

NATIONAL WORKFORCE REFORM PROGRAMME IN THE DRC

DONOR BRIEF EXECUTIVE SUMMARY

Building the DRC's Workforce for Tomorrow

INTEGRATED WORKFORCE DEVELOPMENT, RECRUITMENT, & UPSKILLING SOLUTIONS

EXECUTIVE

SUMMARY

The Democratic Republic of the Congo (DRC) stands at a turning point. With more than 100 million people and one of the youngest populations on the planet, the country holds immense potential to fuel Africa's industrial future. Its mineral reserves are central to the global energy transition, yet its greatest asset remains its people.

Realising this potential depends not only on resources beneath the ground but on the skills and recognition given to Congolese workers.

THE CHALLENGE & OPPORTUNITY

Today, vocational training is not keeping pace with industry demand. Too many centres operate with outdated equipment and curricula, while local credentials are often mistrusted. Companies fall back on expatriate labour at three times the cost. Over 70% of the DRC's population is under 30, yet youth unemployment remains among the highest in Africa.

The consequences are visible in real lives:

- **Patrick, a skilled welder**, cannot secure contracts without a certificate.
- **Amina, eager to become an electrician**, faces gendered barriers from classrooms to safety gear.
- **Jean-Paul, who left Kinshasa for South Africa and gained years of experience on construction sites**, cannot return because his skills are not recognised.

Without reform, household incomes remain depressed, youth frustration grows, and localisation targets falter. With reform, the DRC can convert its youth bulge into a demographic dividend: a workforce that is credible, certified, and ready to drive inclusive growth.

THE SOLUTION

This ten-year programme transforms vocational education into a coherent national system, not a patchwork of projects. It rests on four interconnected pillars:



MODERNISED CENTRES

Seventy training centres
– 45 INPP facilities and 25 affiliated with industry and technical schools, upgraded to ISO and international standards,



ACCREDITED TRAINERS

A cadre of ~490 trainers, renewed every two years through continuous development.



CERTIFICATION PATHWAYS

Two routes — Recognition of Prior Learning (RPL) for experienced workers and, in future, diaspora returnees (not included in the current USD 223.7m programme envelope), and structured academic streams for youth.



INCLUSION & SUSTAINABILITY

By Year 10, women will represent at least 40% of graduates. Financing transitions to a blended model of government allocations, modest certification and accreditation fees, and corporate CSR.

INVESTMENT & PHASING

Delivering this transformation requires **USD 223.7 million over ten years**, structured to ensure measurable progress and shared responsibility.

= USD 223.7 MILLION

THIS PHASED APPROACH ENSURES NO SINGLE DONOR CARRIES THE FULL BURDEN



**CONTRIBUTIONS ARE TIED TO MILESTONES,
VERIFIED BY INDEPENDENT AUDITS & SEMI-ANNUAL REVIEWS**

GOVERNANCE & FIDUCIARY SAFEGUARDS

To secure donor confidence, funds will be managed through DGC Africa Skills (DRC) Ltd (Mauritius), a special-purpose entity domiciled in a neutral jurisdiction.

Key safeguards include:

- **Ring-fenced programme accounts**, separate from commercial flows.
- **Independent annual audits** by reputable multinational firms.
- **Quarterly reporting** on financial flows and KPIs.
- **Transparent procurement procedures** and whistleblower protections.
- **Oversight by a multi-stakeholder Steering Committee** is made up of Private Sector (Kamoto Copper, Kamoia Copper), Government Agencies (ARSP, ONEM, Ministry of Professional Formation and Labour), Operational Execution (DGC AFRICA), Institutional agencies (INPP, CDR) and Development agencies (ENABEL, UNIDO), with the committee representation through BTP & CMA.
- **Credibility** reinforced by implementing partners — DGC with over 115 years of industrial service across Africa, and UXi with a proven track record in vocational pedagogy and international accreditation — ensuring donor funds are translated into delivery.

**DESIGNED SO THAT EVERY DOLLAR IS
TRACEABLE & EVERY MILESTONE VERIFIABLE.**

OUTCOMES & HUMAN IMPACT

By Year 10, the programme will deliver:

- 70 accredited centres.
- ~490 accredited trainers.
- 100,000 certified workers, with ~13,000 annually from Year 5.
- At least 40% of graduates as women, alongside majority youth participation.
- Employment outcomes with at least 70% of graduates placed or in further training within a year.

Behind these numbers are transformed lives:

- **Patrick** becomes a recognised professional with stable contracts.
- **Amina** graduates as an accredited electrician, supporting her family.
- **Marie**, a single mother, secures formal mining contracts through RPL.
- **Daniel**, certified as a mechanical fitter, triples his income with his first formal contract.
- **Jean-Paul**, a diaspora electrician from South Africa, could in future validate his skills through bridging and RPL, once a complementary diaspora stream is funded, enabling him to return and take up a supervisory role.

DONOR ALIGNMENT & VALUE PROPOSITION

The programme is designed to meet donor priorities across the spectrum:

- **Aligned with priorities of multilaterals** such as the World Bank, AfDB, and EU, including results-based financing, gender inclusion, and international safeguards.
- **European bilaterals (FCDO, AFD, GIZ, SIDA, NORAD):** Value for money, institutional strengthening, rights-based inclusion, and anti-corruption safeguards.
- **Foundations (e.g., Mastercard, Ford, Gates):** Large-scale youth employability and innovation.
- **Corporate partners:** CSR-linked co-funding that delivers localisation objectives and secures access to skilled Congolese workers.

THIS COALITION ENSURES BROAD PARTICIPATION, REPUTATIONAL WEIGHT, & RESILIENCE ACROSS FUNDING CYCLES

RISK & MITIGATION

Risks are acknowledged and addressed from the outset.

- **Governance & fiduciary risk:** Neutral jurisdiction, ring-fenced accounts, independent audits, donor oversight, reinforced by DGC/UXi credibility.
- **Political shifts:** Anchored in INPP's statutory mandate and balanced by BTP & CMA and donors.
- **Security challenges:** Phased roll-out prioritising stable provinces, with mobile training units for resilience.
- **Trainer retention:** Competitive packages, CPD cycles, peer support networks, diaspora professionals augmenting the pool.
- **Economic volatility:** Multi-currency accounts, hedging strategies, blended financing.
- **Safeguarding:** Protection from Sexual Exploitation and Abuse (PSEA) embedded across all centres.

CALL TO **PARTNERSHIP**

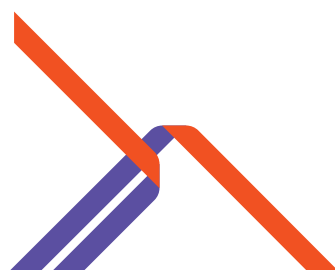
The DRC stands at a crossroads. With reform, it can build a self-sustaining workforce system that captures its demographic dividend and anchors inclusive growth. Without reform, opportunity risks bypassing another generation.

Donors are invited to participate at the stage that best suits their mandate:

- **Years 1–3:** Anchor donors seed the system and deliver visible results within 12–18 months.
- **Years 4–5:** Bilaterals and foundations complete roll-out and deepen inclusion.
- **Years 6–10:** Corporates and government co-fund renewals and sustain the system as donor contributions taper.

By 2035, 13,000 Congolese youth will graduate each year from accredited centres. Employers will turn first to Congolese workers. Women will stand alongside men in trades once closed to them. Returning diaspora professionals will bring home knowledge and skills.

