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# 2020-2021 ANNUAL REPORT

July **2021**



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# List of Abbreviations

<b>ADMA</b>	: Africa Digital Media Academy
<b>AFD</b>	: Agence Française de Développement
<b>APEFE</b>	: Association pour la Promotion de l'Education à l'Etranger
<b>BoQ</b>	: Bills of Quantity
<b>CPD</b>	: Continuous Professional Development
<b>H.E</b>	: His Excellency
<b>HGU</b>	: Handong Global University
<b>HMI</b>	: Hospitality and Management Institute
<b>IOM</b>	: International Organization for Migration
<b>IPRC</b>	: Integrated Polytechnic Regional College
<b>KOICA</b>	: Korean International Cooperation Agency
<b>MINECOFIN</b>	: Ministry of Finance and Economic Planning
<b>MoS</b>	: Minister of State
<b>MoU</b>	: Memorandum of Understanding
<b>NISR</b>	: National Institute of Statistics of Rwanda
<b>PSG</b>	: Priority Skills for Growth
<b>RP</b>	: Rwanda Polytechnic
<b>RPHC4</b>	: Rwanda Population Households Census 4
<b>RTB</b>	: Rwanda TVET Board
<b>RTDA</b>	: Rwanda Transport Development Agency
<b>RTQF</b>	: Rwanda TVET Qualification Framework
<b>RTTI</b>	: Rwanda TVET Trainer Institute
<b>SDC</b>	: Swiss Development Cooperation Agency
<b>SEAD</b>	: Strengthening Education for Agriculture Development
<b>SMEs</b>	: Small and Medium Enterprises
<b>TVET</b>	: Technical and Vocational Education and Training
<b>UNDP</b>	: United Nations Development Program
<b>WDA</b>	: Workforce Development Authority

# MESSAGE

## from the Vice Chancellor



I am pleased to report that 2020-2021 was another successful year, albeit with many challenges due to Covid-19. We have made substantial progress in developing competitive market-oriented and flexible academic programs.

We ended the year with celebrating the success of our students at our 4th graduation ceremony in May 2021, and we are grateful for the contributions that the graduating class of 2020 made to our RP-IPRCS community during their time with us.

The following report gives an overview of RP's initiatives and achievements for the fiscal year 2020-2021. The report outlines the activities in terms of academic components, infrastructure development, equipment & maintenance, administration and human resources, partnership, and community outreach activities, that have been realized for 2020-2021. It is our hope that these initiatives and achievements enhance public awareness and stakeholder's understanding of the contribution of RP to the nation's development.

I would like to emphasize that our achievements would not have been possible without the combined efforts of our community of staff, students, collaborators, and supporters with whom we are creating a culture of good work ethic and excellence at RP.

Even though Covid-19 disrupted our plans, we have, with resilience, continued academic activities such as: teaching and learning online, development of new curricula, mentorship of students, holding management meetings, initiating, and creating partnerships with new and existing partners, corporate services and installation of new infrastructures for the fight against COVID-19. All these measures made it possible to continue to ensure a semblance of normal life of the institution.

Thank you so much for your continued support for Rwanda Polytechnic.

**Dr. James GASHUMBA**  
Vice Chancellor, Rwanda Polytechnic

# General Introduction

## 1.1. Historical Background of RP/IPRCs

TVET has emerged as one of the most effective human resource development strategies that Rwanda has embraced in order to train and modernize the technical workforce for national development. Since its development in 2008, the Government of Rwanda put efforts to expand TVET and attract local and foreign investments in order to produce a skilled and competent labour force. Moreover, TVET is expected to be responsive to ever changing demands in the labour market through the development of new training programs, applying new training technologies and providing opportunities for employees to engage in continuous professional development and life-long learning.

In that framework, the Rwanda Polytechnic Higher Learning Institution was established under law No. 22/2017 of 30/05/2017 to implement the Technical Skills Development in Rwanda through Vocational and Technical Training, competitiveness and employability. Rwanda Polytechnic achieves its mission through eight (8) colleges namely IPRC Karongi, Kitabi, Tumba, Musanze, Ngoma, Huye, Kigali and Gishari. In its new structure, RP also coordinates activities carried out in Hospitality Management Institute (HMI), the Rwanda TVET Trainer Institute (RTTI) and Africa Digital Media Academy (ADMA) as a special Academy that empowers young stars with skills necessary to work in the digital media industry.

It is also important to note that RP was established as a result of restructuring of the Ministry of Education and its affiliated institutions which separated the two TVET functions namely

Teaching implementation and standards & regulation. After this reform the Workforce Development Authority (WDA) was assigned the responsibility for TVET Quality Standards and Inspection whereas Rwanda Polytechnic Higher Learning Institution was assigned a responsibility of TVET implementation and employable Skills Development through IPRCs (Integrated Polytechnic Regional Colleges) and TVET schools (Former Vocational Training Centres and Technical Secondary schools) as well as special academies (Nyundo School of art and Music, Rwanda Coding Academy, Sports academies, Rutongo Mining School and ADMA).

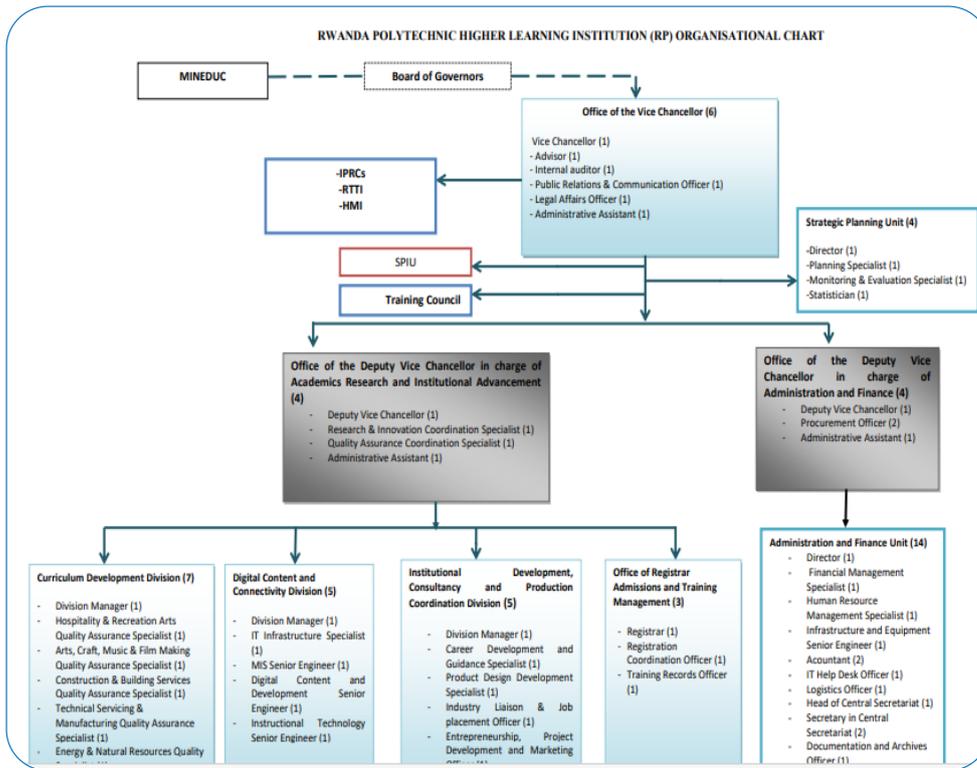
## 1.2. Rationale of RP annual report

The following report gives an overview of RP's initiatives and achievements for the fiscal year 2020-2021. The report outlines the activities in terms of academic components, infrastructure development, equipment & maintenance, administration and human resources, partnership, and community outreach activities, that have been realized for 2020-2021. It is our hope that these initiatives and achievements enhance public awareness and stakeholder's understanding of the contribution of RP to the nation's development.

RP annual report for 2020-2021 fiscal year highlighted that their achievements would not have been possible without the combined efforts of RP staff community, students, collaborators, and supporters with whom they are creating a culture of hardworking, ethic and excellence at RP.

