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# APPRENTICESHIP IN THE HOTEL SECTOR FOR UGANDA'S REFUGEES & HOST COMMUNITIES

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# Presentation Outline

1. Brief overview of the PROSPECTS Partnership Programme
2. ILO Approach to Apprenticeship and application to forced displacement contexts
3. State of forced displacement and skills in Uganda
4. Process for pilot apprenticeship scheme in Uganda's Forced displacement context
5. Lessons learned so far..





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# Partnership for improving PROSPECTS for host communities and forcibly displaced persons

- New form of partnership bringing humanitarian and development actors together to focus on sustainable development solutions to challenges facing refugees, IDPs and the communities that host them
- Spearheaded by Government of the Netherlands, it includes IFC, ILO, UNHCR, UNICEF and the World Bank (2019-2023)
- Works in 8 countries, including 4 in East Africa: Ethiopia, Kenya, Sudan and Uganda
- Focuses on 3 intervention areas: education and training, work and livelihoods in dignity and protection, including social protection
- 4th pillar of activity identifies 'new ways of working'





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- Central to success of GCR is role of partnerships at all levels and across all stakeholders – national, regional and international
- Accompanying this key objective is critical importance of knowledge management, sharing of learning, experience and expertise
- At core of PROSPECTS is development of shared Learning Agenda cutting across all pillars of intervention – activities such as those of Regional Livelihoods Working Group are important part of this
- PROSPECTS does not act in isolation, but links to others operating along humanitarian-development nexus
- ILO is invested in decent work agenda and how this applies to refugees as workers and their families, as well as IDPs and host communities
- Key focus therefore is link between up and downstream activities – strengthening policy, legislative and regulatory frameworks and how these apply in practice (capacity-building)
- Following case study in Uganda reflects this approach



# ILO Approach to Apprenticeships

- Training approaches that provides opportunity work based learning/earning. Is employer led, with training in work environments under supervision of experienced workplace trainer/mentor
- Formal apprenticeships –training programme accredited, guided by legal or other national frameworks, clarify of roles and responsibilities, includes aspects of quality assurance, monitoring and social protection. Duration is specified and agreement signed.

## Why formal apprenticeship for FDP and HC?

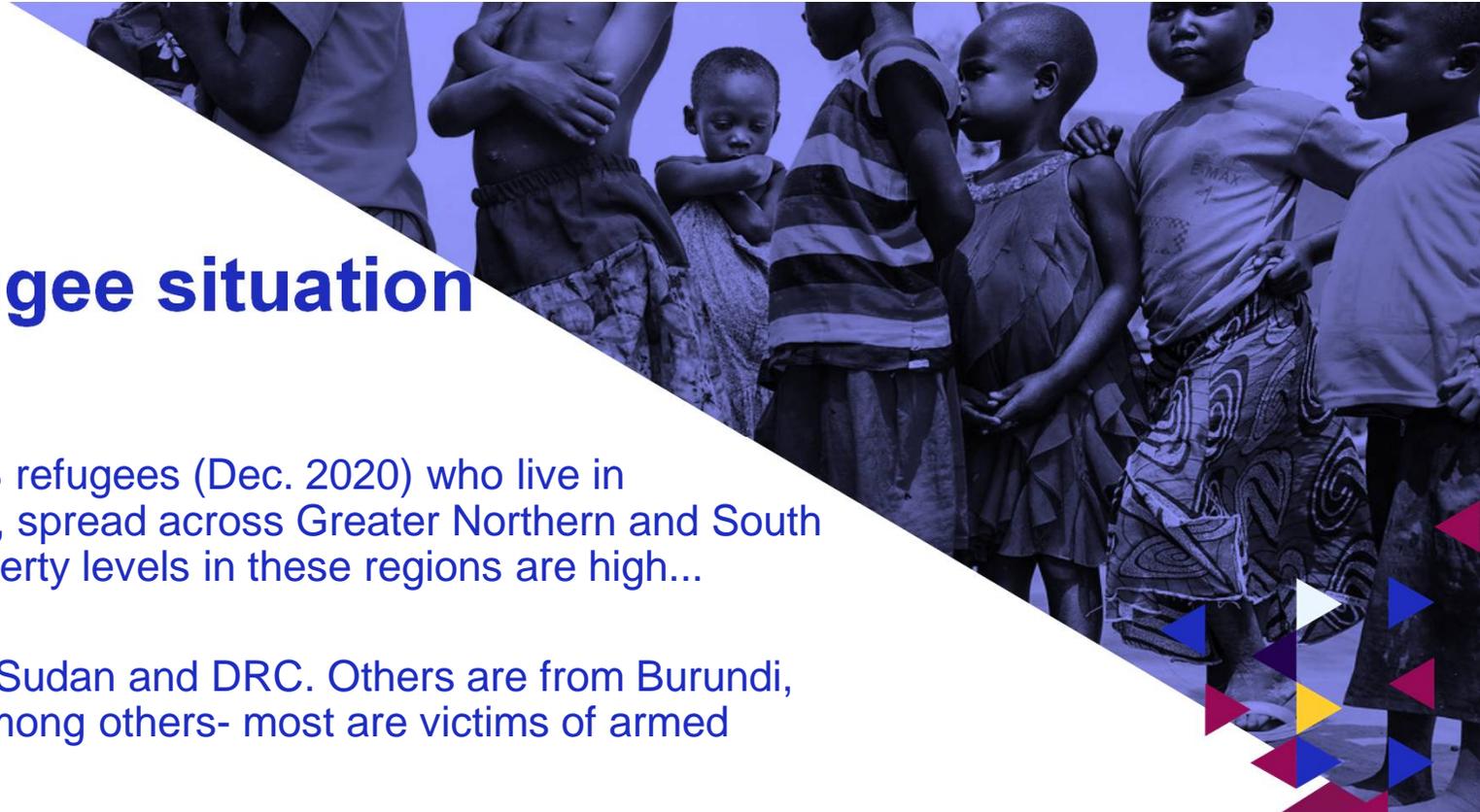
- Facilitates mobility and strengthen active engagement of Private Sector in skills development and labour market transitions for FDPs and HC;
- Reduces Skills mismatches, Transitions periods, enables employers participate in training employees to desired standards; promotes local contacts; offers broad transferable skills