**FOR DONORS, THE LEGACY WILL BE MORE THAN CENTRES & CERTIFICATES.
IT WILL BE A WORKFORCE THAT CARRIES THE NATION FORWARD
- A FOUNDATION OF STABILITY, DIGNITY,
& PROSPERITY FOR GENERATIONS TO COME.**





10 A YEAR PROGRAMME FOR VOCATIONAL TRAINING & ACCREDITATION REFORM

PREPARED FOR: EXPO BETON — 10TH EDITION

100 milliards USD pour rebâtir la RDC post-conflit : catalyser une transformation audacieuse pour le XXI siècle
(US\$100 billion to rebuild the DRC post-conflict: catalysing a bold transformation for the 21st century)

Venue & Dates: Kinshasa, 8–11 October 2025 – Centre culturel et artistique pour les pays de l'Afrique centrale

PREPARED BY:

1. **BTP & CMA** – Chambre des Bâtiments, Travaux Publics & Construction Métallique
2. **INPP** – Significant beneficiary with 45 centres nationwide; represented on the accreditation/steering committee via BTP & CMA (not a donor or implementing partner).
3. **DGC AFRICA Skills (DRC) Ltd (Mauritius)** – Programme fiduciary
4. **UXi Artisan Development** – Technical partner
5. **Dickinson Group of Companies (DGC)** – Industrial partner

**EMPOWERING AFRICA'S INDUSTRIAL FUTURE
THROUGH SKILLS, CERTIFICATION, & OPPORTUNITY**

VISION

The Democratic Republic of the Congo holds extraordinary promise. With one of the world's youngest populations, a global diaspora rich in skills, and vast natural wealth, the country sits at the heart of Africa's industrial transformation. That promise will only be realised when Congolese workers — at home and abroad — are equipped with the skills, recognition, and opportunities they deserve.

This programme turns potential into progress: modernising 70 training centres across the country, including 45 INPP state-run centres and 25 centres linked to major employers and technical schools (Ivanhoe, Glencore, CMOC, ERG Africa, PPC, CDR, SICOMINES, and others). It will accredit ~490 trainers and certify 100,000 Congolese workers over ten years. The focus is on core artisan trades most in demand by industry, electricians, mechanical fitters, diesel mechanics, riggers, boilermakers, welders, and fitters & turners. It builds a system that lasts beyond any single grant cycle, a pathway to dignity, stability, and shared prosperity.

At the same time, the programme lays the groundwork for the future reintegration of skilled diaspora professionals. For example, a Congolese worker who has spent many years in South Africa as a semi-skilled electrician's assistant already has the practical know-how. Through Recognition of Prior Learning (RPL), he can gain an internationally benchmarked certificate, enabling him to return home and be recognised immediately. In this way, the programme transforms brain drain into brain gain. While financing for diaspora reintegration is not included in the current programme budget, it is envisaged as a complementary donor stream once the training backbone is firmly in place.

MISSION

Our mission is to equip the Democratic Republic of the Congo with a skilled, recognised, and inclusive workforce that drives industrial growth and national renewal.

We will achieve this by:

- **Modernising all 70 training centres** — 45 INPP facilities and 25 affiliated centres — to meet international standards.
- **Accrediting ~490 trainers** to deliver quality instruction sustained by continuous professional development.
- **Certifying 100,000 Congolese workers** over ten years through both Recognition of Prior Learning (RPL) and structured academic streams, with an initial focus on key industrial trades such as electricians, mechanical fitters, diesel mechanics, riggers, boilermakers, welders, and fitters & turners.
- **Embedding gender inclusion and youth empowerment** as core outcomes, ensuring women represent at least 40% of certified graduates by Year 10.
- **Creating pathways for skilled Congolese abroad to return**, validate their qualifications, and reintegrate into the national workforce. Although financing for diaspora reintegration has not been included within the USD 223.7 million programme envelope, it remains a core long-term priority and will be developed as a complementary stream once the backbone of vocational reform is established.

This mission combines credibility, capacity, and pathways to ensure that Congolese talent becomes the engine of the country's economic transformation. It also reflects the reputational weight and proven track record of the implementing partners, DGC with more than 115 years of industrial service across Africa, and UXi with a strong record of international accreditation and vocational training design, assuring donors that funds are managed responsibly and outcomes delivered with integrity.

GUIDING PRINCIPLES

The programme is anchored in a set of guiding principles that define not only what will be delivered but how it will be delivered. These principles provide assurance to donors, align with international best practice, and ensure that reforms endure beyond the life of any single funding cycle.

THEY SERVE AS THE STANDARDS
AGAINST WHICH THE PROGRAMME
WILL BE MANAGED, MEASURED,
& HELD ACCOUNTABLE

TRANSPARENCY & ACCOUNTABILITY

All funds will be managed through ring-fenced fiduciary structures, subject to independent audits by reputable multinational audit firms and donor oversight. Procurement and reporting systems are aligned with international best practice (Global Fund, World Bank, EU PRAG), designed so that every dollar is traceable and every milestone verifiable.

INDUSTRY ALIGNMENT

Curricula and certification are tied directly to employer standards in mining, construction, energy, and infrastructure. Ongoing consultation with corporates ensures that training responds to localisation requirements and market demand.

INCLUSION & EQUITY

Gender and youth participation are non-negotiable. By Year 10, women will represent at least 40% of certified graduates. Special measures such as scholarships, safe facilities, and adapted PPE will support women and vulnerable groups.

SUSTAINABILITY

The programme is designed to endure beyond any single donor cycle. Blended financing from government allocations, modest certification and accreditation fees, and corporate CSR ensures continuity and resilience over the long term.

RECOGNITION & MOBILITY

Certifications are benchmarked against international and ISO standards to ensure portability. Recognition of Prior Learning (RPL) validates the skills of experienced artisans, turning invisible know-how into recognised qualifications. The programme is developed in collaboration with the African Artisan Confederation (AAC), ensuring that Congolese standards are benchmarked against international norms and portable across borders.

DIASPORA INTEGRATION

The programme also lays the foundation for reintegration of skilled Congolese abroad. Bridging and validation modules will enable diaspora professionals to align their international qualifications with national standards. Although financing for diaspora is not included in the current USD 223.7 million envelope, it is envisaged as a complementary donor stream to be activated once the vocational backbone is established.

EXECUTIVE NOTE

The DRC's future will be shaped not only by its resources, but by the capabilities of its people. As industries expand, the need for a qualified, accredited workforce has never been greater.

This ten-year programme offers a practical and transformative solution: modernising 70 vocational centres nationwide, accrediting nearly 500 trainers, and certifying 100,000 Congolese workers. It will reduce reliance on expatriate labour, unlock opportunities for women and youth, and build a workforce capable of powering national growth. While the early years will focus on establishing systems and reaching initial cohorts, the long-term trajectory ensures that by Year 10 the country will have a steady pipeline of 13,000 internationally benchmarked graduates annually. These outcomes reflect quality over inflated numbers — prioritising international accreditation and employer trust rather than short-term statistics.

Over time, the programme will also create structured reintegration pathways for skilled Congolese abroad. For example, a Congolese electrician who has spent years in South Africa as a semi-skilled assistant already has the practical expertise but lacks formal recognition. Through Recognition of Prior Learning (RPL), his skills can be validated to international standards, allowing him to return home as a fully accredited professional. Although financing for diaspora reintegration is not included in the current USD 223.7 million envelope, it remains a core long-term priority and will be developed as a complementary donor stream once the vocational backbone is established.

Patrick's story illustrates why this matters. A 27-year-old welder from Katanga, he learned his trade by watching and doing. His work is strong, but without a recognised certificate he is passed over for formal contracts, while expatriates earn three times his rate. "I can do what they do," he says, "but without a paper, they won't hire me." Patrick's frustration is echoed by thousands across the country. This programme will change that — turning invisible skill into recognised competence, and competence into livelihoods.

