

Empowering people and organizations to excel



RMI provides professional capacity development trainings, researches, consultancies and advisory services to both individual workforce and institutions in Rwanda.



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Dear readers,

RMI being the national mandated institute to develop management capacity building for both public and private sectors is committed to creating opportunities for organizations and individuals to develop their managerial capacities through a number of short-term courses and accredited programs that enables human capital to play its role in driving the country's development.

Since the month of November 2022, a number of significant activities have taken place and we are pleased to share them with you in this of March 2023 newsletter Issue 09.

We value your views; please feel free to share with us your opinions, questions and contributions through our social media platforms.

Here, you will find useful information of everything RMI does.

Sincerely yours,

**Dr. MULINDAHABI Charline Director
General Rwanda Management Institute
(RMI)**

RWANDA MANAGEMENT INSTITUTE (RMI) LEADERSHIP AND STAFF COMMEMORATE THE 29th ANNIVERSARY OF THE 1994 GENOCIDE AGAINST THE TUTSI.



On 22 April 2023, the RMI community including the leadership and staff gathered at Murambi Campus in Muhanga District to commemorate the 1994 Genocide against the Tutsi for the 29th time, to remember those who perished in that time when the whole world had turned its back on the slaughter.

RMI community commemorated and paid tribute to the victims of the 1994 Genocide against the Tutsi at Kabgayi Memorial Site, where more than Twelve Southand lie buried.

In her remarks at the Kabgayi Genocide Memorial, the Director General of RMI, Dr. Charline MULINDAHABI, acknowledged that the commemoration of the Genocide against the Tutsi provides an opportunity for the RMI community to stand together and draw lessons from Rwanda's tragic history to fight genocide ideology, hatred, in Rwanda in particular and in the World in general.

“Meeting here enables us to reflect on the horrible history of what happened in our country and look ahead again so that we can build a better tomorrow. We will achieve this by making Rwanda a country where everyone is valued and respected”.

“Today, we are here to pay tribute to our beloved who died of the genocide against the Tutsis, and we are committed to fighting for peace. We promise to never forget our history and do everything possible to prevent this history from happening again. And together with all those who were affected by the genocide, we need to support them, and strive to build the Rwanda we are all proud off; where everyone has freedom, dignity, and security”, the Director General of RMI said.

Gatari Eugene, the Principal Senior Research and Consultancy Coordinator at RMI, gave a talk on the history of the genocide against the Tutsis from its inception to its culmination in 1994 genocide against the Tutsis.

“The genocide that took place in Rwanda found its roots in the ideology of hatred brought by the colonialists because when they came to Rwanda they found that Rwandans were one”, he confirmed.

“We have the responsibility to remember so that we will not forget the history we have gone through which will help us fight against that ideology that still exist in the hearts of some Rwandans”, he added.

The commemoration took place at the Kabgayi Genocide Memorial Site, where they laid wreaths of flowers.

RMI is an institution mandated to offer training in Administration and Management disciplines for public service, private sector, and civil society organizations personnel. It offers also Leadership and Management Development training as well as Advisory Services, and Research and Consultancy services.

**SEVENTEEN STAFF FROM PUBLIC INSTITUTIONS COMPLETE INSTRUCTOR LED TRAINING
AWAITING FOR CERTIFICATION AT RMI-MURAMBI CAMPUS.**



On 02 June 2023, Seventeen staff from Rwanda Development Board (RDB), Rwanda Convention Bureau (RCB), and Rwanda Technical and Rwanda Polytechnic, who were undergoing the Project Management Professional (PMP) intensive Course Examination Preparation complete instructor led training awaiting for certification at RMI-Murambi Campus.

The training was organized by RMI from 29th May to 02nd June 2023, at Murambi Campus. The trainees were already leaders in these respective institutions and in charge of monitoring various projects. Anyone from any field can do PMP because these also are from different backgrounds, they don't have the same skills but they all need skills in PMP. It depends on the projects people are working on.

