



Terms of Reference (TOR) for hiring a Consulting firm/individuals to conduct a comprehensive assessment of the performance of Rwanda's Workplace Learning Public Policy, incorporating a SWOT analysis of career orientation and guidance facilities/programs in public and private institutions.

1. Background

a. Institutional Background

Association de la Jeunesse pour la Promotion des Droits de l'Homme et le Développement (AJPRODHO-JIJUKIRWA) is a local Non-Governmental Organization founded in 1997 following the 1994 Genocide against the Tutsi by students from the national University of Rwanda to contribute to national reconstruction. Against this background, our mission is to empower youth to claim and respect Human Rights and advocate for socio-economic betterment, while our vision is a peaceful society where there is youth participation for social justice and decent living conditions for all. AJPRODHO promotes youth economic empowerment by creating opportunities for youth employability, enterprise development, life skills development, as well through policy advocacy to strengthen mechanisms, policies and programs for employment, job creation, enterprise development, and access to finance for youth.

In the past years, AJPRODHO has successfully advocated for various policy reforms, including the reinstatement of motorcycle transport in Kigali, the reversal of increased court fees, and the restoration of government scholarships. In collaboration with other civil society organizations, AJPRODHO has influenced the review of property tax increases and improved gender and GBV community mechanisms. Our micro and small enterprise development support program for vulnerable youth includes an integrated model that involves organizing youth and women participants into voluntary saving and loan groups (VSLGs), eventually supporting them to evolve into cooperatives and supporting linkage of both the VSLGs and the cooperatives with financial institutions.



b. Context analysis

AJPRODHO JIJUKIRWA has underscored that one of the key challenges of youth employment and job creation in Rwanda is inadequate access to workplace Learning [WPL] opportunities. This is so because the institutionalization of WPL programs is still a relatively new concept in the Rwandan education and training system; the number of workplace learning opportunities provided by companies does not meet the growing demand; capacities of companies to appropriately train, guide, and supervise interns and apprentices are underdeveloped. Also, there are issues regarding availability and appropriateness of the equipment at the companies, some of them are under-equipped to train apprentices efficiently ; there is lack/ limited budget to incentivize their interns; many of the existing workplace learning schemes are not certified; and finally, necessary systems, structures, and regulations to foster and manage workplace learning are absent or not effective, and minimum quality standards are missing.

As a result, the policy has been limited in generating a coordinated impact that is necessary to achieve the objectives of the workplace learning system. The shortage of an appropriately skilled workforce in high-growth sectors and the widespread unemployment of young Rwandan labor market entrants has directed public attention toward appropriate mechanisms to enhance the quality of skills development, to improve the employability of graduates, and to find ways to swiftly react to changing skills' needs in the Rwandan economy. Learning in the workplace through apprenticeships, internships, and industrial attachments is generally considered underdeveloped resource to achieve someone's career development goal.

To bridge this gap, the Government of Rwanda has put in place a Workplace Learning Policy to create systems, institutional structures as well as standards and regulations that ensure the full use and recognition of the country's potential for training and learning at the workplace to increase the relevance and marketability of skills. The mission of the policy is to nurture and facilitate the development of workplace learning systems in Rwanda that are owned and driven by employers/industries, adequately respond to the skills needs of the growing Rwandan economy,



and provide an avenue towards formal qualifications recognized on the Rwandan National Qualifications Framework. This project will consistently align with NST2 (priorities and targets particularly in the Economic Transformation pillar) as the guiding or core strategic policy to the CS-Engage Dufatanye program.

