Skills Development Guidelines

The guidelines offer step-by-step direction throughout the entire training journey, from identifying skill needs to completing post-training evaluations. They are designed to make the training process transparent, accessible, and supportive of continuous professional growth.

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Introduction

The Ministry of ICT and Innovation (MINICT) and the Rwanda Information Society Authority (RISA) are working together to strengthen the country's ICT skills, guided by national targets under NST2. This includes major initiatives such as training one million coders and equipping 500,000 citizens with advanced digital skills.

To support these efforts, these Skills Development Guidelines developed in line with Prime Minister's Order n°151/03 of 10/06/2016 provide a clear and fair approach for training public servants in the ICT sector.

The guidelines offer step-by-step direction throughout the entire training journey, from identifying skill needs to completing post-training evaluations. They are designed to make the training process transparent, accessible, and supportive of continuous professional growth.

Objectives

The objective of these guidelines is to:

- Provide a clear and supportive framework for navigating the full training journey.
- Ensure a transparent and easy-to-follow process for all training steps.
- Align training activities with institutional priorities to support organizational goals.
- Support individual career growth by linking training to each staff member’s needs and career path.

Scope

These guidelines apply to:

All public servants in the ICT sector, including IT staff, support teams, division managers, executives, and shared staff.

These guidelines do not apply to:

- Short-term contract staff.
- Employees still on probation.

Roles and Responsibilities

Skills development team

The responsibilities of Skills development team include:

- Conduct staff training needs assessments through direct engagement.
- Monitor training participation and follow up on progress and completion.
- Provide guidance and support to staff and institutions throughout the training process.

Human resources department

The responsibilities of the Human resources department include:

- HR verifies that staff selection strictly follows the criteria outlined in Prime Minister’s Order No. 151/03 of 10/06/2016.
- Share available training opportunities and ensure fair access for all institutions.
- HR ensures that all nominated public servants receive proper approval from the competent authorities in their institutions.

Division managers

The responsibilities of the division managers include:

- Review available training opportunities with their teams to ensure each selected training is relevant and aligned with staff roles and performance needs.
- Collaborate with staff to develop individual training plans and consolidate them into division-level training plans.
- Submit finalized training plans to the Skills Development team for validation, approval, and proper coordination.

Individual staff

The responsibilities of the individual staff include:

- Collaborate with the line manager to review available training opportunities and ensure that selected options contribute to identified performance needs.
- Propose additional trainings or learning opportunities not included in the provided list, as long as they support professional development.
- Submit proposed trainings to the supervisor for review, justification, and approval before they are forwarded for consideration.

Need assessment

Methods

Training needs are identified through different approaches:

- Each division appoints a focal person who works with the Skills Development Team to gather training needs at division and department levels.
- Staff surveys are conducted to capture insights on skill gaps, learning interests, and new development needs.
- Annual performance evaluations highlight areas where additional training can strengthen staff competencies.
- Discussions with division managers and department heads provide forward-looking insights on skills needed to meet future institutional priorities.

Procedure

- Each division prepares its annual training plan based on the priorities identified during the assessment.
- Divisions submit their training plans as part of the fiscal planning cycle for review.
- RISA consolidates all division plans into a single sector-wide capacity-building plan to guide training implementation for the year.

Timeline

- Divisions share their annual training plans during the fiscal planning period.
- RISA aligns all assessments and submissions with the ICT needs calendar to keep planning organized and timely.
- RISA sets deadlines to ensure smooth coordination and implementation.

Sector capacity building plan

The skills need from all divisions will be brought together into one sector capacity-building plan. This plan highlights the priority trainings needed to close skills gaps and guide yearly planning and resource allocation.

The capacity building plan should include the following details:

- Training title
- Training Pathway
- Rationale
- Objectives
- Indicative Content
- Target Audience

Annual training plan

The annual training plan turns the sector’s capacity-building priorities into a practical schedule of trainings for the year. It ensures that planned activities match available resources and align with strategic needs. Once approved, the HR Office will share the plan with all staff.

Each annual training plan should include:

- Training title
- Training pathway
- Rationale
- Objectives
- Key content
- Target audience
- Number of participants
- Delivery mode
- Estimated cost
- Training provider details
- Procurement method
- Required approvals

Training application process

Eligibility

To qualify for training opportunities, staff must meet the following conditions:

- Must not be contractual staff.
- Must have completed at least six months of service.
- The training must be relevant to the staff member’s role or development plan.
- Staff may apply for up to two training programs per year.

Course access

Public servants can access available trainings through the Digital Skills App by visiting https://services.gov.rw.

- The platform provides a regularly updated course catalogue with clear descriptions and delivery modes.
- This ensures staff can easily explore and select relevant training opportunities.

Submission process

- Review the course catalogue on the Digital Skills App to identify suitable training opportunities.
- Complete the staff training contract for paid programs, or a commitment letter for partner-sponsored or free courses.
- Discuss the selected training with the line manager and the Chief Budget Manager to secure the required approvals and signatures.
- Upload the signed contract or commitment letter on the Skills App to finalize the application.

Approval and notification process

- The line manager confirms relevance and supports the application.
- The team checks the submitted documents and approves the application if all requirements are met.
- Staff receive communication on their application status, which may include:
  - Approval emails
  - Acceptance letters with enrolment details
  - Rejection notices with constructive feedback

Training delivery and learning materials

Once participants are approved, they are enrolled in their assigned training programs. For online courses, they will also receive clear guidance on how to access the training portal and start the course without difficulty.
Before the training begins, participants will receive key materials to help them prepare and make the most of the learning experience. These may include:

- Course syllabus
- Reading materials and resources
- Access information for online platforms

Obligations for participants during the training

Participants are expected to actively commit to their training by following these guidelines:

- **Consistent attendance (physical or virtual):** participants should attend all scheduled sessions and inform the coordinator in advance if they are unable to join. Excessive absences may require make-up work or result in being marked as a drop-out.
- **Meeting minimum learning requirements:** participants must complete the required learning hours to validate the training. Failure to do so may lead to loss of access or course discontinuation.
- **Active engagement:** participants are encouraged to participate in discussions, group activities, and practical exercises to maximize learning.
- **Completion of assignments:** all pre- and post-training tasks, including certification requirements, should be completed to strengthen understanding and reinforce newly acquired skills.

Support system for training delivery

Participants will receive several forms of support to ensure a smooth and productive learning experience:

- **Training facilitators**: each course is supported by an experienced facilitator who is available in person or virtually to guide participants, answer questions, and clarify complex topics.
- **Additional learning resources:** participants will have access to guides, videos, exercises, and case studies that complement and reinforce the course content.
- **Technical and learning support:** Depending on the course and mode of delivery, participants will receive dedicated support as agreed with the training provider.

Participants experiencing challenges should first contact their assigned course focal point. If additional assistance is required, they may submit a formal request for support to

skills@risa.gov.rw

Learning progress report

Throughout the training period, the training provider will share progress reports with the RISA Skills Team. These reports will include details on:

- Attendance
- Performance
- Any Issues affecting a participant’s progress

Where necessary, the RISA Skills Team will communicate concerns with both the individual and their line manager to jointly determine appropriate solutions.

Review and update

These guidelines will be reviewed annually or as needed by the RISA Skills Team in collaboration with the HR Department to ensure they remain relevant and effective.