In his closing remarks, on behalf of RMI Director General, Mr. NSHIMYUMUREMYI Vincent de Paul, the Principal Senior Training Coordinator, said that the real job has started.

“We need now to plan when you can start the revision sessions. From here you will have a take-home assignment because you have enough time for reading and you should have targets when you should finish reading your materials which will put you in the required position to sit for the exam”, the Principal urged the trainees.

“In Rwanda, we still have projects that are not well managed. We believe that people who are trained and get enough knowledge in this project management course at the international level will be able to improve their performance and be able to develop our country because our country has invested a lot of money in various projects, whether it be grants or loans. We hope that soon, the trainees will be able to manage projects effectively”, the Principal told the trainees.

Project Management Professional (PMP) certification stands as a gold standard for professionals across the globe when it comes to project management certifications. This course will take 35 contact hours, with six lessons to assess the readiness of the candidates for their eligibility to sit for the final PMP exam.

The trainer of the course, at the closing of the training said that he is optimistic that the Seventeen students have followed the lessons well and are ready to take the exam that awaits them at the end of July 2023. “In the course, we focused on the requirements of the Project Management Institute (PMI). This institution provides a curriculum that people must follow as required. Making sure that at the end trainees after sitting for the exam, they will be able to pass it properly and pass it on time”, he said.

One of the trainees said that: “We learned how to plan a project, how to manage it, and how to make sure you achieve its goals because when you plan a project there is a reason for that.

PMI is the leading professional association for project management and the authority for a growing global community of millions of project professionals and individuals who use project management skills.

FIFTEEN STAFF FROM PUBLIC INSTITUTIONS START PROJECT MANAGEMENT PROFESSIONAL (PMP) CERTIFICATION EXAMINATION PREPARATION COURSE AT RMI-MURAMBI CAMPUS.



On 29 May 2023, RMI organized a boot camp of 5 days at Murambi Campus from 29th May to 02nd June 2023, for fifteen staff from Rwanda Development Board, Rwanda Convention Bureau and Rwanda Polytechnic who are undergoing a Project Management Professional (PMP) intensive Course Exam Preparation to prepare them to sit for the official PMP exam to be certified by Project Management Institute (PMI).

Project Management Professional (PMP) certification stands as a gold standard for professionals across the globe when it comes to project management certifications. This course will take 35 contact hours, with six lessons to assess the readiness of the candidates for their eligibility to sit for the final PMP exam.

In his welcoming remarks, on behalf of RMI Director General, Mr. NSHIMYUMUREMYI Vincent de Paul, the Principal Senior Training Coordinator, welcomed the trainees and encouraged them to dedicate their time to the course while wishing them a very successful training.

“Don't expect results without work”. “35 hours for you to qualify to sit for PMP exam is not enough at all because after here your time will be limited. After the bootcamp other revision sessions shall be organized over the weekends to facilitate candidates get ready for the cert. examinations. Work hard day and night to make sure you get the end result which is your PMP certification”, Principal urged the trainees.

According to the trainer of the course, at the end of the course; trainees will be able to apply different techniques, tools, practices in their daily activities and above all, they will be certified by PMI.

PMI is the leading professional association for project management, and the authority for a growing global community of millions of project professionals and individuals who use project management skills.

PMP Certification Preparation course is designed to help candidates prepare for the PMP certification exam. It covers topics such as project management processes, tools, and techniques, project execution, control and closure, project planning, risk management, stakeholder management, and team dynamics among others.

The course also introduces different approaches to project management and helps learners to develop their own skills and knowledge in project management. It includes hands-on activities and simulations to help students apply the concepts they have learned. After taking this course, students should be prepared to pass the PMP® exam, which is a globally recognized certification in project management.

RMI is mandated to ensure training in Administration and Management disciplines for public service, private sector and civil society organizations personnel. RMI, offers also Leadership and Management Development training as well as Advisory Services, and Research and Consultancy services.