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## Uganda's Refugee situation

- 45 million people
- Uganda hosts 1,446,378 refugees (Dec. 2020) who live in settlements (not camps), spread across Greater Northern and South West of the country- poverty levels in these regions are high...
- Majority are from South Sudan and DRC. Others are from Burundi, Rwanda and Somalia among others- most are victims of armed conflict
- Uganda's Refugee Act (2006) provides for refugees with freedom of movement, access to economic/employment opportunities, education and medical services- in some case land for cultivation.
- Efforts have been made to including refugees in Uganda's NDP III.



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## Skills Landscape in UG

- An over supply of skills with an estimated 700,000 new labour market entrants- annually- with no meaningful employment opportunities for Host Communities and Refugees- Skills Mismatch.
- Limited work place training opportunities due to small private sector in refugee hosting districts.
- Poorly equipped TVETs and a high cost of training for learners.
- Under the CRRF, Uganda has developed an Education Response Plan (ERP), Jobs and Livelihoods Response Plan (JLRP) as well as a Private sector engagement Strategy- a plus for TVET & work place training opportunities

# Approach in Uganda

- a) Active involvement of all ILO Constituents with clear division of labour & roles as per the Uganda National Apprenticeship Framework- UNAF
- b) Capacity strengthening to ensure partners efficiently lead on their roles and ensure sustainability incl. support to curriculum dev't, training workplace supervisors & college instructors, HR & finance system strengthening for partners
- c) Inclusive targeting approach; refugees, host communities, male, female & PWDs (50/50)
- d) Compliance with COVID 19 SOPs, incl. working virtually where possible e.g. when developing curriculum, small groups for training to ensure social distance, masks and sanitizer, successful apprentices to take COVID 19 tests before actual training % placement
- e) Support Ministry of Labour and employers to develop labour inspection tools that check for safe working spaces that are compliant with COVID 19 and the labour laws



# Process

- Cabinet endorsement of the Uganda National Apprenticeship Framework (UNAF) in 2018 with a directive to Ministry of Labour to design & pilot an Apprenticeship Scheme
- Pilot focuses on the Hotel Sector, starting with 4 occupations (food production, food & beverages, house keeping, and front office management)
- It's 12 months programme, 5 terms each covering 10 weeks. Apprentices spend 25% at the training college & 75% at the workplace
- Jointly developed and implemented with the ILO's Tripartite partners; guided by UNAF and social dialogue- complimentary roles;

**Government** (Ministry of Labour) - coordinate & monitor compliance of guidelines & employment regulations;

**Employers/Industry** (Uganda Hotel Owners Association- UHOA) - mobilize employers, recruit apprentices & coordinate workplace training.

