training apprentices will spend 50% of their time in TVET institutions to gain soft skills and the other 50% in companies to acquire practical skills.

Under the financial support of Belgian Directorate General for Development Cooperation (DGD), APEFE Rwanda strengthens the capacities of the main actors in this programme: the Ministry of Public Service and Labour (MIFOTRA) responsible for the coordination of the Workplace Learning Policy, the Private Sector Federation (PSF), an umbrella organization that brings together chambers and professional associations, the Workforce Development Authority (WDA) and its decentralized structures, Rwanda Development Board responsible of skills and business development, and other involved entities, APEFE also supports companies to invest in the training of young people in collaboration with TVET centres.

It is expected that at the end of the Workplace Learning Support Programme, at least 375 young people, including 153 girls, 45 people living with disabilities, 190 socio-economically disadvantaged persons, will be certified from apprenticeship training, and will be qualified to enter RTQF Level 4 Courses, get a fulltime employment contract in host companies or open their own businesses related to the undertaken occupation.

# Skills needs were assessed to guide employability capacity development



In order to orient the intervention of the Workplace Learning Support Programme, a very detailed skill needs assessment was conducted in the three sub-sectors targeted by the programme within its catchment area.

The main objective of this skill needs assessment was to get primary data on the skills gaps in food processing, beauty and fashion sub-sectors to inform the development of demand-led apprenticeship training in Rwanda.

The latest sector skills survey which was performed in Rwanda in 2012 by Rwanda Development Board (RDB) was targeting 8 priority sectors including ICT, Mining, Energy, Tourism, Manufacturing, Construction, Agriculture, Finance and Insurance. The focus was on skills profiles, proficiencies, and gaps in these sectors.

As this survey dated back to several years and as the beauty subsector was not analyzed, a more detailed survey was necessary to guide the implementation of the IGIRA KU MURIMO Programme. The skills needs assessment performed by the Workplace Learning Support Programme covered 219

companies in the food processing, beauty and fashion subsectors over the 11 pilot districts: Huye, Gisagara, Gakenke, Musanze, Gatsibo, Nyagatare, Rutsiro, Karongi, Gasabo, Kicukiro and Nyarugenge.

Following the analysis of occupations and major activities in each subsector, the assessment findings oriented the programme capacity development interventions in the following trades to be prioritized:

## In food processing:

- A. Processing of fruit (into juice, wine, beer, jam)
- B. Processing of flour (bread and pastry making)
- C. Processing of milk

## In fashion:

- A. Tailoring or dressmaking
- B. Leather craft (bags, belts, shoes)

## In beauty:

- A. Hairdressing
- B. Manicure and pedicure

The surveyed allow to identify skills gaps in both technical skills and soft skills across the companies and subsectors. Although the company managers are more satisfied by the level of skills of their technical staff than administrative staff, they mention a big need in capacity development of their technical staff for specific skills to improve in production or service.

As far as the soft skills are concerned, there is a high need to improve in language skills, customer care, skills for environment protection, skills for innovation, management skills and attitudes.

Also, as the apprenticeship training model is new, company managers expressed the need to capacitate in-company trainers an enable to mentor and monitor apprentices.

The skills needs assessment survey also assessed the response of the TVET system to the needs of the labour market. Although there is a clear development of the TVET sector as the number of students has increased during the last 5 years, it was also observed that the quality of training still does not satisfy most of the employers. Moreover, a big number of surveyed companies (42%)

do not have certified technical staff. More efforts need to be made in order to bridge the gap between the skills acquired in TVET schools and the level of performance expected in the labour market.

Given the results of this skills needs assessment, the Workplace Learning Support Programme will be oriented in the identified priority occupations for which quality workforce is expected. Also the programme will ensure that the curriculum is adjusted so as to provide the apprentices with the technical and soft skills that respond to the requirements of the companies and enable them to be competitive on the labour market.





# TVET Institutions were prepared for the New Training Model

In the beginning of 2018, the Workforce Development Authority (WDA) published a list of accredited TVET institutions with their respective trades and certificate levels they are allowed to offer. The Workplace Learning Support Programme referred to this list and identified 15 public and government aided TVET Institutions that offer at least the Level 3 Certificate of Rwanda Qualification Framework (RQF) in the supported subsectors of food processing, beauty and fashion in the pilot districts of the programme.

On 8 March 2018, MIFOTRA, PSF, WDA and APEFE met the School Managers of the identified TVET institutions together with the District Education Directors to present the programme and prepare them for the apprenticeship training model which is new in Rwanda.