### 1.3 RP structure

Chart 1: RP structure approved in 2020



### 1.4 Vision of Rwanda Polytechnic

The vision of RP is to provide quality education that complies with applicable standards through vocational education that enables the beneficiary to acquire skills required to create jobs and compete in the labour market.

### 1.5 Mission for Rwanda Polytechnic

The following statement describes the key mandate of RP:

- To prepare Technical and Vocational Education curricula for their use at various technical and Vocational Training levels and submit them to the competent authority for approval;
- To offer Technical and Vocational courses leading to certificate or Diploma;
- To provide science- and technology-based technical and vocational training as well as education which enable the beneficiary to create jobs for personal development and contribute to national development;
- To carry out and promote research and technology in technical and vocational fields and disseminate their findings to foster national development;

- To participate in the discovery, exchange and preservation of knowledge in technical and vocational field;
- To promote education, culture and Rwandan values;
- To impart knowledge required to provide technical and vocational education and apprenticeship training;
- To offer in-service training to practitioners in various fields to develop their technical and vocational skills;
- To coordinate programmes and activities aimed at developing teaching and research staff within institutions of technical and vocational education, upgrade their knowledge and skills capacities and improve their management;
- To contribute to finding solutions to other problems related to national development;
- To cooperate and collaborate with other national, regional or international institutions with similar mission in order to achieve its mission.

### 1.6 Motto

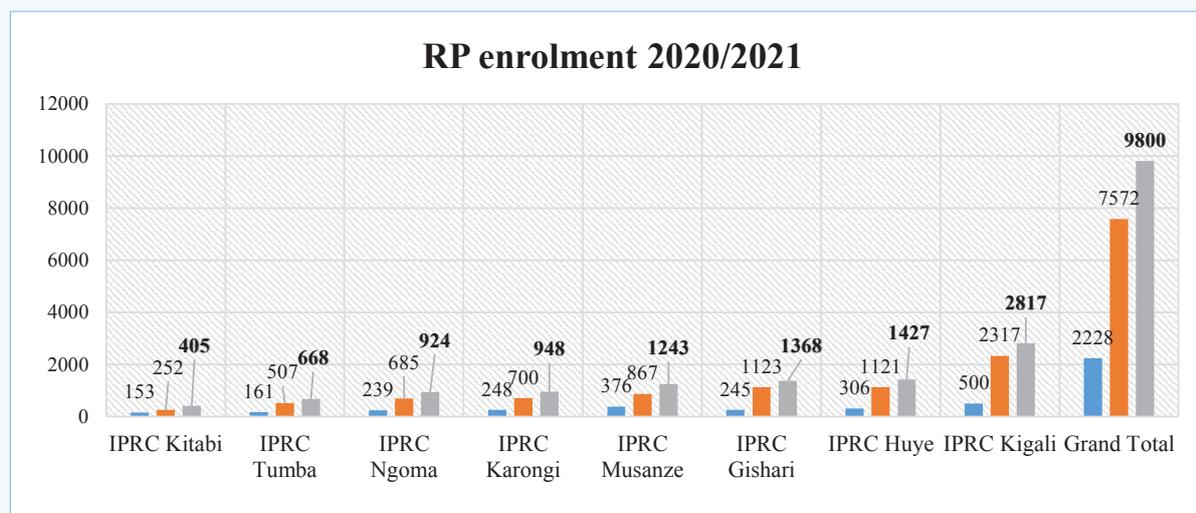
Rwanda Polytechnic motto is "Skills for a better destiny"

# RWANDA POLYTECHNIC STUDENT STATISTICS

Rwanda Polytechnic as an educational agency mandated to provide the quality of education through its 8 colleges with different programs. The charts below indicating student's enrolment and graduates.

**Chart 2: RP Enrolment by gender & college 2020/2021**

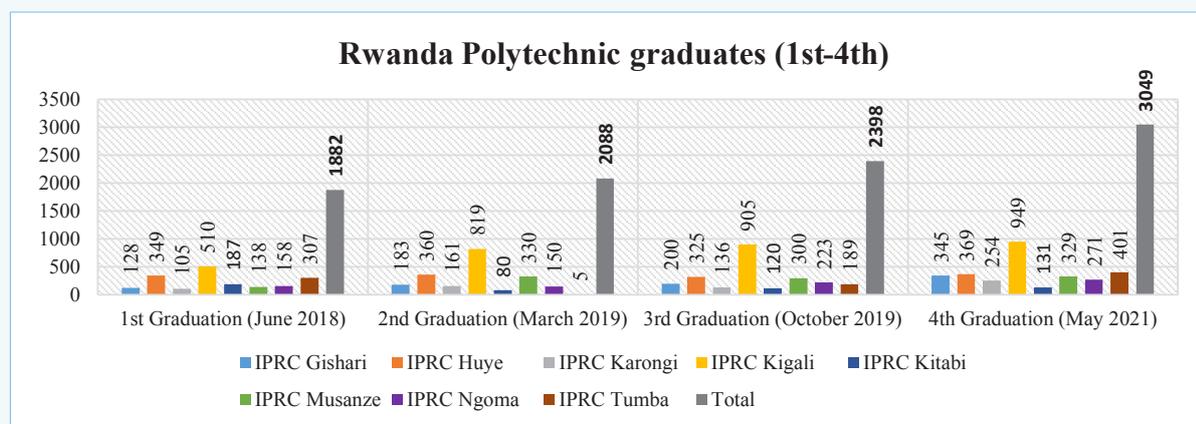
The graph below gives the picture of how Rwanda Polytechnic students are accommodated in its 8 colleges.



Source: RP MIS, 2020-2021

**Chart 3: Rwanda Polytechnic graduates by college**

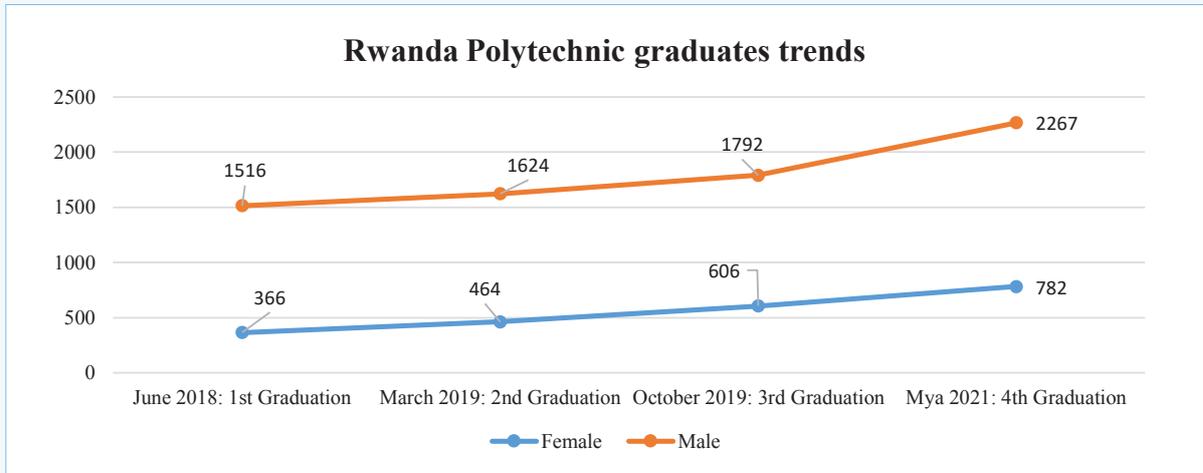
This chart below gives the information of all graduates from the 1<sup>st</sup> graduation of June 2018 to 4<sup>th</sup> graduation of May 2021.



Source: Graduation booklets by May 2021

### Chart 4: Rwanda Polytechnic's graduates Trends from 2018 to 2021

The chart below gives the trending situation of Rwanda Polytechnic from its first graduation in 2018.



Source: Graduation booklets 2018-2021

As it is seen on the above trending line, graduates of Rwanda Polytechnic continue to increase progressively. The big number is still for males than females, thus there is a need of community sensitization to change females' attitudes to TVET.