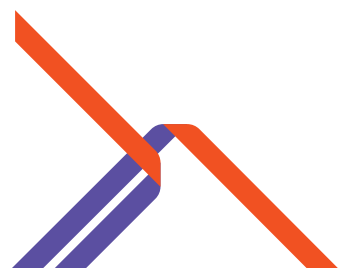
We cannot achieve this alone. It requires partnership: government, employers, technical experts, the international donor community, and, in the longer term, diaspora organisations. Together, we can leave a legacy of skills, dignity, and opportunity for generations to come.

Signed,



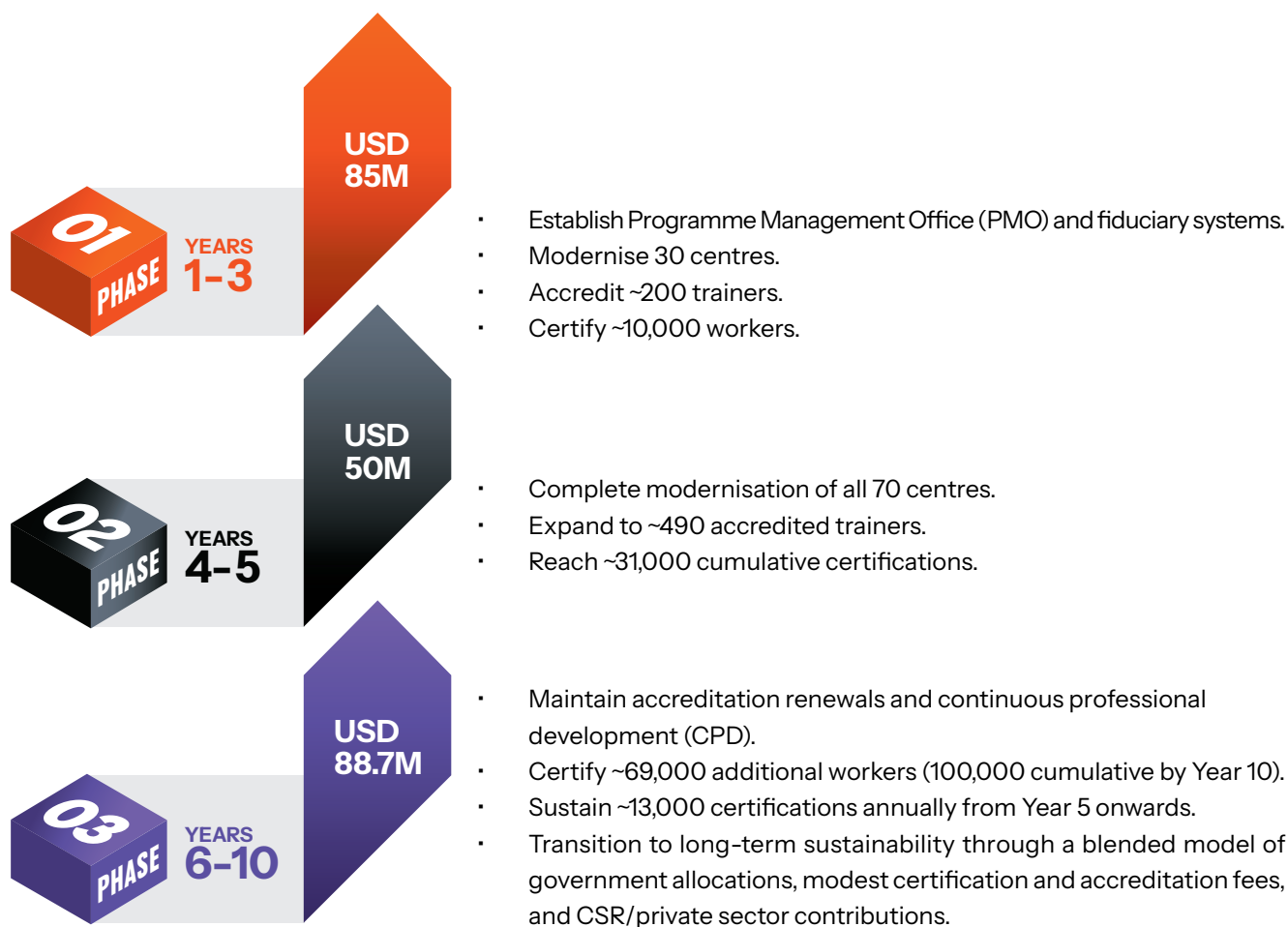
Senator Jean Bamanisa Saïdi

On behalf of BTP & CMA – Chambre des Bâtiments, Travaux Publics & Construction Métallique



SNAPSHOT

TOTAL INVESTMENT:
USD 223.7 MILLION OVER 10 YEARS



SCOPE OF REFORM

- **70 centres modernised and accredited** (45 INPP state-run, 25 affiliated with industry and technical schools) across all provinces.
- **~490 trainers accredited** and renewed on a two-year cycle.
- **100,000 workers certified** by Year 10; ~13,000 annually from Year 5 onwards.
- **Dual pathways:**
 - Recognition of Prior Learning (RPL): for experienced workers and, over time, diaspora returnees.
 - Academic stream: for youth and new entrants.
- **INPP centres** represent a significant portion of the national vocational training system, meaning this programme directly addresses a large share of the system while setting standards that can be replicated elsewhere.
- **Structured reintegration pathways** for skilled Congolese abroad will be introduced as a complementary donor-funded annex, aligning international qualifications with national standards.

INCLUSION TARGETS

- **35% female participation** by Year 5, rising to 40% by Year 10.
- **Youth** as the majority of beneficiaries.
- **Targeted measures** for vulnerable groups (scholarships, safe facilities, adapted PPE).

GOVERNANCE & TRANSPARENCY

- **Funds managed** by DGC AFRICA Skills (DRC) Ltd (Mauritius) — ring-fenced accounts, no dividends.
- **Independent annual audits** by reputable multinational firms; quarterly financial and KPI reports.
- **Oversight by a multi-stakeholder Steering Committee** is made up of Private Sector (Kamoto Copper, Kamoa Copper), Government Agencies (ARSP, ONEM, Ministry of Professional Formation and Labour), Operational Execution (DGC AFRICA), Institutional agencies (INPP, CDR) and Development agencies (ENABEL, UNIDO), with the committee representation through BTP & CMA.
- **Transparent procurement procedures** and protected whistleblower channels.
- **BTP & CMA has secured approval from the Ministry of Labour and Vocational Training** to establish the national accreditation system, ensuring reforms are legally anchored and aligned with state policy.

BTP & CMA, as programme lead, will formally contract with **DGC AFRICA Skills** (Mauritius) through a mandate agreement. This designates **DGC AFRICA Skills** as the exclusive fiduciary agent for donor contributions. The mandate covers fund reception, ring-fenced accounts, audits, procurement compliance, and quarterly reporting, while **BTP & CMA** retains strategic leadership and national representation. The structure reflects requirements of the Global Fund, EU PRAG, and World Bank, ensuring neutrality, transparency, and adequate financial guarantees in a fragile operating environment.

EXPECTED OUTCOMES (YEAR 10)

- 70 accredited centres.
- ~490 accredited trainers.
- 100,000 certified workers.
- Localisation gains across mining, construction, energy, and infrastructure.
- Financial sustainability through a blended model of government allocations, certification and accreditation fees, and CSR/private sector contributions.

HUMAN IMPACT (VIGNETTES)

- **Patrick (27, Katanga):** informal welder → certified professional; gains stable contracts and higher income.
- **Amina (19, Kasai):** first-generation accredited electrician; secures an apprenticeship, supports siblings.
- **Marie (32, Haut-Katanga):** RPL-recognised electrician's assistant; enters formal mining contracts with dignity.
- **Jean-Paul (34, South Africa/Kinshasa):** experienced electrician abroad; reintegrates through bridging and certification, returning home with recognised skills once the diaspora stream is funded.