2. Overview of the Enhancing Workplace Learning Public Policy Impact (Fit4Work) Project

a. Rationale of the project

AJPRODHO in partnership with Never Again Rwanda through the CS Engage Dufatanye Program funded by the Swiss Agency for Development and Cooperation (SDC) seeks to conduct a comprehensive assessment of Rwanda's Workplace Learning Public Policy performance. The findings from the assessment will identify gaps in employment services, traceability of internship outcomes, access to career guidance for young Rwandans as well as unexploited opportunities in the WPL. This effort aims to appraise the basis behind inadequate access to Workplace Learning for youth including the 2015 WPL policy as well as existing and previous WPL strategies and programs implemented by the government. The Project will also facilitate youth dialogues in higher institutions of learning and targeted secondary schools on socially constructed gender roles and expectations, to address gender stereotypes vis-à-vis job creation and employment in the country, tackling gender discriminations at work places, addressing power inequalities by facilitating dialogue on gender and power dynamics/ power relations, unpaid care work, among other topics.

b. Project Summary

Result (s)	Description
The project goal	To contribute to Rwanda's Workplace Learning Public Policy effectiveness.



Specific Objective 1:	To suggest policy reforms to government duty bearers for their consideration to enhance and improve the Workplace Learning Environment in Rwanda by the end of year 2025.
Specific Objective 2:	To facilitate youth led, youth centered and youth driven advocacy for adequate workplace learning by December 2025.

It is therefore against this background that AJPRODHO JIUKIRWA through this project is seeking an experienced consulting firm to conduct an assessment of Rwanda's Workplace Learning Public Policy performance. The findings of this assessment will result in recommendations that target desired policy reforms and improved structures that may contribute to a more conducive environment for the effective workplace learning.

3. Objectives of the assessment

a. Purpose of the study

The overall objective of this assignment is to carry out an assessment of Rwanda's Workplace Learning Public Policy performance. To deliver on the full picture, the assessment will focus on 3 levels:

- The policy level: to understand the gaps and challenges in policy provisions and guidelines
- The stakeholder's level: to understand the stakeholders' needs, challenges and expectations as well as their roles in the implementation process.
- The implementation level: focusing on the actual effects of the policy implementation on the population including students in universities and higher learning institutions, TVET schools in urban and rural settings.



b. Specific objectives of the assessment

The specific objectives include:

- Assess how effectively Workplace learning policy has been implemented by stakeholders
- Assess gaps and challenges related to the existing coordination mechanism of stakeholders involved in implementing the guidelines as well as the existing monitoring and evaluation system
- Identify causes and effects of Inadequate Access to WPL/ Industrial Attachment by youth.
- Formulate recommendations that target desired policy reforms and improved structures that may contribute to a more conducive environment for the effective workplace learning in Rwanda.

4. Scope of Work

The assessment will involve the following key tasks:

- Review existing policies, frameworks, and strategies related to workplace learning in Rwanda.
- Conduct an in-depth stakeholder analysis to identify key actors, including government agencies, private sector representatives, CSOs involved in youth employability programs, youth led organizations, and educational institutions.
- Assess the effectiveness, challenges, and gaps in the implementation of current workplace learning policies.
- Gather insights and recommendations from youth and other stakeholders through participatory methods such as focus group discussions, Key Informant Interviews (KIIs), and surveys.
- Benchmark Rwanda's workplace learning policies against best practices in similar contexts.
- Develop actionable policy reform recommendations aimed at improving the workplace learning in Rwanda.
- Develop an informative policy brief containing actionable policy recommendations.



5. Geographical Scope

The study will be conducted in 11 Districts to mention Nyagatare, Ngoma, Musanze, Rulindo, Muhanga, Huye, Karongi, Rubavu, and Kigali City (Kicukiro, Gasabo & Nyarugenge). Data collection will be done from youth beneficiaries including youth from higher institutions of learning both current students and alumni; career guidance in universities, youth information hubs established at YEGO-friendly centers, and representatives of decentralized youth councils from Sector and District levels, **youth and employers from informal and formal sectors across these districts**. Participants for Key Informants Interviews (KIIs) **will include but not limited to** the following stakeholders; District level Councilors, CSOs/NGOs, PSF, NGOs, FBOs, MINEDUC, MIFOTRA, Universities and Higher Learning Institutions, Rwanda TVET Board, and other Key providers of jobs for youth.