During this meeting, the school managers appreciated the programme and expressed their readiness for collaboration. They also shared their expectations about this new training model.

Among the participants, representatives from partner institutions, namely Workforce Development Authority



School Managers together with District Education Directors after the meeting on apprenticeship training. ( Photo . : APEFE)

(WDA) and Rwanda Development Board (RDB), were present and explained their roles in the implementation of apprenticeship training.

Mr. Faustin MWAMBARI, the Programme Director and Acting Director General of Labour and Employment at MIFOTRA, uttered the importance of the programme for the national development agenda

and the relevance of the collaboration of TVET Institutions and Companies in the implementation of the apprenticeship training programme.

Participants in the meeting, established the approach for smooth organization of apprenticeship training in and out TVET schools, identified priority capacity development support needed for District

Education Directors, trainers, both school managers and deputies to successfully implement apprenticeship training. They also proposed a collaboration framework with companies and other stakeholders, and designed a roadmap as a way forward for the sustainability of the programme interventions.



# The collaboration framework between Companies and TVET Institutions was initiated



Stakeholders in a meeting to define the collaboration framework. ( Photo : APEFE)

On 29 March 2018, APEFE, MIFOTRA and PSF held a meeting with identified pilot companies and TVET institutions. Among participants, different Government institutions involved in education, employment, skills and business development were also represented.

During the meeting, participants were provided with full information about the programme intervention. They worked

together to design a framework for the implementation of apprenticeship training, and set a clear collaboration roadmap to successfully implement the programme.

Mr. Faustin KARASIRA, the Director of Operation in the Private Sector Federation (PSF), encouraged companies, TVET institutions and other stakeholders to own the programme.

*"Through this programme, apprentices will acquire sufficient skills that will allow them to compete on the labour market and satisfy employers. We encourage all stakeholders, both companies and TVET schools' managers to own this programme because it constitutes the nursery of young professional employees."*:said KARASIRA.

The meeting was the opportunity to identify the needs of both companies

and TVET schools in order to contribute to the successful implementation of the programme. The Directors of Education and those of Business Development and Entrepreneurship Unit at District level were also urged to collaborate with all involved programme implementation partners in terms of monitoring and evaluation of apprenticeship training.

Participants expressed their expectations.

*"We hope that this programme will support our existing training system whereby apprentices will get more practical skills in collaboration with identified companies."* expressed Major Dr. Barnabé Twabagira the Principal of IPRC Huye.

Mukarubuga Chantal, the Manager of a Hairdressing Salon in Nyagatare, said that this programme will not only increase the skills of apprentices but will also address the issue of lack of skilled employees in different companies.

As a way forward, it was recommended that missing curricula aligned with the targeted occupations be developed and that both TVET trainers and in-company trainers be capacitated before the first intake of apprentices.



# Rwandan Youth warmly embraced the Workplace Learning Support Programme



Youth together with Hon. Minister of Public Service and Labour after enrollment for the apprenticeship training. ( Photo : APEFE)

skills development and employment opportunities under the Workplace Learning Support Programme.

Most of the job seekers expressed their interest to enrol for the apprenticeship training.

As result of the programme awareness campaign through Job Net Event, around 200 candidates especially from the 3 Districts of the City of Kigali (Nyarugenge, Kicukiro and Gasabo) applied for the first intake of apprenticeship training.

A Memorandum of understanding between the City of Kigali and APEFE was proposed to ease the collaboration for outreach of more youth engagement through further Job Net Events, and a Certificate of Participation was issued to APEFE as a recognition of the Workplace Learning Support Programme intervention in enhancing youth capacity development and private sector competitiveness to advance Rwanda economic growth.

The awareness and call for apprenticeship application will be extended in the other pilot districts of the programme to sensitize the youth to join the programme.

In order to ensure that the targeted candidates are aware of the programme and new approach in skills development, it was deemed very important to organize different awareness activities before the first intake of apprentices to motivate Rwandan youth to enrol for the apprenticeship training.

On the 3 May 2018 at Kigali Convention and Exhibition Village (KCEV), the City of Kigali through the Kigali Employment and

Service Center (KESC) organized the 5th Job Net Event. MIFOTRA, APEFE and PSF, through its chambers and associations, held a programme awareness campaign and met with around 3,000 job seekers and about 100 organizations.

During this event launched by the Minister of Public Service and Labor, job seekers were facilitated to network and make important connections with potential employers while participating

companies showcased their products and services. It was the opportunity to provide information about the programme to youth and job seekers who attended the event and whose profiles mostly conform with the targeted apprenticeship candidates.