# KEY ACHIEVEMENTS

## 3.1 Academic achievements

- **Development of curriculum:** RP developed 24 curricula in order to implement CBT-CBA for level 6&7. With development partners (GIZ-HA, APEFE, and SEAD) have developed other curricula for level 6&7, plus curricula developed under the PSG project. The total number of TVET diploma and advanced diploma curricula are 39 Curricula.
- **National Employment Program achievement**

**Table 1: National Employment Program status**

SN	Program	Number
1	Massive Vocation Training (MVT)	843
2	Rapid Response Training (RRT)	400
3	Recognition of Prior Learning (RPL)	1929
4	Integrated craftsmen production centers (ICPC)	230
5.	Reconversion program (RP)	85
<b>TOTAL</b>		<b>3487</b>

### • TVET Youth Challenge Competition

The Ministry of Youth and Culture (MYCULTURE) in partnership with the Ministry of Education, KOICA and UNDP organized and conducted the TVET Youth Challenge and the program aimed at supporting and funding solutions discovered by TVET students to the problems of the local communities. In this competition, 200 young innovators attended and 40 of them were awarded, 32 from 40 who were awarded, attended the boot camp with other competitors from other TVET Higher Learning Institutions (HLI) at national level.



Best Student competitor from RP Colleges (IPRCs) awarded in TVET Youth Challenge.

### • Research and innovative projects

RP and the International Organization for Migration (IOM), in collaboration with the Ministry of Foreign Affairs, implemented two projects within the framework of "Diaspora Engagement in TVET". The first project consisted in rewarding the best innovative projects of the students and staff of IPRCs and the second project concerned the training of trainers in the TVET gaps training.



Rewarding the best innovative projects of the students and staff of IPRCs.

- **Quality assurance activities and services**

In the components of quality assurance Services include establishment of RP E-Learning platforms, assessment and certification, teaching and learning and teaching facilities. These quality assurance activities and services are the key factors to ensure the quality of education within RP-IPRCS in academic performance.

- **Career Development and Guidance Services**

In order to achieve the career development and guidance services, the following activities are carried out in RP and its Colleges levels which are; industrial attachment program in Advance program, mentorship program and 3 studies conducted by RP on “Graduates employability and employers’ satisfaction”, “Impact Assessment of Industrial Attachment program for trainers”, and “Students’ Satisfactory Survey”.

### 3.2 Infrastructure development, Equipment & maintenance

Infrastructure development is an important aspect that needs to be considered in higher educational institutions to ensure the quality of its academic service provision. The term infrastructure is comprehensive and there are several aspects including: learning centre, workshops, labs and smart classroom, playgrounds, library facilities, laboratories, computer centres, machinery, tools, and equipment, etc. In the same framework, Rwanda Polytechnic has continuously developed and refurbished its existing infrastructures.

- **Construction of Playgrounds at Rwanda Coding Academy**

Three playgrounds (Basketball, Football and Volleyball) have been constructed in Nyabihu TVET School and Coding Academy, and provisional handover have been conducted in March 2020.



*Three Playgrounds constructed at NYABIHU TVET School.*

- **Supply and installation of specialized equipment in 87 TVET Schools across the country**

The project related to supply and installation of specialized equipment in 87 TVET Schools across the country including 81 TVET school wings and 6 schools at the borders and has been implemented through 9 different contracts to supply and installation equipment for various trades namely: animal health, crop production, tailoring, leathercraft, masonry, plumbing, carpentry, electrical, auto-mechanics, and welding.

The part of this project was the Presidential pledges where the TVET Schools of Muhanga, Nyagisozi and Nyabihu should have specialized equipment.



*Supply of masonry equipment in Shonga TVET/Nyagatare District (Across border TVET School).*

- **Manufacturing, Supply and installation of cooking stoves (Muvelo)**

This project is being implemented under Rwanda Polytechnic through five IPRCs: IPRC Huye, IPRC Ngoma, IPRC Kigali, IPRC Tumba and IPRC Karongi. The Total number of full Muvelo is 5236 which will be distributed in 2648 schools across the country. The delivery is now at 1,570 Full Muvelos and 346 Additional Pots.



*Cooking stoves and additional pots, which are under supplying activities from IPRC Ngoma.*

- **Completion of remaining construction works for HMI building**

The purpose of the project is to construct a Hospitality Management School of Excellence at Remera sector in Gasabo District. The overall construction progress of HMI is at 82%.



*MoS in charge of ICT and TVET conducted a site visit on HMI building.*

- **Expansion of IPRC Musanze**

RP/IPRC Musanze in partnership with the Republic of China launched the project to expand IPRC Musanze on 30<sup>th</sup> May 2019. The former Minister of Education, Dr. Eugene Mutimura together with the Ambassador of China to Rwanda, HE Rao Hongwei, and other dignitaries laid a foundation stone at the site for the expansion project of IPRC Musanze.



*Expansion of IPRC Musanze.*

- **Construction and installation of Green House in IPRC Musanze**

IPRC Musanze in collaboration with SEAD Project (STIC), has constructed a greenhouse which is additional learning facility for students in Crop production, Food Processing, and Irrigation Technology. The greenhouse, can grow vegetables and/or flower crops under the controlled environmental conditions, and will be specifically used for seed potatoes multiplication, tomatoes, green peper, etc.



*Construction of Greenhouse of IPRC Musanze.*

- **Construction of Students' bathrooms, toilets, fence and retaining wall in IPRC Huye**

RP-IPRC Huye students' bathrooms, toilets, fence and retaining wall in have been constructed and completed in 2020-2021 and the source of fund was the Government of Rwanda through ordinary budget. The provision handover was done in June 2021.



*Fence and retaining wall of IPRC Huye.*



*Students' bathrooms, toilets of IPRC Huye.*

- **Construction of IPRC Huye Basketball Playground**

RP-IPRC Huye has constructed the Basketball Playground to promote sports and leisure of corporate image of the institution in general. This project was realized through the contribution of IPRC Huye staff and costed 50,000,000 Rwfr. The project was completed in May 2021, and officially inaugurated by different officials and stakeholders on 12<sup>th</sup> June, 2021.



*Inauguration ceremony of IPRC Huye Basketball Playground.*

- **Construction of Electrical & Electronics Engineering (EEE) workshop and ICT lab**

The construction works of Electrical & Electronics workshop and ICT lab in IPRC Huye is at 92% (June 2021) of execution progress and it will be completed by 2021-2022 fiscal year.



*The construction status of IPRC Huye EEE workshop.*

- **Construction of Learning Center in IPRC Huye**

The construction of IPRC Huye Learning Center is a medium-term project planned to be completed in three consecutive fiscal years until 2023-2024. The project execution works is at 25 % of progress. The total cost of the project is estimated at 8,834,582,916 Rwf and the source of fund for this project is development budget from GoR (ordinary budget) and the contractor is "Reserve Force".



*The construction status of Learning Center at IPRC Huye.*

- **Construction of a Green House under SEAD Project in IPRC Huye**

IPRC Huye in collaboration with SEAD Project (STIC), has constructed a greenhouse which is the additional learning facility for students in Crop Production and Irrigation Technology. The greenhouse, can grow vegetables and/or flower crops under the controlled environmental conditions, and will be specifically used for seed potatoes multiplication, tomatoes, green pepper, etc.



*Site preparation of IPRC Huye Greenhouse.*

- **Construction of New Complex Buildings project in IPRC Ngoma**

RP-IPRC/Ngoma, on 29<sup>th</sup> November 2020 has inaugurated new building facilities that are administration block, girls' dormitory, electrical and plumbing workshops. The construction works was launched in February 2014. The construction works were financed through the government ordinary budget in collaboration of the Ministry of Education and its agencies especially Rwanda Polytechnic (RP) and former Workforce Development Authority (WDA).



*Official Inauguration of New Complex Building by Minister of Education.*

- **Construction of poultry STIC in IPRC Ngoma in partnership with SEAD**

In partnership of SEAD Project, IPRC Ngoma constructed a poultry Service Training Innovation center (STIC) which will be used by both IPRC Ngoma and Agri-Business Solutions LTD [ABSOL Ltd]. The funder of SEAD Project obliged the IPRC Ngoma to work with the private company for better and strong management through the agreement named "Facility Lease Agreement".



