

1. History and Background of Kageyo TVET School

1.1. Origin of the Idea

Due to the challenges faced by parents in the area where the school is located in the early 1990s, they began to consider establishing a private secondary school to provide accessible education and contribute to the development of the region. Kageyo TVET School is located in KAJEVUBA village, Bugomba cell, Kaniga sector, Gicumbi district, Northern Province. Before the administrative reforms post-genocide, it was in Muhondo cellule, Butozo sector, Kiyombe commune, Byumba prefecture. It is one of the 11 schools hosting government-sponsored and supported students, including other public institutions in the region, and it is a public institution.

1.2. During the Rwanda Liberation War in 1990

During the Rwanda Liberation War starting on October 1, 1990, around 1992, it became necessary for residents near the border, unable to return due to the defeated government, to be relocated to camps as peace

negotiations in Arusha were ongoing. A plan to establish a refugee camp on government land was proposed but later abandoned as the RPF-Inkotanyi gained control of much of Byumba, including the area. Many residents continued to live alongside Habyarimana's forces in camps at Muhura and Nyacyonga in Kigali. After the liberation and end of the genocide, residents returned and began considering how to use the land previously intended for a camp. They initially wanted a private school, but after consultations with local authorities and aligning with the government's plan to bring schools closer to communities, a Minister approved the school's establishment on March 24, 1997, for the 1996/1997 academic year.

1.3. Establishment of Kageyo TVET School

1.3.1. Initial Phase (Ordinary Level)

The school began on March 24, 1997, ending on October 4, 1997, starting with the Ordinary Level (Tronc Commun) with four classes in the first year and 377 students. At that time, the academic year followed a semester system due to the post-liberation war timing, which delayed the start of schools. The first Headteacher held an A1

qualification in languages, supported by a Bursar (A2 NP), a Boys' Dean (D6 Letters), and a Girls' Dean (D6 NP).

Initial Administrative Structure:

- Headteacher
- Bursar
- Boys' Dean
- Girls' Dean

First Teachers at Kageyo TVET School:

- Teacher – D6 NP
- Teacher – D6 Biology-Chemistry
- Teacher – D6 NP
- Teacher – D6 Letters
- Teacher – D6 Letters
- Teacher – D6 Commerce and Accounting
- Teacher – D6 LLM

Notably, it was challenging to find university-educated teachers, as all listed teachers had completed secondary education, except the Headteacher, who had a first-degree in languages, not education. Classes were held in

the unused buildings of a nearby primary school, with shared facilities.

1.3.2. Academic Year 1997/1998

As students progressed to the second year, the teaching staff expanded, and new Deans were appointed: a Teacher for EPS and Physics, who later pursued a university degree (A1 in Physics-Math + Education) and remains at the school, and a Teacher for Religion and Drawing. Additional teachers were hired, including one with an A1 in Biology-Chemistry, who was appointed Deputy Headteacher for academics in 1999 and became Acting Headteacher in 2006. Many teachers were Congolese due to the shortage of university-educated Rwandans.

Administrative Structure 1997/1998:

- Headteacher
- Deputy Headteacher (Academics)
- Dean of Discipline
- Bursar
- Secretary

- Deans (Boys and Girls)

That year, with support from an organization, six classrooms were built for a nearby primary school, which Kageyo TVET School used due to increased student numbers. The local commune constructed four classrooms to expand the secondary school (now the girls' dormitory). Primary school students were temporarily relocated outdoors. Another organization funded six additional classrooms (near the administration block) and a 16-room toilet facility, completed in 1999. Girls moved into the four commune-built rooms, while boys, previously in primary school buildings, returned to external accommodations.

1.3.3. Introduction of Math-Physics Section

In the 1999/2000 academic year, after three years, students from the Ordinary Level were ready to advance to the fourth year. The administration requested a Math-Physics section, starting with 23 boys and 4 girls, totaling 27 students. The Ordinary Level had 246 boys and 136 girls, totaling 382 students. Without university-educated teachers, the section struggled, and by 2000/2001, it was relocated to another school with the section. Kageyo

TVET School reverted to Ordinary Level, and the administration changed. In 2000, the Girls' Dean was replaced, and in 2001, the Boys' Dean and Bursar were replaced. The Headteacher was replaced on October 17, 2001.

1.3.4. Journey to Additional Sections

On October 17, 2001, a new Headteacher took over, and efforts were made to reinstate the section through correspondence and meetings. Teachers pursued further education, and administrative changes occurred. In 2002, the administration included a Headteacher, Deputy Headteacher (Academics), Bursar, Secretary, Dean of Discipline, Girls' Dean (later replaced), and Boys' Dean.