Addressing participants, the Honorable Minister of Public Service and Labor, RWANYINDO KAYIRANGWA Fanfan urged the youth to make use of many



# Knowledge and Experience were shared between different Workplace Learning interventions in Rwanda



Different development partners sharing knowledge and experience on Workplace Learning Policy. (Photo : APEFE)

On 18 May 2018 at Legend Hotel, Kigali; APEFE, MIFOTRA and PSF initiated the first knowledge sharing seminar with different development partners supporting the Government of Rwanda in the implementation of Workplace Learning Policy. Among participants, the Government, international development organizations,

private sector and civil society were all represented.

This seminar was the opportunity to discuss on best practices, challenges and lessons learned; and participants suggested different measures to overcome the identified challenges for smooth implementation of the different projects and programmes aligned

with the Workplace Learning Policy, including further close collaborations in this regard.

Mr Faustin MWAMBARI, the Programme Director and Acting Director General in charge of Labour and Employment in MIFOTRA, expressed the importance of having onboard every development partner implementing the Workplace Learning Policy to discuss on the harmonization of their different interventions. He further highlighted that the most important expected result of the policy is to respond to the existing mismatches between education and workplace practices. He appreciated the support of every partner in the realization of this policy and reiterated that the private sector is the engine to achieve the policy objectives.

Different partners, including GIZ, ICON/IP, Master Card Foundation, SBFIC, KFW, Swiss Contact, EDC/Akazi Kanoze Access, BIWE-BBQ, DOT-Rwanda and APEFE, presented their respective initiatives and highlighted the approaches of their interventions. In order to facilitate further data collection and reporting on the implementation progress of the policy, a template for data collection and reporting was agreed upon and shared with all participants.

This seminar was considered as a forum for different development partners to harmonize the strategies in a bid to prevent duplication of initiatives and ensure the sustainability of the policy deliverables. It was also the opportunity for brainstorming and consultation on good practices and barriers faced by the workplace learning system in Rwanda to arrange for challenges mitigation.

The participants shared lessons learned and best practices of their interventions in the following thematic areas:

- the motivation of companies and schools;
- the capacity of both TVET Schools and in-company trainers;
- the training curricula to be delivered, the access of apprentices to schools and companies;
- the coordination of collaboration between schools and companies;
- the inclusion of girls, vulnerable youth and people with disabilities;
- the employment of apprentices and
- the role of chambers and professional associations.

Participants appreciated this forum and agreed to meet every six months to discuss the progress, share challenges, lessons learned and best practices to achieve good results.



# Companies were capacitated in Human Resource Management and integration of apprentices



Company Managers in the training (Photo : APEFE)

Through the training held on the 31st May 2018 at St André Kabgayi in Muhanga, the managers of companies identified to collaborate with the Workplace Learning Support Programme proved their readiness and commitment to contribute to successful implementation of alternance training.

This training was organized to equip the company managers with advanced skills in Human Resource Management and to train them on how to integrate the apprentices at the workplace.

The participants appreciated this initiative and considered it as the Government achievement in terms of capacitating the private sector to contribute to skills development for employment.

"I worked with some other programmes and I have hosted different interns within my company. However, I have never had such training on human resource management before. I only used to train them by my own settings and according to my competence and my level of understanding in terms of company management and staff treatment. I don't even know if I was complying with the Government training standards and regulations. But at least, through this training, I can well understand how to integrate apprentices at the workplace and I improved my skills regarding the human resource management." said Jean BANDEMA the Managing

Director of AS BEAUTE Ltd, a company specialized in hairdressing in Gasabo District. The event was the opportunity to discuss on challenges met in companies' management, and some necessary arrangements to host apprentices in the companies. As result, the strategies for apprentices' integration within companies' ordinary staff were identified including the development of the apprenticeship contract.

Moreover, considering that apprenticeship training requires technical assistance at the workplace, the company managers respectively designated the in-company trainers who will coach the apprentices in their companies.

Participants were reminded that the objective of the Workplace Learning Support Programme is to provide "inclusive" alternance training. From this perspective, inclusion in the human resource recruitment and management was emphasized.



# Deputy School Managers, TVET Trainers and In-company Trainers were trained

Given that apprenticeship training is completely new in Rwanda, APEFE in collaboration with MIFOTRA and PSF trained Deputy School Managers, TVET Trainers and In-company Trainers on the organization of this new training model. The objective of this training was to inform participants on the training package and modules of the Workforce Development Authority (WDA).