*Construction works for a poultry STIC in IPRC Ngoma.*

- **Construction of Mechatronics Technology Learning Facilities in IPRC Tumba and Rehabilitation of four TVET schools in Rulindo District (AFD Project)**

On 30<sup>th</sup> June 2020, the grant financing agreement (GFA) N° CRW1047 01M was signed between the Republic of Rwanda, represented by the Ministry of Finance and Economic Planning, and the French Development Agency (AFD) to award a 5.8 million Euros grant to Rwanda Polytechnic (RP), for implementing a project in TVET in Rulindo district (referred to as "the Project" in the present document).

The Project aims at supporting Rwanda Polytechnic to reinforce TVET and Employment in Rulindo district by improving the training offer, facilitating entrepreneurship of young people and fostering Youth's professional integration specifically, IPRC Tumba and TVET students, young people without training and without job (NEET) and company employees. The project implementation works is at starting point (procurement process ongoing).



*The perspective view of Mechatronics department at IPRC Tumba.*

- **Kitabi master plan and development plan proposal for building Wood Innovation Center**

RP-IPRC Kitabi developed a master plan for future expansion and the construction design for a Wood Innovation Center. In partnership with Nyamagabe District, IPRC Kitabi renovated a former house for Nyamagabe District where the classrooms and workshops of Forest Engineering and Wood Technology programs will be hosted. This building is located in City of Nyamagabe near the Integrated Craft Production Center (ICPC/Agakiro).



*Prospective view of building Wood Innovation Center in IPRC Kitabi.*

- **Construction of poultry in IPRC Gishari in partnership with SEAD**

In partnership of SEAD Project, IPRC Gishari constructed a poultry STIC which will be used by both IPRC Gishari and Agri-Business Solutions LTD [ABSOL Ltd]. The funder of this project/ SEAD Project obliged the IPRC Gishari to work with private company for better and strong management through the agreement named "Facility Lease Agreement".



*Status of Poultry STIC-SEAD Project under construction in IPRC Gishari.*

- **Pedestrian Bridge of 44 meters constructed in Gakenke District by IPRC Kigali**

IPRC Kigali, in Partnership with Gakenke District, Bridge2Rwanda and RTDA inaugurated on 25<sup>th</sup> June 2021 Ntaruka Pedestrian Bridge of 44 meters. This activity has the aim of providing safe river crossing for the pedestrians, animals, motorbikes and bicycles.



*Ntaruka Pedestrian Bridge in Gakenke District.*

- **Operationalization of Rutongo Mining School as Campus by IPRC Kigali**

To improve the mining training and its relevance on the labour market, IPRC Kigali took over and operationalized Rutongo Mining School as its new campus to accommodate the Mining Department.



*Current Status of Rutongo Mining School.*

# ADMINISTRATIVE AND HUMAN RESOURCES MANAGEMENT

This part describes the activities associated with Human Resource and Administration carried out in 2020-2021 fiscal year. Here are the key activities performed:

- **Staff of Rwanda polytechnic**

Table 2: RP Academic and Administrative staff 2020-2021

RP STAFF BY COLLEGE AND GENDER										
S/N	Institution	Academic staff			Administrative staff			Total		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
1	RP HQ	0	0	0	27	15	42	27	15	42
2	IPRC Kitabi	24	4	28	24	4	28	48	8	56
3	IPRC Tumba	71	9	80	21	12	33	92	21	113
4	IPRC Musanze	75	13	88	23	12	35	98	25	123
5	IPRC Ngoma	85	17	102	28	10	38	113	27	140
6	IPRC Gishari	101	4	105	29	7	36	130	11	141
7	IPRC Karongi	98	10	108	31	11	42	129	21	150
8	IPRC Huye	109	20	129	24	12	36	133	32	165
9	IPRC Kigali	181	20	201	23	26	49	204	46	250
<b>Total</b>		<b>744</b>	<b>97</b>	<b>841</b>	<b>230</b>	<b>109</b>	<b>339</b>	<b>974</b>	<b>206</b>	<b>1180</b>
<b>Percentage(%)</b>		<b>88.5</b>	<b>11.5</b>	<b>100.0</b>	<b>67.8</b>	<b>32.2</b>	<b>100.0</b>	<b>82.5</b>	<b>17.5</b>	<b>100</b>

Source: Statistician Office/RP, Sept 2021

## 4.1. Development of RP Legislation, Policies and strategies

In collaboration with different partners, RP developed the following policies, strategies and laws:

Table 3: Policies developed in partnership between RP and SEAD Project and other partners

Policies and strategies			
SN	Policy	SN	Policy
1.	Applied research and innovation policy	7.	Guidelines for curriculum development, program validation and approval process
2.	Academic staff appointments, development, career path and promotion policy	8.	Outreach and extension services policy
3.	Gender and inclusion policy	9.	Develop a Rwanda Polytechnic ICT policy by 2020
4.	Entrepreneurship, consultancy and incubation policy	10.	Recognition of Prior Learning (RPL) policy by 2019
5.	Online learning policy	11.	Rwanda Polytechnic Social Inclusion and Disability policy
6.	Anti-plagiarism policy	12.	Academic rules and regulation
		13.	Company procedure manual
Law			
1.	Develop TVET Law	2.	RP Law Revision

Source: Office of Vice Chancellor.

## 4.2. Staff capacity development

The capacity development of RP-IPRCS staff have been developed through different trainings conducted in diverse domains under the support of various partner institutions. Some of the staff have received CPD training and others have secured further training at national and international institutions.

- **Statistics of RP staff trained in different professional area**

Table 4: Statistics of RP staff trained in different professional areas

Program	RP-IPRCS									Total
	RP HQ	Kigali	Gishari	Ngoma	Tumba	Musanze	Karongi	Huye	Kitabi	
CBT&CBA	-	36	20	56	52	37	62	5	15	<b>283</b>
DACUM methodology for curriculum development	-	-	-	1	-	1	4	-	1	<b>7</b>
Solar power installation	-	-	-	3	-	-	-	-	-	<b>3</b>
Business incubation and entrepreneurship	-	-	-	2	-	-	-	-	-	<b>2</b>
TIG welding	-	-	-	6	-	-	10	-	-	<b>16</b>
Designing and conducting tracer survey	-	-	-	1	-	-	-	-	-	<b>1</b>
Occupation health safety	-	-	-	3	-	-	-	-	2	<b>5</b>
Public procurement laws and regulations	-	-	-	7	-	-	-	-	-	<b>7</b>
General statute governing public servants' system	2	2	2	2	2	2	2	2	2	<b>18</b>
Recruitment in Smarthr	1	1	1	1	1	1	1	1	1	<b>9</b>
Leadership and management	-	-	-	2	-	2	8	-	-	<b>12</b>
<b>Grand total</b>	<b>3</b>	<b>39</b>	<b>23</b>	<b>84</b>	<b>55</b>	<b>43</b>	<b>87</b>	<b>8</b>	<b>21</b>	<b>363</b>

Source: Human Resource Office, June 2021

- **RP/IPRCs academic staff in study leave**

Table 5: RP/IPRCs academic staff in study leave

RP-IPRC	Masters	PhD	Total
<b>RP</b>	-	1	1
<b>KIGALI</b>	-	5	5
<b>GISHARI</b>	2	-	2
<b>NGOMA</b>	-	1	1
<b>TUMBA</b>	-	-	0
<b>MUSANZE</b>	6	-	6
<b>KARONGI</b>	4	4	8
<b>HUYE</b>	3	3	7
<b>KITABI</b>	-	2	2
<b>Total</b>			32