THE ASK

- **Phased, modular co-funding:** The programme is designed in clear stages, allowing donors to contribute at the level and timing that aligns with their mandate.
- **Shared responsibility:** No single donor is expected to finance the full USD 223.7 million envelope. Instead, anchor multilaterals, bilaterals, foundations, corporates, and government will each support different phases, building a coalition for reform.
- **Milestone-linked tranches:** Contributions are disbursed in tranches tied to independently verified milestones, ensuring progress is measurable, transparent, and accountable.
- **Future diaspora stream:** While not included in the current envelope, a complementary donor stream will later support the reintegration of skilled Congolese abroad once the training backbone is firmly in place.

ACKNOWLEDGEMENTS

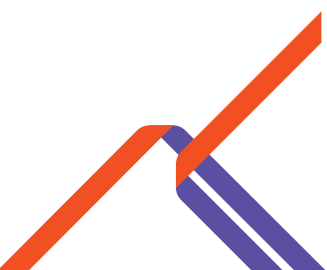
This programme reflects a shared national vision: that the Democratic Republic of Congo's people — both at home and across its global diaspora — are the country's greatest asset, and that workforce development is the foundation of inclusive growth.

It has been shaped through dialogue between government, industry, training experts, and diaspora partners, united by the conviction that skills development is central to sustainable prosperity.

We acknowledge the leadership of:

- **BTP & CMA** – as the national chamber for construction and industrial trades, championing employer needs, localisation, and diaspora reintegration policy.
- **INPP** – as the government's vocational training institute, anchoring reforms in national systems.
- **UXi Artisan Development** – as the technical partner providing international accreditation and curriculum expertise.
- **Dickinson Group of Companies (DGC)** – as the industrial partner ensuring direct links between training and employer demand.
- **DGC AFRICA Skills (DRC) Ltd (Mauritius)** – as the fiduciary vehicle, structured in line with international donor safeguards, ensuring transparent, accountable, and professional management of funds.
- **The Ministry of Labour and Vocational Training** – for its approval of the national accreditation system, ensuring reforms are legally anchored and aligned with state policy.
- **The African Artisan Confederation (AAC)** – for contributing to the alignment of Congolese standards with international norms.

We also extend our gratitude to the many stakeholders — from mining companies to training practitioners, and from donor institutions to diaspora organisations — whose insights have shaped this initiative. Their collective commitment underscores the belief that lasting progress is possible only through partnership and a shared coalition for national workforce renewal.



SECTION 1

The Challenge

The Opportunity

THE DEMOCRATIC REPUBLIC OF THE CONGO (DRC) STANDS AT A PIVOTAL MOMENT. A NATION OF OVER 100 MILLION PEOPLE, WITH ONE OF THE YOUNGEST POPULATIONS ON EARTH, IT SITS ATOP THE MINERALS THAT POWER THE GLOBAL ENERGY TRANSITION.

Mining, construction, energy, and infrastructure projects are scaling rapidly across provinces. The demand from industry is clear: reliable, certified local talent is a strategic necessity.

Yet the supply side is not keeping pace. Too many vocational centres operate with outdated equipment, limited consumables, and curricula that fail to match employer requirements. Credentials often lack external validation, eroding confidence. Faced with tight schedules and compliance pressures, firms default to imported labour. The result is a double loss: companies carry higher costs, while Congolese youth watch opportunity slip away.

THE HUMAN DIMENSION

Beneath these economics lies a human story:

- **Patrick's** experience shows the gap. At 27, he is a welder in Katanga, trained by watching and doing. His work is strong, but without a recognised certificate he is passed over for formal contracts, while expatriates earn three times his rate. "I can do what they do," he says, "but without a paper, they won't hire me." Patrick's frustration echoes across tens of thousands of Congolese artisans whose skills remain invisible.
- **Amina's** ambition highlights another barrier. At 19, she wants to train as an electrician but faces classrooms designed for men, ill-fitting safety gear, and cultural resistance. With the right facilities, mentorship, and certification, young women like Amina can break through and change their families' futures.
- **Jean-Paul's** journey underscores the diaspora challenge. At 34, he left Kinshasa for South Africa, trained on construction sites, and gained years of practical experience. Yet if he returned today, his skills would not be formally recognised. Without a reintegration pathway, employers hesitate to hire, and valuable expertise remains untapped abroad.

THE COSTS OF INACTION

Without reform, these barriers depress household incomes, weaken localisation, and undermine competitiveness. Every expatriate hire adds cost and delays the emergence of a resilient local supply chain. Youth unemployment fuels frustration and instability, while experienced professionals abroad remain locked out of contributing at home.

THE OPPORTUNITY

The flip side is the opportunity to turn this youth bulge into a demographic dividend by tackling three interlinked constraints:

- **Credibility:** Upgrade centres, embed international and ISO-aligned quality systems, and ensure certifications are portable and trusted.
- **Capacity:** Build and sustain a national cadre of ~490 accredited trainers whose competence is renewed on a cycle, not assumed.
- **Pathways:** Open two routes into formal work — Recognition of Prior Learning (RPL) for experienced workers and, in time, diaspora returnees like Jean-Paul; and structured academic streams for youth like Amina.

This programme is designed to do exactly that, across 70 centres nationwide (45 INPP state-run and 25 affiliated with industry and technical schools). Centre modernisation and trainer development are coupled with rigorous assessment and accreditation, so a Congolese certificate signals the same thing on a mine in Lualaba as it does on a construction site in Kinshasa: ready on day one.

INCLUSION AS A DRIVER OF GROWTH

Inclusion is not automatic; it requires design. Women's participation rises when barriers fall: affordable PPE in the right sizes, safe and dignified facilities, instructors trained to mitigate bias, targeted scholarships, and outreach that meets women where they are. By embedding these as non-negotiables, the programme moves from gender intent to gender results.

INVESTMENT FRAMING

The investment required to deliver this transformation totals USD 223.7 million over ten years, structured in phased, modular tranches tied to deliverables. This phased design keeps risk measured, progress verifiable, and ensures that no single donor is expected to finance the full envelope. Multilaterals, bilaterals, foundations, corporates, and government can each support different phases while contributing to a single nationally embedded system.

A COHERENT NATIONAL SYSTEM

The real opportunity is to replace today's patchwork of projects with a coherent, standards-based system that employers trust and communities can see. A system where:

- Patrick's skill is recognised and rewarded.
- Amina trains safely and graduates into real contracts.
- Jean-Paul and other diaspora professionals reintegrate with their expertise validated.

In time, this same system will connect to a dedicated diaspora reintegration stream, mobilising skilled Congolese abroad to return and contribute to national renewal. While financing for diaspora is not part of the current USD 223.7 million budget, it is envisaged as a complementary donor annex once vocational reforms are firmly established.

SECTION 2

The Solution

Partnership

**ADDRESSING THE DRC'S SKILLS GAP REQUIRES MORE THAN
AD-HOC TRAINING OR ISOLATED DONOR PROJECTS.
IT CALLS FOR SYSTEM-WIDE REFORM
OF VOCATIONAL EDUCATION & CERTIFICATION
THAT CAN CREATE A PERMANENT, CREDIBLE WORKFORCE
DEVELOPMENT ECOSYSTEM**

This programme offers exactly that: a coordinated national solution that modernises a network of 70 centres, 45 INPP state-run and 25 affiliated with industry and technical schools, across all provinces, builds a sustainable cadre of accredited trainers, and certifies 100,000 Congolese workers over ten years.