The training was held in two sessions: trainers in the trades of tailoring and leather work were trained during the session held from 12th to 14th June 2018, while trainers in the trades of food processing and hairdressing were trained from 19th to 21st June 2018.

The training package included presentation of the Workplace Learning Support Programme and the comparison between the new alternance training system and current TVET Training model. Participants were introduced

with different levels of apprenticeship training and corresponding certificates, and were equipped with advanced skills on developing key components of the curriculum to be used during the apprenticeship training in the above trades.

Apprenticeship training will be implemented according to the Competence Based Training (CBT) model and Competence Based Assessment (CBA).

These training sessions were the opportunity to prepare the training plan for apprentices and enhance the collaboration between schools and companies. Both company supervisor and apprentice's logbooks were also developed.

## Cooperation between the Workplace Learning Support Programme (APEFE) and LCF (Enabel)

*In the framework of synergy and collaboration between Belgian Development Actors in Rwanda, APEFE and Enabel join forces to advance the capacity of young Rwandan women and men in quality, and the relevance of employability skills development as a major catalyst to enterprises competitiveness. The collaboration between the WPLSP supported by APEFE and the LCF supported by Enabel aims at accelerating both economic and business growth in Rwanda.*

APEFE supports the Workplace Learning Support Programme – "IGIRA KU MURIMO" (WPLSP) implemented by the Ministry of Public Service and Labor (MIFOTRA) in partnership with the Private Sector Federation (PSF). This programme provides young women and men of Rwanda with an inclusive and equitable quality alternance training that responds to the skills needs of the growing Rwandese economy in the trades of food processing, fashion and beauty.

At the same time, under the Rwanda Decentralization Support Programme (RDSP), Enabel supports the Local Competitiveness Facility (LCF), a

matched grant fund for private sector development in Rwanda. Through LCF, enterprises forming a partnership can submit a project proposal for matched grant funding up to 40,000 EUR.

### When efforts are merged

Through the Workplace Learning Support Programme, APEFE is supporting apprenticeship training or dual training, which is new in Rwanda. It involves both TVET institutions and companies. Apprentices will spend 50% of their time in school to acquire soft skills and the other 50% in a company for practical skills. This system requires institutional capacity in the companies to ensure effective contribution of both parties in smooth implementation of the training.

LCF supported companies have already received financial support as well as business and financial management training. These companies are expected to highly contribute in the implementation of apprenticeship training as they have the required technical capacity in-house for the technical skills development of the students coming in as apprentices. Moreover, LCF encourages partnerships



between companies and TVET centers in order to support further technical skills development in the supported value-chains.

Sofie Geerts, Local Economic Advisor at Enabel states:

*"The main barriers for growth for small enterprises in Rwanda is the lack of access to finance, technology as well as the low technical and managerial skills of employees and management. Through LCF we work on all these aspects by providing funding for essential investments in the company, as well as giving these companies the necessary skills for efficiently running their business. Through our cooperation with APEFE, we moreover also provide the opportunity for these companies to find trained and skilled technical staff."*

The integration of LCF supported companies in WPLSP is an opportunity for the beneficiaries of both programmes to enhance their capacity development.

*"In order to accommodate apprentices under the Workplace Learning Support Programme, companies need to be capacitated in terms of both equipment and business development. Our synergy with LCF is an opportunity to engage the supported companies in the apprenticeship program as we also provide them with further capacity building. The LCF support to companies is also a support to our programme,"*

says Joseph MASENGESHO, the APEFE Acting Programme Administrator.

### **Beneficiaries advantages and satisfaction**

Marcianne UWAMWEZI is the Manager of Natural Fruit Drier Company Ltd which produces juice, wine and fruit jam in Nyagatare District. Her company is supported by LCF and is among the companies identified to collaborate with the WPLSP by hosting apprentices for alternance training in food processing. She says that the LCF support addressed her prior needs to collaborate with WPLSP.

*"I got enough equipment from LCF to boost my business. I think that my needs to collaborate with WPLSP are totally different from the needs of another company which did not acquire any support before. The only one thing I need from WPLSP is the capacity building of my staff."* says Marcianne.

11 companies supported by LCF were identified to collaborate with WPLSP. The intervention area of the Workplace Learning Support Programme includes 11 Districts (Huye, Gisagara, Gakenke, Musanze, Gatsibo, Nyagatare, Rutsiro, Karongi, Gasabo, Kicukiro and Nyarugenge) among which 4 (Nyagatare, Gisagara, Gakenke and Rutsiro) are supported by the Local Competitiveness Facility.

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