Source: Human Resource Office, June 2021

### 4.3. RP and IPRCs Performance Contracts Results

Table 6: RP and IPRCs Performance Contracts Results

Institutions	Expected results 2020 - 2021	Rate of achievement 2019 - 2020	Rate of achievement 2020 - 2021
RP	14	60.65%	65.07%
IPRC KIGALI	11	84.45	85.09%
IPRC GISHARI	12	87.68%	85.58%
IPRC NGOMA	14	81%	83.71%
IPRC TUMBA	14	81%	77.8%
IPRC MUSANZE	12	86.0%	87.50%
IPRC KARONGI	14	87.48%	87.43%
IPRC HUYE	19	81.06%	82.32%
IPRC KITABI	13	85.81%	84.31%
<b>Total scores</b>			<b>82.09%</b>
<b>81.67%</b>			

Source: Human Resources Office, June 2021

### 4.4 RP HQ and IPRCs Budget Execution 2020-2021

Table 7: RP HQ and IPRCs budget execution 2020-2021

RP/IPRC'S	Items/Account and Description	Approved budget	Revised budget/ Reallocated budget	Total expenditure	Balance	Performance (%)
<b>RP HQ</b>	Recurrent budget	13,078,202,995	13,989,512,123	13,411,298,171	578,213,952	95.87%
	Development	5,657,456,032	17,278,278,843	15,177,898,093	2,100,380,750	87.84%
<b>KIGALI</b>	Recurrent budget	2,055,970,739	1,777,142,739	1,105,881,060	671,261,679	62.23%
<b>GISHARI</b>	Recurrent budget	253,404,920	263,404,920	226,853,401	36,551,519	86.12%
<b>NGOMA</b>	Recurrent budget	579,470,698	579,470,698	526,313,646	53,157,052	90.83%
<b>TUMBA</b>	Recurrent budget	384,884,620	527,822,243	313,486,085	214,336,158	59.39%
<b>MUSANZE</b>	Recurrent budget	630,211,820	630,211,8290	336,324,167	293,887,653	53.37%
<b>KARONGI</b>	Recurrent budget	446,697,417	458,697,417	358,924,408	99,773,009	77.67%
<b>HUYE</b>	Recurrent budget	556,680,069	748,680,069	657,929,892	90,750,177	87.88%
<b>KITABI</b>	Recurrent budget	320,324,608	372,324,608	251,481,711	120,842,897	67.54%

Source: Finance office, June 2021

### 4.5. Implementation of Rationalization at RP level

Rationalization in RP was based on the new structure where some positions were merged as a solution to address the scattering of key resources and remove duplications of functions and positions. The rationalization report of RP and its colleges was completed.

Table 8: Rationalization status in RP and its colleges

RP- IPRCs	Staff placed		Staff suspended
	Academic staff	Administrative staff	Administrative staff
RP	-	41	3
IPRC Kigali	195	48	9
IPRC Gishari	107	37	8
IPRC Ngoma	106	34	3
IPRC Tumba	79	32	5
IPRC Musanze	83	36	5
IPRC Karongi	110	42	1
IPRC Huye	123	36	4
IPRC Kitabi	14	28	6
<b>Total</b>	<b>817</b>	<b>334</b>	<b>44</b>

Source: Human Resource's Office, June 2021

#### 4.6. Recruitment of new staff

Table 9: Staff of New Staff Recruited within IPRCs in 2020-2021

Institution	Administrative staff	Academic staff	Total	status
RP HQ	-	-	-	-
KIGALI	-	-	-	-
GISHARI	-	-	-	-
NGOMA	-	-	-	-
TUMBA	2	4	6	Employed
MUSANZE	-	8	8	Employed
KARONGI	-	-	-	-
HUYE	-	13	13	Employed
KITABI	-	-	-	-
<b>Total staff recruited</b>			<b>27</b>	

Source: Human Resource's Office, June 2021

#### 4.7. Staff and Students' welfare

Table 10: Staff and Students' welfare achievements

Categories of activities	Achievements
<b>Sports</b>	<ul style="list-style-type: none"> <li>- Friendly match between IPRC Gishari &amp; Musanze</li> <li>- Competition for volleyball and basketball between departments among RP-IPRCS staffs</li> </ul>
<b>Prevention of Covid-19 pandemic</b>	<ul style="list-style-type: none"> <li>- Construction of handwashing stations to prevent COVID-19 pandemic</li> <li>- Introducing the testing of temperature at the entrances to prevent COVID-19</li> <li>- Establishing isolation rooms for COVID-19 suspended</li> <li>- Vaccination of staff</li> </ul>

Source: IPRCs annual report, June 2020

#### 4.8. Visits of RP Top Managers to IPRCs

The Rwanda Polytechnic Deputy Vice Chancellor in charge of Training, Institutional Development and Research (DVCTIDR) - Dr. Sylvie Mucyo, and the Deputy Vice Chancellor in charge of Administration and Finance (DVCAF) – Dr. Aimable Nsabimana, visited IPRCs. This was the maiden visit of the DVCs to IPRCs since their appointment by the Cabinet on 19/02/2021. The purpose of the visit was to get an impression of the physical facilities and the atmosphere of the campus and see the training, innovation and research environment.



RP Top Managers conducted a field visit to IPRCs from 19th-24th April 2021

# PARTNERSHIPS

## 5.1. Interventions of the development partners of RP

In addition to government efforts towards development of TVET, there are also significant contributions from Development Partners (DPs), and many various stakeholders. Development partners continue to play an important role in increasing the flow of funds through budget support, funding education programs and projects, and providing technical assistance where necessary. Their support can be grouped into the following aspects: Increasing Access to TVET, Quality of TVET, Relevancy of TVET, Equity, gender & Inclusiveness, Advocacy and Coordination of TVET.



Table 11: Achievements of Key partners of RP-IPRCs

S/N	Project Name	Source of fund / Donor	Areas of interventions/Program	TVET Coordinating Institutions	Achievements
01	Priority Skills for Growth (PSG)	MINECOFIN World Bank	<p>Priority Skills for Growth / Skills Development Fund</p> <p>PSG Supports skills development in three (3) priority areas:</p> <ul style="list-style-type: none"> <li>▪ Energy</li> <li>▪ Agro-processing</li> <li>▪ Transport&amp; Logistic</li> </ul>	Both RP and RTB (Joint Project)	<p>1. <b>Students' enrolment:</b> RP has increased the number of enrolled students in 3 learning programs from 143 to 200. The following are the details:</p> <p><b>IPRC Huys:</b></p> <ul style="list-style-type: none"> <li>- Animal health: 54, Crop production: 38.</li> </ul> <p><b>IPRC MUSANZE</b></p> <ul style="list-style-type: none"> <li>- Food processing: 54, Crop production:54</li> </ul> <p>In comparison to the initial target to enrol 295 in the 7 programs namely: Airport Management, Railway Engineering, Aircraft Maintenance, Logistics and Supply Chain Operations, Food processing, Crop Production. The target is not yet achieved because some programs are not yet introduced in the RP Colleges.</p> <p>2. <b>Industrial attachment:</b> 32 teaching staff from IPRCs have conducted their industrial attachment in different companies and industries.</p> <p>3. <b>Staff development:</b> 5 teaching staff from IPRCs admitted in masters at UR in the selected programs under PSG project (Animal Health, Crop production, Agriculture Engineering and Food processing)</p> <p>4. <b>Staff recruitment:</b></p> <ul style="list-style-type: none"> <li>- RP authorized by MIFOTRA to recruit Environment and Safety guard Specialist and the recruitment process is at 80%</li> <li>- MIFOTRA also authorized the recruitment of trainers who will teach selected program under PSG project; RP will published the vacant positions by the end of August 2021.</li> </ul>
02	Rhineland Palatinate/Koblenz	Germany	<p><b>Rhineland Palatinate:</b></p> <ul style="list-style-type: none"> <li>▪ Dual training programs</li> <li>▪ Capacity Building,</li> <li>▪ Exchange of Expertise,</li> <li>▪ Implementation of Workplace Learning Policy</li> </ul>	Both RP and RTB (Joint Project)	<ul style="list-style-type: none"> <li>- Training of 20 trainers on solar energy</li> <li>- 125 trainees imparted with hands-on skills through dual training in tailing and painting at IPRC Ngoma</li> </ul>

