

URBANIZATION SKILLS AUDIT STUDY IN RWANDA 2017

Professor Karanja Mwangi¹

Introduction

Professor Karanja Mwangi successfully completed a study on “*Skills Audit in Urbanization Sector in Rwanda 2017*”. The study was commissioned by the Capacity Building and Employment Services Board (CESB) of the Government of the Republic of Rwanda. Professor Mwangi was the Urbanization Sector Study Team Leader (USSTL) for the study on “*SKILLS AUDIT IN PRIORITY SECTORS IN RWANDA 2017*” involving five other sector specialists and experts who team-led their respective sector studies in mining; energy (Off-Grid); meeting, information, conferencing and Entertainment (MICE) tourism; agriculture - covering horticulture, tea and coffee; and manufacturing focusing on “made in Rwanda”. Professor O. Abagi of OWN and Associate Limited successfully coordinated and team-led the entire study.

Focus

The Government of the Republic of Rwanda has taken skills improvement approach to fast-track the country’s realization of Vision 2020 targets. Vision 2020 is designed to transit the country from predominately subsistence agrarian society to middle income economy with gross domestic product (GDP) per capita of \$1240 and GDP growth of 11.5% annually. The urbanization sector skills audit study therefore, analyzed existing skills gaps in Rwandan labour market and proposed policy prescriptions for the realization of concrete and practical steps designed to address numerical and quality gaps and shortages of the needed skills. (PLATE 1).

Planning for urbanization and organizing the spatial, socio-culture and local economic development processes around a carefully and deliberately managed investments in the capital city of Kigali and in six newly selected secondary towns of Huye, Muhanga, Nyagatare, Rubavu, Musanze and Rusizi; are the two planks for leveraging urbanization in the Government’s transformative agenda of Rwandan society.

PLATE 1: Priority Sectors Study Team Attending Validation Workshop for Policy Makers Held on 2nd June 2017 at Gorillas Hotel, Kigali - Rwanda



Priority Sectors Skills Audit Study Team: Front Row Left to Right: Professor J.O. Ogwen, Eng. M. Magambo, Bishop T. Ingana, Professor K. Mwangi, Mr Peter Malinga (Project Implementation Coordinator, CESB), Professor O. Abagi, Ms Shema Ida Murangari (Division Manager, CESB), Mr. J. Alela. **Back Row Left to Right:** Dr. G. Muga and Mr. G. Odera.

This focus is considered to better capture the country’s quest in implementing Economic Development for Poverty Reduction Strategy (EDPRS) III and Green Growth and Climate Resilience: National Strategy for Climate Change and Low Carbon Development (GGCR-NSCCLCD) - the two cornerstones in the country’s realization of Vision 2020 targets.

Objectives

The study achieved five objectives. First, sector specific situational analysis was conducted. Second, a skills audit along value chains which sector specialists and experts identified in their respective six priority sectors followed this. The status of available and required skills as well as skills gap and shortages were documented. Third, *mid-* and *long-term* projections of the skills which would be required by each of the six priority sectors by 2030 along the value chains were done. In the fourth objective, strategies for skills development were designed to address first, second and third objectives. Finally, the findings of the study

¹ Professor K. Mwangi served as Chairman of the Kenya Institute of Planners: 24/05/2012 to 27/11/2014; and 28/11/2014 to 27/005/2016.

were used to elaborate systematic profiling of the required skills along respective academic qualifications and needed competencies. Regional and international benchmarking and good practices were used to corroborate the qualifications and competencies (PLATE: 2).

PLATE 2: Prof. Karanja Mwangi during a working session in April 2017 at Silver Motel, Kigali - Rwanda



Methodology

Desktop literature review was done. A consultative workshop for the stakeholders held in Kigali to prepare the ground for the inception of the study followed. This allowed smooth field survey that covered administration of data collection tools to key informants and focused thematic discussions with policy makers, administrative and professional cadres in the urban sector. Over half of the institutions visited to collect data which account for 57% of them, are central government entities operating at district level. Only 7% and 36% of the institutions visited are local government and private sectors entities, respectively. The scope of the field survey also included the capital city of Kigali and the six secondary towns.

Mapping of existing skills, competencies and skills gaps followed discussions with key informant stakeholder organizations in public sector. The organizations consulted were among others, Rwanda Development Board (RDB), Local Administrative Entities Development Agency (LODA) and Secondary Cities One-Stop Centres (OSC). University of Rwanda and Training and Vocational Education and Training (TVET) institutions provided data on skills supply.

Technical discussions and working sessions were also organized to clarify, enunciate and elucidate specific aspects of the study outputs (PLATE 3).

PLATE 3: Professor Karanja Mwangi making Technical Presentation on 23 May 2018 at Hotel Villa Portofino in Kigali, Rwanda



Competency Building Block Model (CBBM) which was developed by Employment and Training Division in the United States Department of Labour was applied to analyze competencies along CBBM's three categories of generic, core and functional competencies in the urbanization sector. Two methodological innovations in this particular urbanization sector skills audit study stand out. First the study, the first in Eastern Africa region, applied the value chain model (VCM) for its conceptual framework, tool for mapping skills as well as inventorying and appraising skills and competences needed in the sector. Second, best practice countries - Botswana, Singapore and South Korea were assessed to generate requisite data for benchmarking, lessons that can be learnt and prospects for success in implementing Vision 2020, EDPRS III and GGCR-NSCCLCD.

Findings

Rwanda has appropriate complementary public and private sectors institutions providing services to urban and rural populations. Contemporary challenges and opportunities that come with urbanization in general and secondary cities specifically are still an emerging phenomenon in Rwanda. Central government agencies are responsible for establishing national and local government organizations; requisite institutional framework and developing skills and competencies needed for planning and managing urbanization.

Recommendations

Two main strategies were recommended. The first one is training to build *capacity of skills* and *competencies* for the delivery of green buildings and infrastructure in the six secondary towns. The second strategy is *modular training* of policy makers, professionals, technicians and artisans to institutionalize Rwanda's GGCR-NSCCLCD practices and methods in Rwanda. The role of CESB in developing requisite platform for bringing urbanization sector stakeholders and the Ministry of Education to discussion as well as building needed consensus for making education and training relevant to the urbanization sector in Rwanda was identified as essential for this strategy to succeed. Key areas of consultation under this recommendation include periodic review and mainstreaming of content and structure of university degree and college diploma curricula to meet specific labour and industrial needs in the urbanization sector.

Photo Galley



Professor Karanja Mwangi delivering a conference paper at Kenya Institute of Planners in Nakuru Town in January 2018



.Prof. Karanja Mwangi
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