In time, the system will also provide reintegration pathways for skilled Congolese abroad. Although financing for diaspora reintegration is not included within this USD 223.7 million programme envelope, it is envisaged as a complementary donor stream once the training backbone is established.

FOUR PILLARS OF THE SOLUTION



MODERNISED CENTRES

Each of the 70 centres will be upgraded to meet international and ISO standards. This means not just improved infrastructure but also new equipment, updated safety systems, and modern learning environments. Donor contributions will finance welding bays, electrical training rigs, diesel mechanic workshops, construction labs, and IT suites — directly supporting high-demand artisan trades such as electricians, mechanical fitters, diesel mechanics, riggers, boilermakers, welders, and fitters & turners. Centres will also be equipped to support bridging modules for diaspora returnees, ensuring that international qualifications can be aligned with national standards.



ACCREDITED TRAINERS

A strong workforce depends on strong trainers. The programme will create a pool of 490 accredited trainers, supported by continuous professional development and renewal cycles every two years. These trainers will not only deliver high-quality teaching to local youth but will also be trained to facilitate reorientation for diaspora professionals re-entering the Congolese labour market.



CERTIFICATION PATHWAYS

Workers will be certified through two distinct streams:

- **Recognition of Prior Learning (RPL):** For the thousands of Congolese artisans like Patrick who already have skills but lack recognition. This pathway also supports diaspora returnees like Jean-Paul, whose foreign-earned qualifications require validation in the DRC system.
- **Academic Student Stream:** For youth entering trades for the first time, offering structured training aligned with industry needs and international standards.



INCLUSION AND SUSTAINABILITY

The programme embeds gender inclusion and youth empowerment as non-negotiables. By Year 10, women will represent at least 40% of certified graduates, supported by targeted outreach, scholarships, and adapted training environments. Sustainability is hardwired through government allocations, modest certification and accreditation fees, and corporate co-funding. Diaspora reintegration will add further resilience by enlarging the national talent pool and reinforcing localisation objectives.

A PARTNERSHIP WITH DEPTH AND COMPLEMENTARITY

**THIS SOLUTION IS DELIVERED
BY A COALITION THAT COMBINES
GOVERNMENT LEGITIMACY, PRIVATE-SECTOR
ALIGNMENT, FIDUCIARY SAFEGUARDS,
& TECHNICAL EXCELLENCE**

BTP & CMA

The national chamber for construction and industrial trades under the Fédération des Entreprises du Congo (FEC). BTP & CMA brings employer legitimacy and national representation, ensuring that reforms are shaped by industry demand and localisation priorities. It has secured approval from the Ministry of Labour and Vocational Training to establish the national accreditation system, ensuring that reforms are legally anchored and aligned with state policy. BTP & CMA also serves as the anchor government partner for diaspora reintegration.





INPP

The government's vocational training institute with 45 state-run centres. INPP is a significant beneficiary of this programme and is represented on the accreditation / steering committee via BTP & CMA. (INPP is not a donor or implementing partner.)

DGC AFRICA SKILLS (DRC) LTD (MAURITIUS)

A dedicated special-purpose entity domiciled in Mauritius to manage donor funds with the highest levels of transparency. It offers ring-fenced accounts, independent audits by reputable multinational firms, and donor-inclusive oversight, in line with international fiduciary requirements. This vehicle also provides a compliant platform through which future diaspora donor streams can be channelled, ensuring clean separation from commercial flows.



UXI ARTISAN DEVELOPMENT

A South African leader in vocational pedagogy, curriculum design, and international accreditation. UXi contributes technical depth by aligning training content with global best practice and ISO standards. Its expertise extends to designing bridging modules for diaspora professionals, ensuring their foreign qualifications and experiences are recognised within the DRC's system.



DGC (DICKINSON GROUP OF COMPANIES)

With over 115 years of industrial services experience across Africa, DGC connects training directly to employer demand in mining, construction, energy, and infrastructure. As the industrial partner, DGC ensures that certifications translate into real jobs and localisation outcomes. For diaspora returnees, DGC provides employer linkages and practical reintegration opportunities, converting "brain drain" into "brain gain."



AFRICAN ARTISAN CONFEDERATION (AAC)

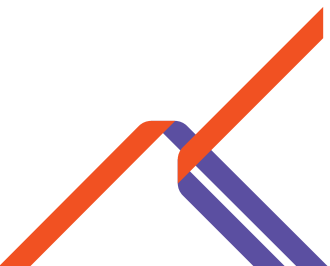
A continental partner ensuring that Congolese accreditation and certification systems are benchmarked against international norms, reinforcing portability and recognition across borders.

This coalition ensures that reforms are credible, practical, and sustainable. Each partner contributes a distinctive competency — government mandate, institutional reach, fiduciary safeguards, technical expertise, and industrial grounding — creating a partnership that no single entity could deliver alone. Together, they build a system that integrates both local talent and returning diaspora professionals.

HUMAN IMPACT

Amina (19, Kasai) grew up helping her father with basic wiring. Her only option seemed to be an informal apprenticeship with no certificate. When her INPP centre is modernised and trainers are accredited, she enrolls with a small scholarship covering fees and PPE adapted for women. Twelve months later she graduates with a recognised certificate and secures an apprenticeship with a construction firm. Her income is steady, her confidence visible, and her siblings return to school. For Amina, certification turns ambition into a livelihood; for employers, it signals a job-ready electrician.

Jean-Paul (34, South Africa/Kinshasa) left Kinshasa a decade ago and worked as an electrician on construction sites abroad. When he decides to return home, the modernised centres allow his foreign-earned qualifications to be validated through RPL and bridging modules. Within months, his skills are recognised, and he secures a supervisory role with a mining contractor. For Jean-Paul, reintegration provides a dignified return; for the DRC, it transforms “brain drain” into “brain gain.”