On 19 May 2023, RMI celebrated International Labor Day, which took place at RMI Murambi Campus where the overall best employee of the year 2022 - 2023 was rewarded.

On this day, RMI employees observed what in general makes an employee work well and produce results for the institution he works for and for the country in general, which environment and infrastructure that exists in the institution that helps the employees produce the desired output which help to avoid that this day becomes a daily ritual without any results.

The Ag. DG, Mr HABIMANA Kizito, who was the guest of honor, thanked best employee of the year and advises the staff in general to be innovative, love work, always seek self-improvement and always be exemplary when executing their daily duties. Above all, he warned staff who does unethical activities which end up with tarnishing the image of the institution.

“You should love your employment as well as the leadership of the country and be in a position to serve Rwandans wholeheartedly with improved services”, HABIMANA said.

Mr. MUHAWENAYO Elie, the best employee of the year 2023-2024 appreciated the reward and said with a lot of excitement; “Being selected as the best employee gives me the task to be more efficient and productive for the organization in the future. “ This shows me that the Institution and the staff in general value what I am doing”. MUHAWENAYO said.

Every 1st May Rwanda joins the rest of the World in celebrating the international Labor Day.

RMI is mandated to ensure training in Administration and Management disciplines for public service, private sector, and civil society organizations personnel. Also, it offers Leadership and Management Development training as well as Advisory Services, and Research and Consultancy.



On 29 April 2023, a group of 13 officials from Rwanda Development Board (RDB) have completed six modules in ICDL that will help them be conversant with the tiered programme in computer literacy, be more productive and speed up their daily work. They will be also able to solve some IT problems on their own without running after IT people.

The training took place at RMI Headquarters at Murambi Campus

Lessons include, preliminaries in Computer (hard and softwares), Microsoft word (document), Microsoft Excel (spreadsheet), Microsoft PPT (in other words presentation), Online Collaboration (how we use all the tools to collaborate with others in the world using internet) and Cyber Security (data storage and information security).

In his closing remarks, on behalf of RMI leadership, TWAGIRUMUKIZA Willy, the facilitator urged participants to start utilizing the knowledge gained for not forgetting it. “The knowledge you have got here is important it is better to start using it so that you don't forget it. If you don't use it daily you will not improve, you will rather forget it”, he urged them. “The knowledge is useful for you because from today, you will be able to deliver efficiently and even help others at work”, he told them.

MUTUYEYEU Alexandre, a trainee, said that the knowledge he has got will help him be productive. “Now if I need to create a link I will directly go to google and be able to do it easily without waiting from other’s help”. “Now, I know how to make smart presentation using PPT with transitions and animations, etc.”

MUSHONGANONO Olive said that the training will enhance her performance on how to use ICT tools in her day to day work.

“Learning is something continuous; this therefore, certifies somebody who has gone through ICDL modules. Even if we have been working we have learned some other additions that we didn’t know before and we are sure the knowledge will enhance and improve our capacities of doing our assignments at work. “ Also, the institution will benefit from more fine activities, fine work by understanding how to put at best the data we use on a day to day functions and how best we collaborate online as compared on how we used to do before”, she testified.

ICDL program gives candidates the flexibility and freedom to acquire digital skills and confidently apply them in any software environment wherever they may need to use it. ICDL course was designed to build critical digital skills of the modern workplace. ICDL is a six modules that will help employees use technology efficiently and increasing people's knowledge.

The government policy has in its plan to teach ICDL to all public servants. Also, there is a large program to train young children in primary schools through one laptop per child programme, and in general, digital citizen that will be helped by digital ambassadors to use technology.

The course was organized by RDB in partnership with RMI as a training institution mandated of offering capacity building interventions through trainings, research, consultancies and policy advisory services in Rwanda.

TRAINING ON FOUNDATION OF DATA-DRIVEN ANALYSIS FOR POLICY DECISIONS CONCLUDE A 5-DAY TRAINING AT RMI E-LEARNING CENTRE MUHIMA



On 28th April 2023, Twelve Data Scientists from Public Sector Institutions concluded five-day training on "Foundation of Data-Driven Analysis for Policy Decisions" course which was taking place at RMI Muhima Campus.