6. Deliverables

The key expected deliverables among others from this assessment are the following;

- Comprehensive detailed methodology for conducting the assessment of Rwanda's Workplace Learning Public Policy performance: data collection and analysis techniques and methods, triangulation approaches, sampling framework (sample size and selection techniques)
- Well-designed tools for quantitative and qualitative data collection
- High-quality inception report describing methods and techniques to use for this assessment.
- Interview with key informants such as CSOs, PSF, FBOs, MINEDUC, MIFOTRA, Universities and Higher Learning Institutions, Rwanda TVET Board, RDB, MINICYOUTH, Coordinators of Youth Friendly Centres at District levels, among others.
- Develop all necessary data collection, plan tools and present them for review before use
- Data collection and dissemination plan



- Undertake primary and secondary data collection through qualitative/quantitative using acceptable methodologies
- Develop relevant databases and provide supervision of data collection using appropriate methods and procedures to ensure the accuracy and quality of data
- Process and analyze the data and compile a draft report of preliminary findings and recommendations for presentation to the stakeholders for their inputs and comments
- Lead validation workshop to disseminate the key findings from the assessment with key stakeholders
- A final report after incorporating inputs and comments from AJPRODHO and its partners and submitting related datasets.
- Develop an informative policy brief containing policy recommendations. Please note that this brief report will be used for external audiences.

7. Methodological Approach

To respond to the above-mentioned deliverables, the consultancy firm/individuals shall propose the methodology to deliver high quality product. Preferably, mixed methodology combining both qualitative and quantitative methodologies is encouraged. The consultant should include in their application how they will conduct data collection, and what tools will be developed to collect both qualitative and quantitative data. The consultancy firm will need to demonstrate how it will involve a broader range of actors, including Rwandan youth, civil society organizations (CSOs) focused on youth employment, informal businesses and local-level private sector entities that provide industrial attachments and internships.

8. Skills and Knowledge Base Requirements

- The consulting firm/individual should have a team of consultants conversant with public policy analysis, policy influencing and or advocacy including one with qualifications in labour law. Consultants should hold a Master's degree in Social Sciences, law, Economics,



Public Policy, Development Studies, Rural Development, or related fields; PhD Degree in one of these fields is preferred;

- At least 3 certificates of successful completion of previous consultancies in similar researches,
- Proven Work experience with Government institutions, international and local NGOs, and Community Based Organizations,
- Strong experiences in using data analysis software and statistical advanced data analysis and visualization techniques and methods;
- Proven experience in public policy analysis
- Strong analytical, report writing and presentation skills
- Excellent command of English, both spoken and written. Knowledge of Kinyarwanda is a must;
- Proven ability to prepare high-quality technical reports on time.
- The bid document must include the following administrative documents at a minimum, incomplete quotation may be rejected: RDB Certificate, VAT Certificate, RRA Tax Clearance, and RSSB Certificate.

9. Duration of the consultancy

The assignment including validation shall be completed in a period of 60 days' calendar, effective from the date of commencement.

10. How to apply

Interested consulting firms/individuals with enough experience in Public Policy Analysis and advocacy are invited to submit their detailed technical and financial proposals and CVs of consultants to be employed along with certificates of good completion to AJPRODHO JIJUKIRWA via email: ajprodhojjukirwa@yahoo.com or submit hard copies at AJPRODHO-JIJUKIRWA Head Office located at Kimironko, Kibagabaga cell, Kabahanda Village, KG 42 ST not later than **28th December 2024 at 5:00 PM**. In case of any questions, please, contact us through email (ajprodhojjukirwa@yahoo.com)



**Association de la Jeunesse pour la Promotion
des Droits de l'Homme et le Développement
(AJPRODHO-JIJUKIRWA)**

Done at Kigali, on December 13th, 2024

Mussa MUTSINZI

AJPRODHO-JIJUKIRWA

President of the Administrative Council