Investment Donor Flow



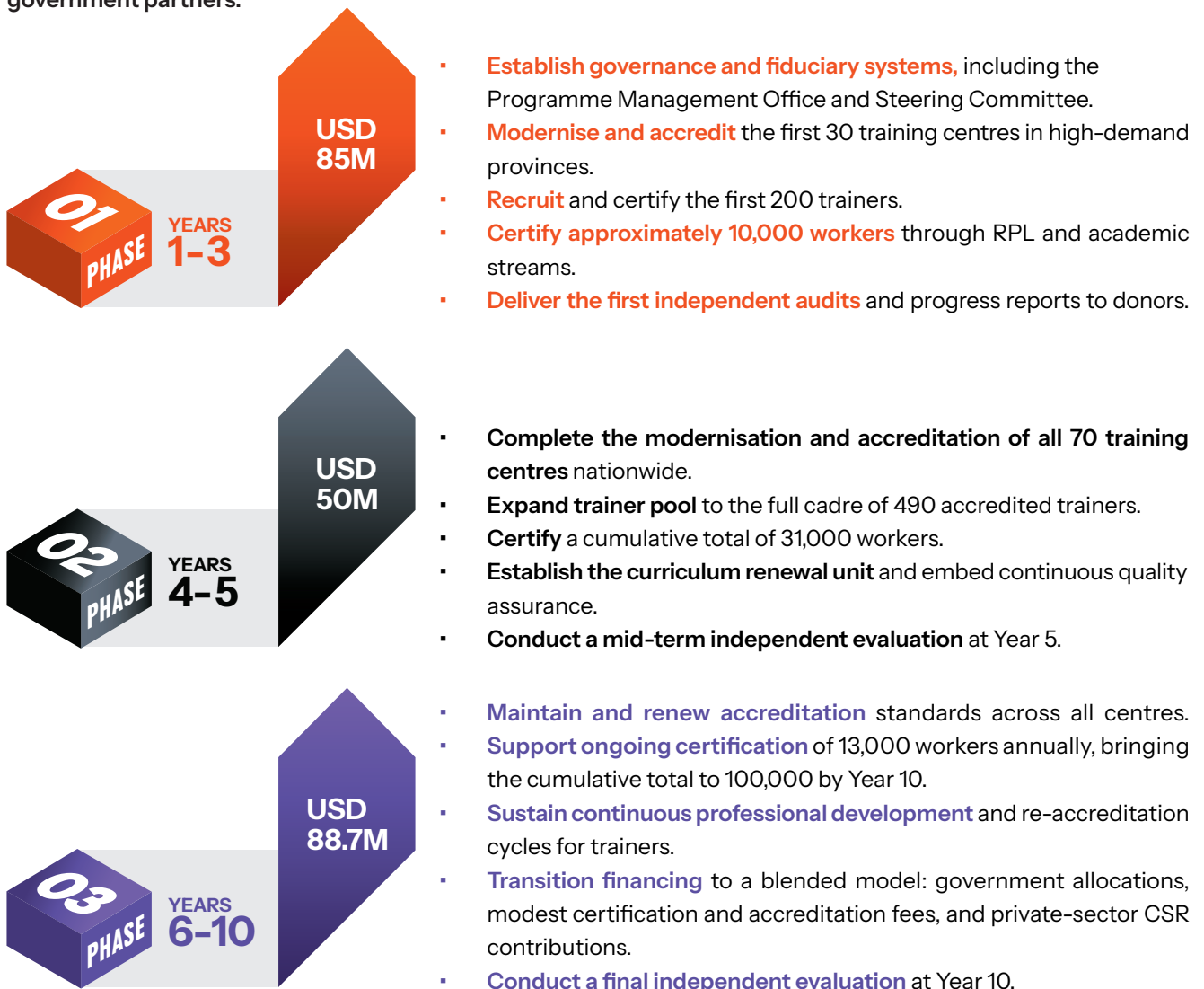
TRANSFORMING A NATIONAL VOCATIONAL TRAINING SYSTEM REQUIRES SIGNIFICANT INVESTMENT, BUT IT MUST BE STRUCTURED IN A WAY THAT IS TRANSPARENT, MANAGEABLE, & ALIGNED WITH DELIVERY MILESTONES.

The total investment required for this programme is USD 223.7 million over ten years. Indicative allocation: ~60% infrastructure & equipment; ~20% trainer accreditation & CPD; ~20% governance, audits & programme management. This figure reflects not just the cost of modernising infrastructure, but also of building institutional capacity, accrediting trainers, embedding quality assurance systems, and ensuring long-term sustainability.

Diaspora reintegration is not included in this financial envelope. It is envisaged as a complementary donor stream, to be layered on once the 70-centre reform is established and delivering results.

PHASED FUNDING APPROACH

Crucially, this investment is not sought as a single lump sum, nor from a single donor. Instead, the programme has been deliberately designed to be phased, modular, and accessible to a coalition of donors, corporates, and government partners.



DONOR PARTICIPATION

This phased approach allows different donor types to participate at different moments:

- **Anchor multilaterals** can underwrite the foundation phase.
- **Bilateral donors and foundations** can join in Years 4–5 to scale inclusivity and gender programming.
- **Corporates and the Government of the DRC** can co-invest from Years 6–10, cementing sustainability.
- **Diaspora-focused donors and partners** can be invited once the vocational backbone is operational, ensuring that returnees like Jean-Paul have structured reintegration pathways.

DONOR FLOW & FIDUCIARY SAFEGUARDS

Donor contributions are channelled through DGC Africa Skills (DRC) Ltd (Mauritius), a special-purpose entity with ring-fenced programme accounts and independent audits conducted by reputable multinational firms.

A multi-stakeholder Steering Committee, comprising the Private sector, Government agencies, Operational execution entities, Institutional Agencies, and Development agencies, receives quarterly financial and KPI reports.

This flow of funds is underpinned by a formal mandate agreement, through which BTP & CMA appoints DGC AFRICA Skills (Mauritius) as its exclusive fiduciary representative. This ensures that while BTP & CMA leads nationally, fiduciary responsibility rests with a neutral, internationally recognised entity, structured to comply with donor safeguards on transparency, procurement, and oversight.

Semi-annual tranche reviews verify progress against milestones prior to disbursement, and a public summary of audits is posted annually to reinforce transparency. Procurement follows competitive bidding, conflict-of-interest checks, and a protected whistleblower channel.

This structure provides donors with:

- **Neutral jurisdiction** outside the domestic political context.
- **Ring-fenced accounts**, segregating donor contributions from commercial operations.
- **Annual independent audits** conducted by reputable multinational firms.
- **Quarterly financial and performance reports** shared with all donors.
- **Joint oversight** via a multi-stakeholder Steering Committee.
- **Procurement safeguards**, including competitive bidding, conflict-of-interest checks, and whistleblower channels.
- **Credibility** reinforced by the implementing partners: DGC, with over 115 years of industrial service across Africa, and UXi, with a proven track record in international accreditation and vocational training. Their reputational accountability ensures donor funds are translated into delivery.

THIS ARRANGEMENT IS DESIGNED TO ENSURE THAT EVERY DOLLAR IS TRACEABLE AND EVERY OUTCOME VERIFIABLE.

DONORS ARE NOT BEING ASKED TO FUND A “BLACK BOX,” BUT A SYSTEM WITH INTERNATIONAL FIDUCIARY SAFEGUARDS, BUILT FOR TRANSPARENCY.

KISANGANI CENTRE: FROM NEGLECT TO RENEWAL

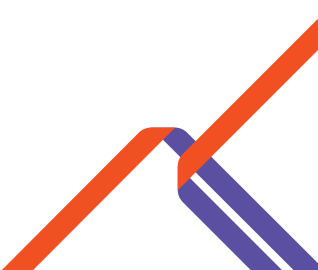
The Kisangani INPP training centre tells the story of why this investment matters. Once a flagship hub in the 1970s, it gradually fell into disrepair. Workshops sat idle, equipment was broken, and employers stopped recruiting from it. Graduates left the province seeking work elsewhere, often unsuccessfully. Employers dismissed local certifications as meaningless. Kisangani became a symbol of decline — of wasted potential.

Through this programme, Kisangani will be reborn. Donor funds will finance new welding bays, mechanical workshops, and electrical training rigs. Trainers will be accredited to international standards, curricula will be updated, and the centre will undergo ISO certification. Within two years, employers in the region will once again recruit directly from Kisangani, confident in the skills of its graduates. For the community, the centre's renewal will mean more than training — it will mean restored pride, opportunity, and relevance.

**KISANGANI'S REVIVAL
WILL MIRROR WHAT HAPPENS
ACROSS ALL 70 CENTRES
WHEN DONORS INVEST IN
THIS TRANSFORMATION.**

DIASPORA: FROM BRAIN DRAIN TO BRAIN GAIN

The same approach that revives Kisangani can one day extend to Congolese abroad. Thousands of professionals like Jean-Paul — trained and experienced overseas — want to return but face obstacles of recognition, accreditation, and reintegration. While not part of the current USD 223.7 million programme, a future diaspora funding stream will enable bridging modules and structured return pathways, ensuring that their expertise contributes directly to national renewal.



Risk Mitigation



Delivering a ten-year, USD 223.7 million national workforce reform in the DRC inevitably carries risk. What matters is not whether risks exist, but whether they are openly acknowledged and effectively managed.