<b>03</b>	<b>The Republic of South Korea/KOICA</b>	S. Korea	<ul style="list-style-type: none"> <li>Strengthening and Development of TVET systems in Rwanda through capacity building</li> </ul>	<ul style="list-style-type: none"> <li>Both RP and RTB (Joint Project)</li> </ul>	<ul style="list-style-type: none"> <li>2281 trainers have been trained and certified</li> <li>Development of Training manuals for RTQF level 3 to 5.</li> <li>21 trainers have been trained to become senior TVET trainers</li> <li>17 school managers have been trained on school leadership and management</li> </ul>
<b>04</b>	<b>Suisse Development Cooperation</b>	Swiss	<ul style="list-style-type: none"> <li>Support on Establishment of 5 Vocational Training Centre in 5 Districts of the Western Province namely: Karongi, Nyabihu, Ngororero, Nyamasheke and Rusizi.</li> <li>Support on Capacity Building of the RTB Staff</li> <li>Implementation of Dual Training (Industrial Based Training)</li> </ul>	<ul style="list-style-type: none"> <li>RTB</li> </ul>	<ul style="list-style-type: none"> <li>Support in refurbishment of IPRC Karongi-Nyamishaba campus. So far, the feasibility study has been conducted.</li> <li>The pilot phase for Dual Training has been launched</li> </ul>
<b>05</b>	<b>EDC-AKAZI KANOZE</b>	USA	<ul style="list-style-type: none"> <li>Support on Development and Integration of Work Readiness Curriculum</li> <li>Support on Development and Integration of Entrepreneurship Curriculum</li> <li>Entrepreneurship and Youth employment promotion</li> </ul>	<ul style="list-style-type: none"> <li>Both RP and RTB (Joint Project)</li> </ul>	<ul style="list-style-type: none"> <li>Handover of curricula and training manuals for work readiness for RTQF (Level 2)</li> <li>Supported in development of RP strategic plan</li> </ul>
<b>06</b>	<b>IOM TVET Project</b>	UN	<ul style="list-style-type: none"> <li>Promoting Skills and Knowledge transfer through engagement of skilled Rwandan Diaspora to be part of skills development agenda.</li> </ul>	<ul style="list-style-type: none"> <li>Both RP and RTB (Joint Project)</li> </ul>	<ul style="list-style-type: none"> <li>Support students' innovation projects</li> <li>Diaspora engagement to skills development</li> </ul>
<b>07</b>	<b>AFD TVET Project</b>	France	<ul style="list-style-type: none"> <li>Support IPRC Tumba and 4 TVET schools in Rulindo district</li> <li>Rehabilitation of existing infrastructure and supply of Equipment</li> </ul>	<ul style="list-style-type: none"> <li>Both RP and RTB (Joint Project)</li> </ul>	<ul style="list-style-type: none"> <li>Project Implementation manual was developed</li> <li>Tenders for construction of 4 TVET schools in Rulindo and IPRC Tumba (Mechatronics Department) have been launched</li> </ul>
<b>08</b>	<b>SEAD Project</b>	Netherlands	<ul style="list-style-type: none"> <li>Skills Development and capacity Building in Agriculture sector</li> </ul>	<ul style="list-style-type: none"> <li>Both RP and RTB (Joint Project)</li> </ul>	<ul style="list-style-type: none"> <li>The development of 8 RP policies has been completed and ready for validation</li> <li>Training and certifying of RP middle staff on Leadership and management</li> <li>Support the development of Horticulture curriculum and its now ready for accreditation,</li> <li>Construction of seed potato multiplication green houses,</li> <li>Construction of legumes and fruits green house at IPRC Huye,</li> <li>Construction of potato warehouse,</li> <li>Supply of and installation of equipment,</li> <li>Construction of poultry workshop and supply of related equipment,</li> </ul>
<b>09</b>	<b>China TVET support Project</b>	China	<ul style="list-style-type: none"> <li>Expansion of IPRC Musanze</li> </ul>	<ul style="list-style-type: none"> <li>RP</li> </ul>	<ul style="list-style-type: none"> <li>The expansion and supply of equipment to IPRC Musanze is at 90%.</li> </ul>

Source: Office of Vice Chancellor, 2021

## 5.2. Signed Partnership agreements

RP signed different MoUs (Memorandum of Understanding) which outline an understanding on areas of cooperation and partnership between the Parties that leads to Skills Development through Technical and Vocational Education and Training (TVET) in the different sectors such as: training of employees, exchanging skilled personnel and experts in technical skills, Sharing of physical facilities in the aim of skills development such as laboratories, workshops, softwares, tools and equipment, Organizing joint seminars, conferences, workshops, and public lectures, providing technical support in curricula development especially in the areas of energy and electrical technology, agriculture and animal Resources, transport, logistics, construction, hospitality management...

Between 1<sup>st</sup> July 2020 until 30<sup>th</sup>, June 2021, RP Head Office signed MoUs with REG, BIWE, Partner Africa-CSC Koblenz, KILIMO TRUST, KEPLER, ITE Education Services Singapore, MASS Build Ltd, HGU (Handong Global University)/ KOREA, 250 Startups, RP/IPRC Ngoma and NESTA+ CO Ltd, STES Group Ltd, Nyereka Tech Ltd and Centre saint Joseph Kibungo, City of Kigali.



# CORPORATE IMAGE ACTIVITIES CONDUCTED IN RP-IPRCS FOR 2020-2021 FISCAL YEAR

The corporate image of an institution is referred to as the reputation of the institution and how it is viewed in the community. In the framework of increasing the visibility and awareness of Rwanda Polytechnic, various activities have been conducted for making TVET more attractive to stakeholders and the public in general.

- Rwanda Polytechnic**

- Between January and February 2021, the website of RP-IPRCS have been upgraded to align with the new platform developed for all the government's websites.
- On 4<sup>th</sup> May 2021, there was a live talk show on Isango Star TV and Radio and was attended by the Vice Chancellor of Rwanda Polytechnic Dr. James GASHUMBA and DG of Rwanda TVET Board, Eng. Paul UMUKUNZI. The guests explained to the public that TVET plays a key role in the economic development of the country and took an opportunity to thank the government of Rwanda for recognizing and investing in TVET.



RP participated in a talk show on Isango Star TV and Radio.

- Ku itariki ya 12 /5/2021, habaye ikiganiri cyitwa "Amahumbezi" cyatambutse kuri Radio Rwanda, kikaba cyaritabiriwe n'umuyobozi wa IPRC Ngoma Eng. Ephrem Musonera akaba yari ahagarariye Rwanda Polytechnic.

Yarikumwe n'abanyeshuri basoje amasomo muri koleji za Rwanda Polytechnic, bamwe muri bo babashije kwihangira umirimo ndetse n'abandi barangije vuba tariki ya 6/5/2021.



RP presented by IPRC Ngoma Principal and RP Graduates on Radio Rwanda.

- On 2<sup>nd</sup> June 2021, there was a live talk show at KT Radio and was attended by the Vice Chancellor of Rwanda Polytechnic Dr. Gashumba and Deputy Vice Chancellor in charge of Academic Research & Institutional Advancement Dr. Sylvie Mucyo. The theme was "Imyuga n'ubumenyingiro mu iterambere ry'igihugu"



RP held a talk show on KT Radio about the TVET.

5. On 4th June 2021, there was a live talk show at Isango Star TV and Radio. Eng. Rita C. Mutabazi, Principal of IPRC Tumba and Mr. Rugaruza Jean Claude, Instructional Technology Senior Engineer at RP, attended the talk show and represented RP management. They discussed on “Ikoranabuhanga mu myigire y’imyuga n’ubumenyingiro”. The guests explained to the public how ICT in TVET is going to be essential and will help students to compete on the labor market.



RP organized a talk show on how ICT embedded in TVET.

6. Rwanda Polytechnic (RP) organized its 4<sup>th</sup> graduation ceremony on 6<sup>th</sup> May, 2021, where 3024 students (2312 males and 722 females) graduated.



RP 4th Graduation on 6th May, 2021 (Virtual and physical Graduation).