The training was organized by Rwanda Management Institute (RMI) in collaboration with the Rwanda Economic Digitalization Programme.

The training was aiming at introducing Data Scientists with the basic concept of data analytical processes and equipping them with the necessary knowledge, skills, practices and attitudes required to be better able to perform basic data tasks to prepare them for data science journey.

The programme included; Linux environment, Data base, Policy analysis and Tidyverse intro, and Reproducible research.

This training which is the fifth cohort, has been prepared with a purpose of getting Data Teams to speak the same language and jargon in order to strengthen practices in data use for better decision-making and accountability in Rwanda.

In his closing remarks on behalf of RMI Director General, Mr. Vincent de Paul NSHIMYUMUREMYI, the Principal Senior Training Coordinator, congratulated all the partners who made the training a success. "I would like to congratulate all of you for your dedication and active engagement in the learning experience". "My appreciation goes also to the facilitators for their important support to our training workshop", he said. He added that "RMI is ready to do everything possible so that the knowledge you get will increase in partnership with stakeholders".

James Scott, the facilitator who came from 71 point 4, said that the course was successful. "Participants have shown enthusiasm in their studies and they made our training easier for us to teach them. They have acquired basic knowledge that prepares them for other courses ahead and we are sure that it will help them perform better", he said

Participants learned how to do computing on Servers, how to secure data storage within data bases, also they learned the introduction on auditable and analytical tools.

Rwanda Economic Digitalization Programme is working through and with the Ministry of ICT and Innovation (MINICT) to strengthen practices in data use for better decision-making and accountability in Rwanda with a particular focus on the acceleration of the cashless agenda.

The Rwanda Economy Digitalization Programme is a three-year digital transformation initiative by the Government of Rwanda. It works with 71point4 and policymakers to develop evidence-based and inclusive policies to reduce poverty and digitize the Rwandan economy.

More advanced courses will be offered to participants who excelled in this foundational course.

MORE THAN 45 RETRENCHED PUBLIC SERVANTS CONCLUDE TRAINING ON ENTREPRENEURSHIP, BUSINESS DEVELOPMENT, AND INNOVATION AT RMI MURAMBI CAMPUS.



On 19th April 2023, more than 45 retrenched public servants who have been trained at RMI Murambi Campus on entrepreneurship, business development, and innovation depart with the capacity and skills that allow them to design and plan bankable and viable business plans which may be funded.

The training is associated with access to finance for self-employment which will be supported by BDF loan. The training was made possible by the help of MIFOTRA in partnership with RMI.

The group is composed of those who lost their jobs due to rationalization of public institutions and shared services.

In his closing remarks, on behalf of RMI Director General, Mr. Nshimyumuremyi Vincent de Paul, the Principal Senior Training Coordinator commended the trainees for their dedication to the training and wished them a very successful venture into business and promised them total support.

“The training has been prepared to equip you with the requisite knowledge and skills that will enable you to become self-employed in the future. “You need to dedicate your full time to your projects if you want to reach far”. You need to use the knowledge you gained here for you to become successful entrepreneurs and businessmen and try to expand your networks”, he encouraged the trainees.

Intwali Parfait Jimmy, the guest of honor from MIFOTRA, gave them advice on how to improve their projects, so that they would actually get loans from banks, and promised to help them find solutions to the problems they will face along.

“We have confidence in you due to the projects you presented to us. They are good except few things that you need to fix. “We can see that you are willing to become self-employed. This is important for you and the country as a whole”, he said.

He also promised participants assistance in accessing the BDF loan they want so that their projects can be implemented and any other assistance they may need.

Ruterana Epimague, the trainee said that: "This training has given us the confidence that we can become entrepreneurs and have a good life. We also have confidence in the support of our government because they have organized a great program for us. We are grateful for thinking on us because they have shown that we are their burdens". "We are grateful for considering our case", he said.