**THIS PROGRAMME HAS BEEN DESIGNED FROM THE OUTSET
WITH SAFEGUARDS TO PROTECT DONOR
INVESTMENTS & KEEP DELIVERY ON TRACK,
EVEN IN A COMPLEX ENVIRONMENT.**

GOVERNANCE & FIDUCIARY RISK

RISK

Mismanagement or misuse of funds could erode donor trust, undermine reforms, and damage reputations. This has been a recurring concern for development partners in the DRC.

MITIGATION

All contributions flow through DGC Africa Skills (Mauritius), a neutral jurisdiction that provides distance from domestic politics. Accounts are ring-fenced, subject to annual independent audits by reputable multinational firms, and reviewed quarterly by donors. Procurement follows competitive bidding with conflict-of-interest checks and a whistleblower channel. Credibility is reinforced by the implementing partners: DGC, with over 115 years of industrial service across Africa, and UXi, with a proven record in vocational pedagogy and international accreditation. Their reputational accountability ensures donor funds are matched by delivery capacity. Future diaspora funding can be routed through the same fiduciary vehicle, benefiting from identical safeguards. This arrangement is designed to ensure that every dollar is traceable and every outcome verifiable.

POLITICAL & POLICY RISK

RISK

Shifts in government priorities or political transitions could stall INPP reforms, reduce momentum, or delay policy support for localisation and diaspora reintegration.

MITIGATION

The programme is anchored in INPP's statutory mandate, which guarantees legal continuity across administrations. Balance is maintained through BTP & CMA and donor observers on the Steering Committee, ensuring cross-cycle stability. The diaspora annex, when activated, will be formally integrated into localisation strategies to align with government policy rather than depend on it.

SECURITY & REGIONAL INSTABILITY

RISK

Fragile provinces face insecurity that could disrupt centre operations, delay delivery, or discourage diaspora professionals from returning. Localised instability could also harm the programme's credibility if not managed.

MITIGATION

Roll-out is phased to prioritise stable provinces first, supported by site-specific security assessments. Mobile training and assessment units provide continuity when fixed centres are disrupted. Diaspora placements, when introduced, will be sequenced into secure regions initially, ensuring stability for both local and returning professionals.

TRAINER RETENTION & QUALITY

RISK

Even with modernised centres, reforms cannot succeed without a motivated cadre of trainers. High attrition would erode both quality and credibility.

MITIGATION

Trainers will receive competitive compensation linked to accreditation, continuous professional development, and mandatory renewal cycles every two years. A national trainer network, coordinated by UXi, will provide peer support and reduce attrition. Diaspora professionals with advanced qualifications will further strengthen this cadre when reintegration programmes begin, raising standards and transferring international expertise.

CURRENCY & ECONOMIC RISK

RISK

Inflation and foreign exchange volatility could raise procurement costs, erode budgets, and destabilise delivery. Economic shocks are a recognised risk in the DRC.

MITIGATION

Programme funds are held in multi-currency accounts (USD/EUR/ZAR) in Mauritius, with hedging strategies applied to major equipment purchases. Long-term resilience will be built on a blended financing model: government allocations, modest certification and accreditation fees, and private-sector CSR contributions. Diaspora remittances or investment, if channelled into training co-funding, could further diversify and stabilise this base.

SAFEGUARDING & PSEA

RISK

Without robust safeguarding, beneficiaries — particularly women and youth — face risks of abuse or exploitation. Any failure here would cause reputational damage and erode trust.

MITIGATION

Comprehensive safeguarding and Protection from Sexual Exploitation and Abuse (PSEA) policies are embedded across all 70 centres, with confidential reporting mechanisms and strict enforcement. When diaspora reintegration begins, the same safeguards will apply to returnees, reassuring both beneficiaries and donors that protection is non-negotiable.

RISK & MITIGATION SNAPSHOT

RISK	IMPACT	MITIGATION
Governance & Fiduciary	Misuse of donor funds, loss of trust	Mauritius domicile, ring-fenced accounts, independent audits by multinational firms, quarterly reporting, whistleblower channels, reinforced by DGC/UXi credibility, designed so that every dollar is traceable and every outcome verifiable.
Political & Policy	INPP reforms stall, shifting priorities	Anchor in INPP mandate, BTP & CMA counterweight, donor Steering Committee, diaspora annex aligned with localisation
Security & Instability	Centres disrupted in fragile provinces	Phase roll-out in stable provinces, mobile training units, site-specific protocols, diaspora placements sequenced in secure zones
Trainer Retention	Loss of scale and quality	Competitive packages, CPD & renewal cycles, UXi-led trainer network, diaspora professionals augment trainer pool
Currency & Economic	Inflation/FX undermines budgets	Multi-currency accounts, hedging strategies, blended financing, potential diaspora remittance co-funding
Safeguarding & PSEA	Abuse risks undermine credibility	Safeguarding & PSEA policies embedded, confidential reporting channels, strict enforcement

WHY DONORS CAN BE CONFIDENT

Risk cannot be eliminated, but it can be anticipated and managed. This programme is designed not to avoid risk, but to contain it and make it transparent. Governance is protected by fiduciary structures in Mauritius; political shifts by statutory mandates; security by phased roll-out and mobility; trainer quality by continuous development; economic shocks by hedging and blended models; and safeguarding by strict policies. Future diaspora funding is not included in this USD 223.7 million programme, but when mobilised, it will be subject to these same safeguards. For donors, this means risk is not a hidden liability but a known, monitored, and managed factor, overseen with your direct participation on the Steering Committee.

SECTION 5

Donor Alignment Compliance

THE LONG-TERM SUCCESS OF THIS PROGRAMME DEPENDS NOT ONLY ON ITS TECHNICAL QUALITY BUT ALSO ON THE CONFIDENCE IT GENERATES AMONG THE DONOR COMMUNITY.

Development partners will assess whether the programme demonstrates rigorous fiduciary safeguards, robust monitoring and evaluation systems, and clear alignment with their strategic priorities. From the outset, this initiative has been designed to meet those expectations, ensuring that partners can contribute with confidence and see their values reflected in outcomes.

FIDUCIARY GOVERNANCE

At the heart of donor confidence lies financial integrity. The programme's fiduciary structure provides neutrality, transparency, and internationally recognised assurance standards:

- **Funds managed through DGC Africa Skills (Mauritius):** a special-purpose entity domiciled in a neutral jurisdiction.
- **Ring-fenced programme accounts:** fully segregated from commercial operations.
- **Annual independent audits:** conducted by reputable multinational firms in Mauritius, with public summaries available.
- **Quarterly reporting:** covering financial flows and performance indicators, shared with all donor partners.
- **Procurement safeguards:** competitive bidding, conflict-of-interest checks, and whistleblower protections.
- **Joint oversight:** via a Steering Committee including BTP & CMA, INPP, and donor observers.

These safeguards directly address the concerns most frequently raised by donors: the risks of mismanagement, political interference, or weak accountability.

ALIGNMENT WITH MULTILATERAL INSTITUTIONS

Multilateral institutions are expected to anchor early investment, and their priorities are embedded in the programme's design:

- **Aligned with priorities** such as results-based monitoring frameworks and environmental/social safeguards (World Bank).
- **Aligned with gender inclusion**, regional integration, and resilience priorities (AfDB).
- **Compatible** with visibility and co-financing mechanisms (EU).

These anchors provide not only financial scale but also reputational weight, creating a foundation of trust for additional partners.

ENGAGEMENT WITH EUROPEAN BILATERAL DONORS

The programme aligns strongly with the priorities of leading European development agencies:

- **Aligned with value-for-money** and safeguarding priorities (FCDO – UK).
- **Aligned with institutional strengthening priorities** in Francophone Africa (AFD – France).
- **Aligned with technical cooperation** and accreditation priorities (GIZ – Germany).
- **Aligned with rights-based approaches** and gender equality priorities (SIDA – Sweden).
- **Aligned with transparency** and anti-corruption priorities (NORAD – Norway).