**Training** (Uganda Hotel, Tourism Training Institute- UHTTI) - To deliver the apprenticeship curriculum that is developed with industry input and lead assessment / certification of apprentices.



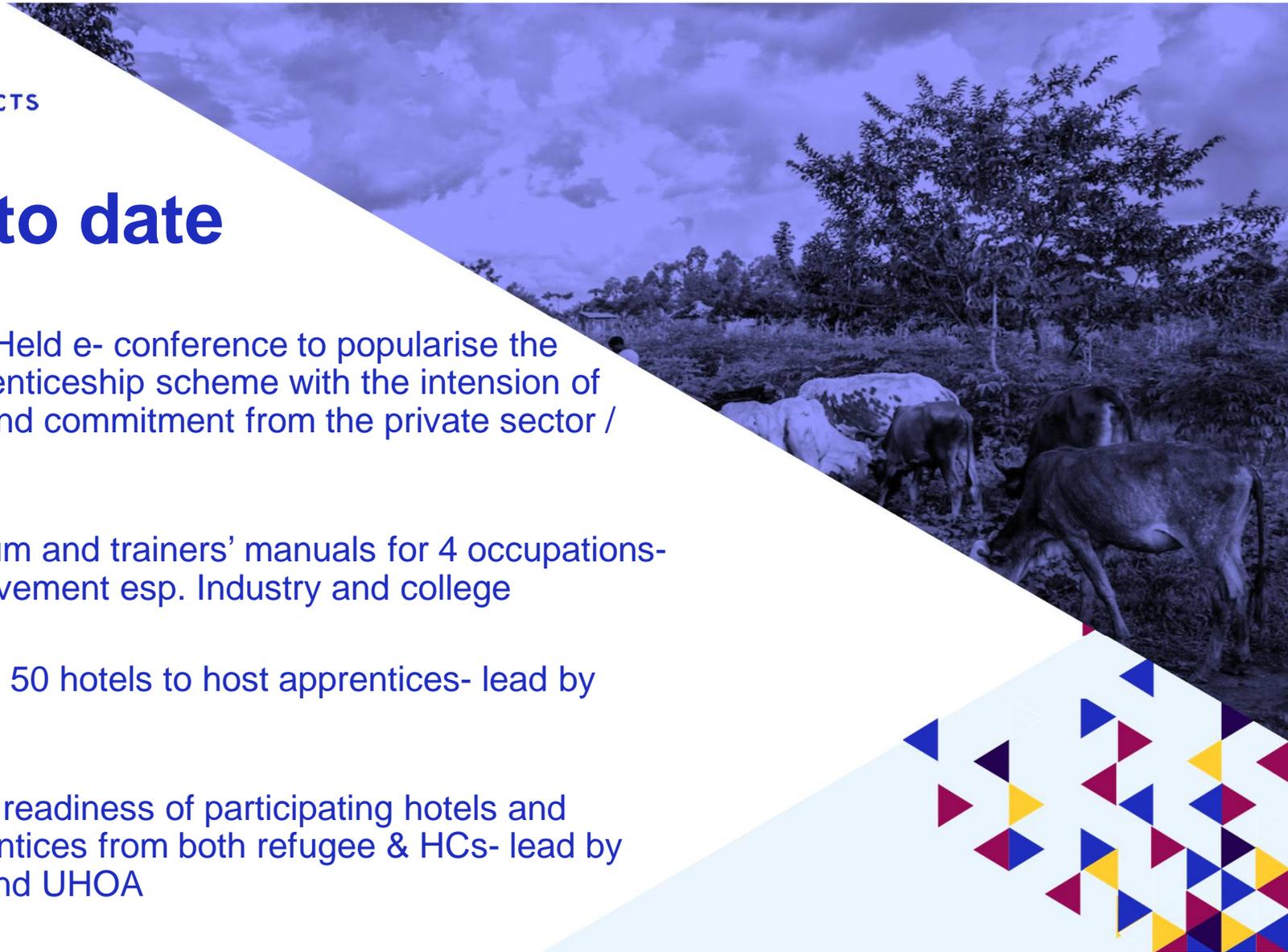


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# Progress to date

- Awareness raising; Held e- conference to popularise the UNAF and the apprenticeship scheme with the intension of mobilizing interest and commitment from the private sector / employers
- Developed Curriculum and trainers' manuals for 4 occupations- with all partner involvement esp. Industry and college
- Mobilized more than 50 hotels to host apprentices- lead by UHOA (Employers)
- Currently assessing readiness of participating hotels and recruiting 100 apprentices from both refugee & HCs- lead by Ministry of Labour and UHOA