- **Corporate image at IPRC Tumba**

French President Emmanuel Macron visited IPRC Tumba where a Department of Mechatronics will be set up through a partnership with AFD - Agence Française de Développement. President Emmanuel Macron met students at IPRC Tumba where he urged them to utilize well the chances they have as students for them to shape their future for the betterment of Rwanda and the entire world.



French President takes a souvenir photo with Minister of Education, and Principal of IPRC Tumba.

- **Corporate image at IPRC Ngoma**

RP-IPRC Ngoma used social media to reach out to the public neighbouring IPRC Ngoma (Twitter, Facebook, RBA, Izuba TV/Radio, Umuseke and appropriate promotional materials (brochures, banners, T-shirts, etc)



*Sensitization to attract 12 YBE students to join TVET education.*



*IPRC Musanze Innovation technology in electricity.*

- **Corporate image at IPRC Musanze**

IPRC Musanze featured in the radio programme 'Code 01' that talks about technology on RC Musanze to promote academic programs through knowledge sharing. The topic was "Domestic electrical safety" and topic of Students' Innovation "Briquette Machine"

IPRC Musanze featured in different radio and TV programmes: Menyanibi, Amahumbezi, Waramutse Rwanda and Online platforms in the framework of increasing the visibility and awareness of Rwanda Polytechnic.

- **Sport activities at IPRC Musanze**

IPRC Musanze Volleyball team and Basketball have registered and participated in 1<sup>st</sup> & 2<sup>nd</sup> division of National league.



*Student Volleyball and Basketball teams participated in 1<sup>st</sup> & 2<sup>nd</sup> division.*

- **Corporate image at IPRC Kitabi**

IPRC Kitabi organized two talk shows on 4 media houses: Rwanda Broadcasting Agency (RBA), Isango TV, Flash TV, Radio Salus on the “Inspire me talk show”.



*RBA/Rwanda Television, Isango Star, RadioSalus covering the “Inspire me program” .*

- **Corporate image at IPRC Huye**

RP-IPRC Huye Women BBC crowned the champions of Basketball National Heroes Tournament 2020. Rwanda Basketball Federation organized the tournament in partnership with The Chancellery for Heroes, National Orders and decoration of Honour (CHENO).



*RP-IPRC Huye Women BBC won the 2020 Basketball National Heroes Tournament.*

- **IPRC Huye talk to Radio Salus and RC Huye on new technologies in mechanical engineering, ICT, Electrical and Electronics Engineering**

IPRC Huye organized different radio talks to Radio Salus, RC Huye for sharing to the Rwanda community the new technologies taught and used in different services and industries across the world and encourage the Rwandan society.



*IPRC Huye lecturers talking about new technologies at RC Huye and Salus Radio.*

- Corporate image at IPRC Kigali**

Rwanda Basketball Federation (FERWABA) carried out the draw ceremony of the resumption of the 2019/2020 BK Basketball National League on 13th October 2020 at the Kigali Arena. IPRC Kigali achieved 3rd place in the tournament. IPRC Kigali basketball team participated in Basketball National league



IPRC Kigali basketball team participated in Basketball National league.

- IPRC Kigali Tennis Academy in Davis Cup Africa Group Competition**

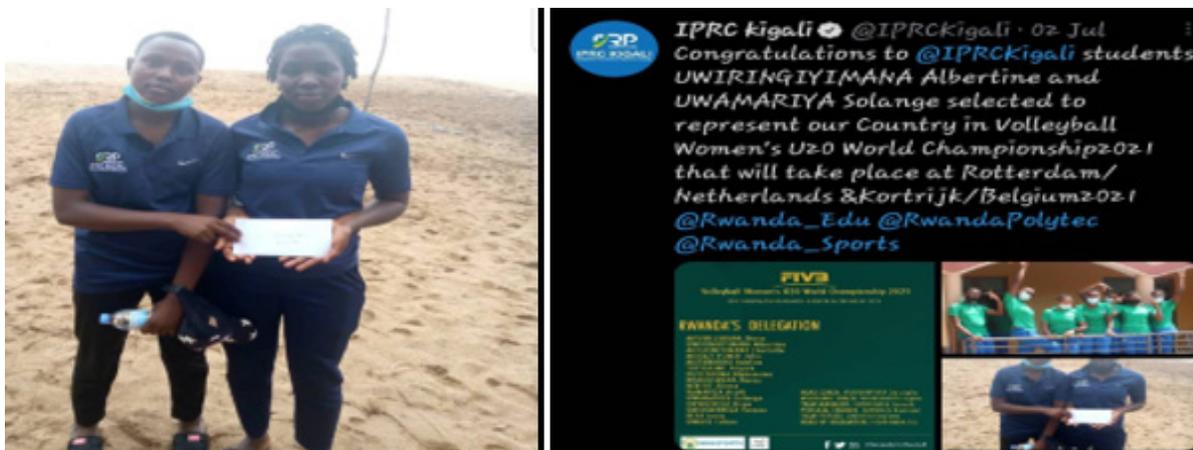
Three players from IPRC Kigali Tennis Academy among the National Team represented Rwanda in Davis Cup Africa Group Competitions. The competitions kicked off on 11th August 2021 and the three Participants won on 1st and 2nd place.



A student of IPRC Kigali Tennis Academy participated in Davis Cup Africa Academy.

- IPRC Kigali represented Rwanda in Volleyball Women's U 20 World Championship 2021**

Two female students from IPRC Kigali participated in volleyball Women's U 20 World Championship 2021 Rotterdam/Netherlands & Kortrijk/Belgium. they started the competition from 7<sup>th</sup> July to 18<sup>th</sup> July 2021. They played 5 games, lost 4 and won one game.



Two women students from IPRC Kigali represented Rwanda in volleyball women's U 20 world Championship 2021.

- **Corporate image at IPRC Karongi**

IPRC Karongi site kicked off TVET National Practical Examination, School Year 2020-2021, which was supposed to take place in 2020, but shifted to 2021 due to COVID-19 pandemic effects. The practical National examination was organized from 14<sup>th</sup> June to 3<sup>rd</sup> July 2021.

IPRC Karongi's students in trade of Automobile Electricity and System Technology, Industrial Electricity, Masonry, and Mechanical Production Technology participated in practical examination as per Rwanda TVET Qualification Framework (RTQF).



*IPRC Karongi hosted TVET National Practical Examinations, School Year 2020-2021.*

### **The visit of Minister of State in charge of ICT & TVET at IPRC Karongi**

The Honorable Minister of State (MoS) in charge of ICT & TVET, Claudette IRERE, together with the Mayor of Karongi District, the Director General of Rwanda TVET Board, Officials from Swiss Agency for Development & Cooperation (SDC), Swisscontact, and UNFPA-Rwanda visited IPRC Karongi on 8th June 2021.

It was a field visit, to Rubengera TVET School and IPRC Karongi-Nyamishaba Campus, in line with Gender promotion in TVET System and Sustainable TVET Schools Infrastructure. The visit aimed to witness and assess the implementation of the activities under the PROMOST III which include construction of dormitories for female students and its effects on gender, to develop further synergies among Swiss funded projects, including rehabilitation of Nyamishaba Campus, in shared objectives.



*MoS of ICT & TVET Visited IPRC Karongi.*

# COMMUNITY OUTREACH ACTIVITIES

Community outreach involves the offering of education, social planning, and support of activities to community residents easily and openly. Rwanda Polytechnic contributed to the social cohesion aspect by providing community outreach activities as shown below:

- **Community outreach at IPRC Kigali**

The IPRC Kigali together with Gakenke District inaugurated on 25<sup>th</sup> June 2021 Ntaruka Pedestrian bridge of 44 meters and this is in collaboration with the Bridge2Rwanda and RTDA, Rwanda. This activity aimed to provide safe river crossing to the pedestrians, animals. Motorbikes and bicycles.



*Ntaruka Pedestrian bridge inaugurated on 25th June 2021.*

- **Community outreach at IPRC Huye**

IPRC Huye in collaboration with local government, helped vulnerable people and Genocide survivor families to get basic material

utilized in agriculture, cow to get milk and helped 100 people to get health insurance (Mutuelle de sante).