FOUNDATIONS & PRIVATE SECTOR

Philanthropic foundations and corporates will play a complementary role, particularly in later stages:

- **Aligned with youth employability and innovation priorities** of foundations such as Mastercard Foundation; the certification of 100,000 workers (majority youth) directly responds to these priorities. Youth engagement will be institutionalised in programme design and evaluation.
- **Corporate partners:** Especially in mining and construction, engaged under CSR frameworks to support accreditation renewals, CPD, and long-term sustainability. Their contributions help them achieve localisation objectives by accessing certified Congolese talent.

CROSS-CUTTING SAFEGUARDS

The programme embeds cross-cutting measures that ensure compatibility with donor compliance frameworks:

- **Environmental and social protections:** compatible with World Bank and AfDB standards.
- **Safeguarding and PSEA:** with confidential reporting channels across all centres.
- **Anti-corruption safeguards:** including audits, whistleblower mechanisms, and transparent procurement.
- **Gender and youth inclusion:** with measurable targets (35% women by Year 5, 40% by Year 10).
- **Employment outcomes:** tracked through tracer studies at 6 and 12 months.
- **Visibility provisions:** ensuring donor attribution in line with EU and bilateral branding requirements.

DONOR VALUE PROPOSITION

Donors can engage with this programme with confidence, knowing that:

- Governance structures meet global fiduciary standards.
- Design is fully aligned with multilateral, bilateral, foundation, and corporate priorities.
- Financing is phased and modular, allowing donors to contribute where they add the most value.
- Impact is measurable, verifiable, and transparently reported.

This is not a short-term project but a systemic reform designed to endure. For donors, it represents an opportunity to invest in a workforce that will transform the Democratic Republic of the Congo — reducing dependence on expatriate labour, creating dignified livelihoods, and embedding skills as the foundation of national renewal.

SECTION 6

Outcomes, Human Impact

Call To Action



**THE SUCCESS OF THIS PROGRAMME
WILL NOT BE MEASURED IN REPORTS ALONE,
BUT IN LIVES TRANSFORMED, COMMUNITIES
STABILISED, & INDUSTRIES STRENGTHENED.**

By Year 10, the system will be producing a steady stream of certified Congolese workers — an annual pipeline of 13,000 graduates who are recognised, employable, and proud.

OUTCOMES BY YEAR 10

- **70 centres** modernised and accredited to ISO standards.
- **~490 trainers** accredited and sustained through renewal cycles and CPD.
- **100,000 workers certified over 10 years**, with ~31,000 by Year 5 and ~13,000 certifications annually thereafter.
- **Female participation: 35% by Year 5, rising to 40% by Year 10.**
- **Employment outcomes:** Placement target of at least 70% employed or in further training within 6–12 months, tracked via tracer studies.
- **Diaspora reintegration (future stream):** Structured pathways to validate international qualifications, enabling returning Congolese professionals to contribute directly to national growth. *(This component will be developed as a complementary annex and is not included in the USD 223.7m budget presented here.)*

HUMAN IMPACT: DANIEL'S STORY

Daniel is 22, living in Kinshasa. After leaving school, he worked odd jobs — repairing machinery, earning a few dollars a week. Employers told him: “You have skill, but without a certificate, we cannot hire you.” Through the Recognition of Prior Learning (RPL) pathway, Daniel is assessed, tested, and certified in mechanical fitting. Within weeks, he secures a formal job with a construction company. His income triples, and for the first time, he signs a contract with benefits. “Now,” he says, “I am not just working. I am building.”

Daniel's story shows how certification transforms skill into recognition, and recognition into stability and dignity.

HUMAN IMPACT: MARIE'S STORY

Marie is 32, a single mother in Haut-Katanga. For more than a decade she worked as an electrician's assistant, learning everything on the job but remaining invisible to employers. Contractors paid her less than her male peers and excluded her from formal contracts. Through the RPL pathway, her years of experience are recognised and she gains an accredited certificate. For the first time, she qualifies for formal mining contracts. “This certificate gave me more than work,” she says. “It gave me my voice.”

Marie's story shows how the programme changes not only livelihoods, but also identity and inclusion.

HUMAN IMPACT: JEAN-PAUL'S STORY (DIASPORA, FUTURE ANNEX)

Jean-Paul is 34. He left Kinshasa for South Africa a decade ago and worked as an electrician on construction sites. With years of experience abroad, he wanted to return, but employers in the DRC would not recognise his foreign qualifications. When the diaspora annex is implemented, bridging modules and RPL assessments will allow him to validate his skills locally. Within months, he secures a supervisory role in mining. For Jean-Paul, reintegration means a dignified return; for the DRC, it turns “brain drain” into “brain gain.”

Jean-Paul's story illustrates how diaspora reintegration, once funded, will expand the programme's impact even further.

BEYOND INDIVIDUALS: NATIONAL TRANSFORMATION

For every Daniel, Marie, or Jean-Paul, there are tens of thousands of Congolese whose futures will change. The ripple effects are profound:

- **For industries:** Reduced costs, stronger localisation, and less dependence on expatriates.
- **For households:** Higher incomes, stability, and mobility out of poverty.
- **For communities:** More resilient economies, reduced youth frustration, and enhanced social cohesion.
- **For the nation:** A workforce aligned with industrial growth, enabling the DRC to claim its rightful place as a driver of African transformation.

CALL TO PARTNERSHIP

The DRC stands at a crossroads. Industrial growth is accelerating, but without reform, the benefits risk bypassing Congolese workers. With reform, the country can capture its demographic dividend, reduce inequality, and build a self-sustaining workforce system.

This is where donors come in:

- **Years 1–3 (~USD 85m):** Anchor multilaterals and major bilaterals to seed the system. These funds establish governance, modernise 30 centres, certify 200 trainers, and deliver the first 10,000 certified workers. Visible results will come within 12–18 months.
- **Years 4–5 (~USD 50m):** Bilaterals and foundations to complete the national roll-out and deepen inclusion. By this stage, 70 centres will be modernised and 490 trainers accredited, with women and youth fully represented.
- **Years 6–10 (~USD 88.7m):** Corporates and the Government of the DRC to co-fund renewals, CPD, and accreditation. Donor contributions taper as the system transitions to a blended financing model combining government allocations, modest certification and accreditation fees, and CSR contributions.

This phased approach ensures that no single donor bears the burden alone. Each partner contributes where their strengths align: anchors in system-building, bilaterals in inclusion, corporates in sustainability.

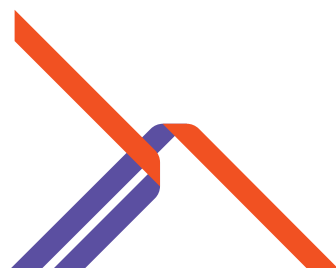
CLOSING REFLECTION

THIS IS NOT A SHORT-TERM PROJECT.
**IT IS A LEGACY INVESTMENT IN NATIONAL
STABILITY, OPPORTUNITY, & DIGNITY.**

Imagine the scene in 2035: 13,000 Congolese youth graduate each year from accredited centres. Employers look first to Congolese talent, not expatriates. Women stand side by side with men in trades once closed to them. Returning diaspora professionals bring back knowledge and skills, reinforcing localisation. For the donor community, this will be the enduring legacy: a workforce that carries the nation forward.

PARTNERSHIP & DONOR ENQUIRIES

BTP & CMA / DGC AFRICA Skills (DRC) Ltd (Mauritius)





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 contactus@dgc-africa.com

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