Twizeyeyezu Marie Josee, as a trainee said that: "After losing our jobs we did not know what to do but the knowledge we acquired from this training has changed our minds". "Now I can plan a project and follow it up to the point of completion and implement it", she said.

Isaac Hategekimana, from MIFOTRA who is the focal point for the trainees promised the participants to be sure that he will help them to access the required support as their case was qualified as special by MIFOTRA.

The facilitator said that through the training they were able to produce clear projects that are bankable.

"The course of entrepreneurship is something that produces good results". "This is an opportunity for them. This team is special. They have the will and have produced promising projects. We hope that they will improve their lives and the country will benefit as well because they will become new taxpayers in the future ", the facilitator confirmed.

Ms. Monique Umugwaneza, BDF Representative, at the opening of the training on March 28, 2023, made a thorough presentation of BDF products and clarified about the loan guarantees. She showed the retrenched public servants the following; "We will give you a guarantee of up to 75% of the money you request from the bank depending on the project you requested the loan for. He considers; the retrenched public servants, the survivors of the 1994 genocide, women, youth, all of them get 75% of the bank loan guarantees. You will go to the bank and improve your projects in cooperation with the banks and on your side, you will also bring 25% of the total project value", she clarified. BDF provides a loan guarantee of all projects up to Rwf 500,000,000.

The training left participants with the draft of their business plans that they developed throughout the training. They were able to depart with bankable business plans with guidance from the coaches.

FINANCE MANAGERS, M&E AND ACCOUNTANTS OFFICERS FROM EDUCATION INSTITUTIONS CONCLUDE AN 8 DAY OF TRAINING AT RMI.



On 27 March 2023, Finance Managers, M&E and Accountant Officers in education institutions working in the field of Public Finance Management (PFM) namely from Rwanda Education Board (REB), MINEDUC, National Examination and School Inspection Authority (NESA) have promised to improve their accounts and financial reporting the 8 days of training that took place at RMI – Murambi Campus.

The training covered among others, PFM Cycle which include; planning, budgeting, government funding and budget execution, accounting, asset management, financial reporting, auditing and financial oversight.

In his closing remarks, on behalf of RMI Director General, Mr. Nshimyumuremyi Vincent de Paul, the Principal Senior Training Coordinator commended the trainees and the trainer for their dedication to the training and emphasized on impact awaited in their respective finance departments.

“Training is always necessary for employees at all levels because what we use in our daily responsibilities keep changing. Thus, you should come here hoping that there is something new that you will learn that will help you in your daily work”. “And I am confident that skills gained here, experiences shared will undeniably improve your financial reporting and audit reports in the future. Stressed the Principal.

Mfitundinda Amos, the acting HoD and Priority Skills Development Program Specialist at RDB, said that: “In RDB, we do assessments and train people depending on the needed skills on labor market. After we have conducted research and we find a gap in some areas, we organize in partnership with RMI trainings depending on the need,” Mfitundinda noted.

Bihezande Bernard, the trainer, said that the purpose of the training was to improve the skills and knowledge of participants in the entire PFM.

One of the trainees said that they covered all aspects needed in Financial Management.

“We have covered all processes regarding financial management from planning to reporting. We have seen the current codes being used in financial management. Some of us have come here without giving much value. But, when we got here, we realized that there is a lot that we did not know, that is different from what we learned in school.”. “We have learned a lot that will help us deliver at the standard required”, he said.

The participants were Finance Managers, M&E officers, Accountants and Coordinators from the institutions of education in Rwanda. They were having issues in planning, budgeting, accounting and reporting, management of inventory, management of public assets,

The need of the training was raised by MINEDUC based on the cross-cutting issues raised by the Office of the Auditor General (OAG) especially in PFM.

PFM system is a set of rules and institutions, policies, and processes that govern the use of public funds across all sectors, from revenue collection to monitoring of public expenditures.