In 2005, the academic year was standardized. In 2006, the Headteacher became a sector executive secretary and was replaced temporarily by the Deputy Headteacher. On January 12, 2007, a new Headteacher requested an Accountancy section on July 17, 2008, approved in 2009. This Headteacher served two years (January 12, 2007–January 7, 2009) and was replaced temporarily by a Teacher (January 7–28, 2009). On January 28, 2009, a Headteacher with a first-degree took

over but left on January 24, 2011. This Headteacher started the Accountancy section, but with the government's 2010 decision to phase out Ordinary Level, requested a MEG section on September 7, 2009, without response. A new Headteacher took over on January 24, 2011, and requested a Computer Science section from WDA on May 24, 2011, which started in 2012. By 2013, Kageyo TVET School focused on fourth-year students in Accountancy and Computer Science.

The first Accountancy graduates in 2011 ranked Kageyo TVET School seventh nationally (46.9), following other top schools. Computer Science graduates in 2014 ranked in the top five nationally. On January 31, 2014, a new Headteacher took over, continuing to lead the school. On December 13, 2016, at a meeting led by a State Minister, it was announced that existing sections would transition to CBT/CBA programs. On December 22, 2017, the Headteacher requested Accounting, Computer Application, Business Service, and Computer Application sections. In the first term of 2017, starting January 23, 2017, the school began with Accounting (77 students: 67

girls, 10 boys) and Computer Application (55 students: 27 girls, 28 boys) at Level 3 due to available resources.

2. Leadership Succession from 1997–2017 and Key Achievements

2.1. Headteacher (March 24, 1997–October 17, 2001)

The first Headteacher founded the school under challenging conditions with limited infrastructure and no electricity. Electricity was installed in 1998 during a visit by the Vice President. They fought for a section, though it lasted less than two years. The school had 12 classrooms, still in use. Initially called “Europe” due to its cement and glass structure, later “Antiquité” for its wooden windows, the school lacked a headteacher’s residence, and students lived off-campus, with discipline managed only at school.

2.2. Headteacher (October 17, 2001–2006)

This Headteacher addressed teacher shortages and demonstrated foresight. They tried to reinstate the section without success. They relocated students to a block near another school, using a tent-based kitchen.

They purchased land in Nyaruhanga village, Bugomba cell, Kaniga sector, for the school.

2.3. Headteacher (January 12, 2007–January 7, 2009)

A Deputy Headteacher served temporarily before this Headteacher. Boys lived in a nearby primary school's dormitory near another school's kitchen, with rooms named "California" and "Los Angeles." A refectory, stockroom, and kitchen were built. A November 24, 2008, meeting decided:

- Resolved land disputes, allocating land to Kageyo TVET School and the primary school.
- Kageyo TVET School agreed to build two eight-room latrines for the primary school by 2009.
- Kageyo TVET School returned a kitchen building after renovations.
- Kageyo TVET School returned four borrowed classrooms after receiving six new ones.
- Kageyo TVET School agreed to leave the primary school in good condition.

- Kageyo TVET School installed a separate electricity meter for the primary school.

The meeting, led by a sector official, involved parents' committees. A refectory, kitchen, and storage building was provided by the primary school. Boys' dormitories were built with student involvement using local bricks, named "Jamaica." Girls' facilities, including a shower and toilet, were constructed. Six cows were introduced to improve nutrition, and the first computers were purchased. A football field was built, and avocado and tamarillo trees were planted, some still standing. This Headteacher was promoted to another government role, replaced temporarily by a Teacher (January 7–28, 2009), who started teaching at the school on March 10, 2008.

2.4. Headteacher (January 28, 2009–January 24, 2011)

This Headteacher aimed to elevate the school and closed a path through the campus to reduce distractions. On April 24, 2009, they purchased a house at the school's entrance for 335,000 RWF, funded by a group, to build the Headteacher's residence, though it was incomplete when they left. They installed wooden fences for security and built two classrooms near the girls' dormitory for

teachers and a library. A later Headteacher completed the Girls' Dean's residence, as decided in a May 13, 2011, parents' meeting. This Headteacher promoted sports and monitored student meals for quality. They left due to WDA's requirement for headteachers to have a second-degree in the school's section and education background. They supported agriculture and livestock, ensuring nutritious meals.

2.5. Headteacher (January 24, 2011–January 31, 2014)

This Headteacher completed the Headteacher's residence, moving on-campus. They built three boys' dormitory rooms to accommodate more students and installed a gate to curb indiscipline. Parents contributed significantly, funding the dormitories and 16 new computers, still in use. A study trip to Rubavu and Karongi districts occurred on April 2, 2011.

2.6. Headteacher (January 31, 2014–Present)

This Headteacher continues to lead the school. For more details