*Principal of IPRC Huye provide agricultural, livestock materials and cow to a Genocide survivor family.*

- **Community outreach at IPRC Karongi**

During the Fiscal Year of 2020-2021, IPRC Karongi participated in different community outreach programs, particularly in supporting the vulnerable families and survivors of 1994 Genocide against Tutsi.





*IPRC Karongi commemorated the former ETO Kibuye staff and students' victims of the Genocide against the Tutsi.*

Tutsi in Buyoga Sector, Rulindo District. However, this year IPRC Tumba supported 20 families with installation of solar home systems in both Buyoga and Kinihira Sectors.



*Senior staff of IPRC Karongi and delegated authorities from Karongi District give 2 cows to 2 genocide survivors.*



*IPRC Tumba staff and Students visited Rusiga Genocide Memorial Site and visited genocide survivor families.*

- **Community outreach at IPRC Tumba**

During the period of 27<sup>th</sup> commemoration of genocide perpetrated against the Tutsi in 1994, IPRC Tumba visited Rusiga genocide memorial site in Rulindo District where 6,412 bodies of the victims of 1994 genocide against the Tutsi are buried. The same day, IPRC Tumba visited two families who survived the genocide against the

• **Community outreach at IPRC Musanze**

IPRC Musanze staff and Student representatives organized a walk to remember to commemorate 27th Commemoration of the 1994 Genocide Against the Tutsi on 30th June 2021. The walk started at IPRC Musanze to Muhoza Genocide Memorial Site.



*IPRC Musanze's walk to remember and Commemoration of Genocide Against Tutsi of 1994.*

• **Refurbishment of a house for a vulnerable old woman by IPRC Musanze Staff**

The 5th of July 2021 marked a handover of a refurbished house to Ancille MUKARUGAMBWA, a vulnerable old woman who lives in Muhoza Sector. Through their Solidarity Fund, IPRC Musanze Staff contributed money to rehabilitate the house and equipped it with furniture. This activity amounted to five million Rwandan francs (5,000,000Frw). Depending on priorities in Musanze District, IPRC Musanze staff support the community in various activities each year.



*Ancille's house before refurbishment*



*Ancille's house after refurbishment.*

• **Community outreach at IPRC Ngoma**

IPRC Ngoma management and its staff organized ways to reach out to the surrounding population through social educational activities. IPRC Ngoma organized the following activities:

- In August, 2020, in collaboration with the local authorities, IPRC Ngoma staff contributed in local school construction activities by giving one hundred forty thousand Rwanda francs (140,000frw).
- IPRC Ngoma organized the 27<sup>th</sup> commemoration of genocide against Tutsi on 28<sup>th</sup> April 2021, by respecting the COVID-19 prevention measures. The activities carried out include: the laying of flowers in the genocide monument and organizing a public lecturer relating to the fight against genocide, genocide ideology as well as genocide denial.



*IPRC Ngoma community organizing a public lecturer relating to the fight against Genocide and laying flowers in the genocide memorial site.*

IPRC Ngoma community organizing a public lecturer relating to the fight against Genocide and laying flowers in the genocide memorial site

- IPRC Ngoma in collaboration with local government, supported 22 Survivors of Genocide against Tutsi in 1994 in Rukumberi Sector by providing solar energy.



*IPRC Ngoma supported 22 Survivors of Genocide against Tutsi in 1994.*

- **Community Outreach at IPRC Gishari**

On 28<sup>th</sup> May 2021, IPRC Gishari community commemorated the 1994 Genocide against Tutsi. The purpose of this event was to awaken greater awareness of IPRC Gishari community, but also the Rwanda and International community in general, about the value and sanctity of life and humanity, and to review the collective commitment to protect and uphold fundamental human rights.

The same day, IPRC Gishari supported a needy family with the renovation of a residential house, including the kitchen, toilet, underground water tank, and a storeroom. The family was also given a cow, a kitchen garden, home equipment (bed, bedsheets, a bed cover, sofa set and a table, and kitchen utensils including spoons, plates, etc).



*IPRC Gishari rehabilitated a house of a vulnerable family and assisted that family to get milk.*

# GENERAL CONCLUSION AND RECOMMENDATIONS

## 8.1. Conclusion

Rwanda Polytechnic has as its vision the provision of quality education that complies with applicable standards through TVET that enables beneficiaries to acquire the skills required to create jobs and compete in the labour market. The main functions of RP include TVET curriculum development; TVET implementation (offering courses); promoting TVET research and innovation; conducting in-service training. Rwanda Polytechnic has achieved various activities both in academics and administrative management.

### 8.1.1. Rwanda Polytechnic achievement activities

Rwanda Polytechnic enrolled 9800 students (27572 males and 2228 females) in the academic year of 2020-2021 till August 2021. The total number of students did not remain constant as the institution experienced challenges of the Covid-19 pandemic and different unexpected reasons where 184 students left the school due to death, suspension and drop out.

On the academic achievements, Rwanda Polytechnic has a total of 3,049 graduates for 2020-2021 academic year (2,267 males and 782 females)

In the academic year of 2020-2021, RP has a total staff of 1180 where academic staffs were 841(744 males and 97 females) and 339 administrative staff (239 males and 109 females).

In term of infrastructure development, Rwanda polytechnic has completed different construction and ICT projects and continue to follow up and supervise ongoing activities.

With different partners, RP signed various Memorandum of Understings (MoUs) and projects agreements, such as Priority Skills for Growth (PSG), Rhineland Palatinate/Koblenz, the Republic of south Koreas/KOICA, Suisse development Corporation, EDC-AKAZI KANOZE, IOM TVET Project, AFD TVET Project, SEAD Project, and China TVET support project. There are other partnership agreements such REG, BIWE, partner Africa-CSC Koblenz, KILIMO Trust, KEPLER, ITE Education Services Singapore, Mass Build Ltd., HGU (handong Global University/Korea), City of Kigali, 250 startups, RP/IPRC Ngoma (NESTAAH+CO Ltd, Stes Group Ltd, Nyereka tech Ltd and Centre Saint joseph Kibungo).

Rwanda Polytechnic has branded its corporate image at National and international level through different activities like public, radio and TV stations talk show, awareness campaigns, sports activities, and support to vulnerable families via community outreach activities.

## 8.2. Key Challenges

In this academic year, the institutional activities have been challenged by different constraints that resulted in the delay of some activities and even the big number of students dropping out. Those challenges are: Despite the efforts in promoting quality education and access to TVET, quite a number of challenges were encountered and among these include:

- Coronavirus (Covid-19) it affected all planned academic activities in the academic year 2020-2021. For stopping the spreading of COVID-19, regional lockdown and different preventive measures have been adopted in the country and as the effects of that, the students, academic and administrative staff were obliged to study and work at home respectively.

Therefore, the academic activities such as conducting industrial attachment, study visits, research and consultancies services, production services and supervising third (3rd) year students for their final year projects, have been stopped by the pandemic.

RP has changed the teaching model where lecturers obliged to adopt the use of e-learning platforms. But this teaching model has been faced a number of challenges such as insufficient of ICT infrastructures and tools.

- Budget constraint for providing required consummables;
- Staff mobility and national rationalized exercise;

## 8.3. Recommendations

- Rwanda polytechnic to finance and speed the undormant and ongoing projects affected by Covid-19 pandemic;
- Rwanda polytechnic to continuously mobilize funds to support the implementation of RP strategic plan especially infrastructure development;
- RP to keep reinforcing blended learning approach and provide ICT devices to academic staff and students for the betterment of this approach;
- Rwanda polytechnic to strengthen the partnership and collaboration with various institutions(private company, Universities and polytechnics, NGOs, and public institutions) in order to achieve its mandate and missions;
- RP to have a clear continuous professional development plan for academic and administrative staff in line with identified skills gaps and needs;
- Rwanda polytechnic to consider gender mainstreaming and social inclusiveness vis a vis students' admission and enrolment;
- Rwanda polytechnic to speed up the approval and implementation of academic staff promotion policy to reduce staff mobility or staff turnover;







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