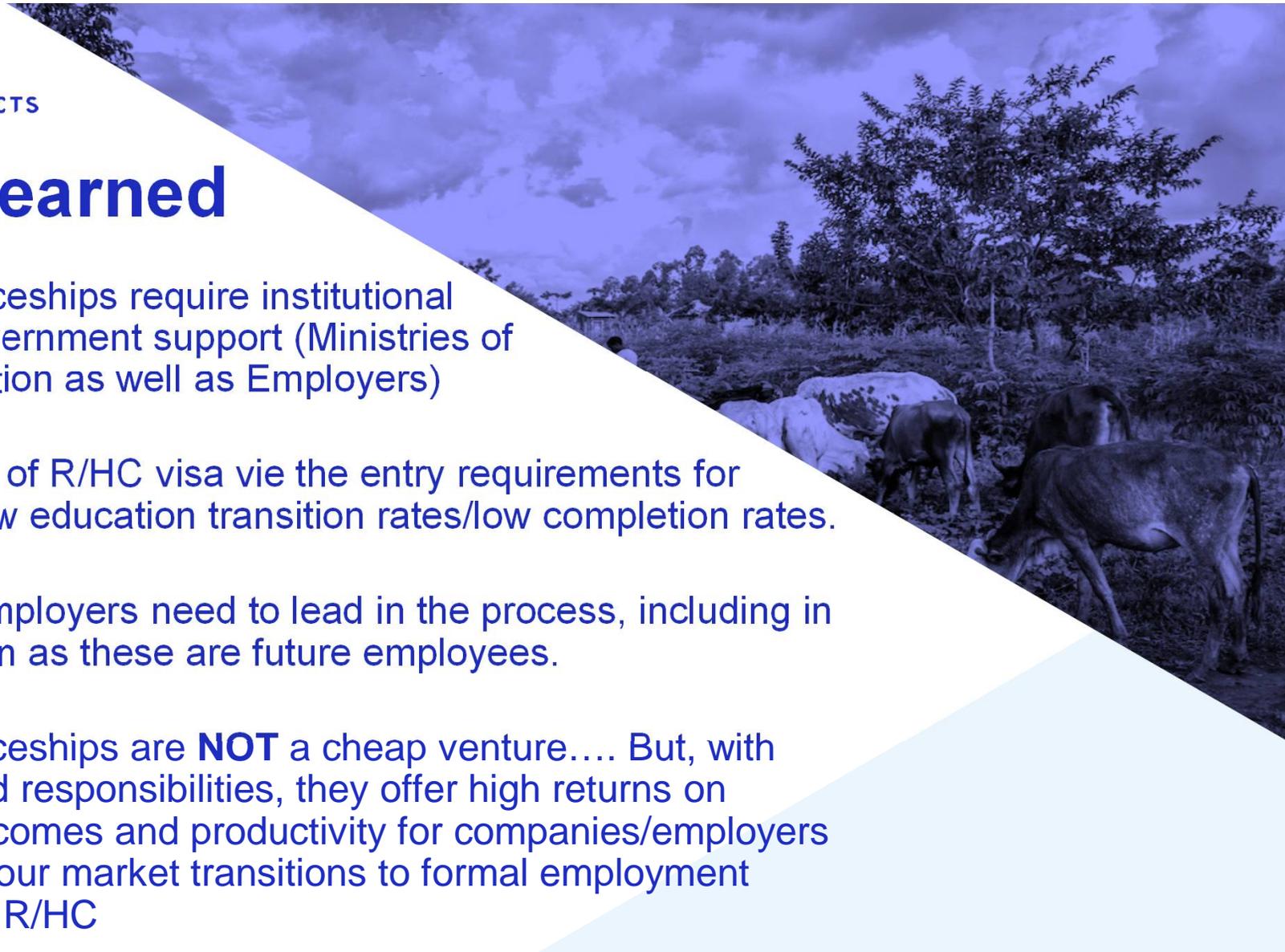


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# Lessons Learned

- Formal Apprenticeships require institutional ownership & government support (Ministries of Labour & Education as well as Employers)
- Education levels of R/HC visa vie the entry requirements for formal TVET. Low education transition rates/low completion rates.
- Private sector/employers need to lead in the process, including in curriculum design as these are future employees.
- Formal Apprenticeships are **NOT** a cheap venture.... But, with shared costs and responsibilities, they offer high returns on employment outcomes and productivity for companies/employers and facilitate labour market transitions to formal employment opportunities for R/HC





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**Thank you**

