



DECENT WORK COUNTRY PROGRAMME For RWANDA

2018-2022



Memorandum of Understanding

Between the

The Government of Rwanda

International Labour Organization (ILO),

Centrale de Syndicats des Travailleurs au Rwanda, representing other Federations of Trade Unions,

and

The Rwanda Private Sector Federation

Emanating from the good relations between the Government of Rwanda and the International Labour Organization;

Whereas the ILO cooperates with its Member States in order to achieve the principles and objectives set forth in its Constitution as an International Organization;

Whereas the ILO and the tripartite constituents in Rwanda (Government, Employers and Workers) desire to strengthen the technical cooperation and to work together to achieve the objectives of the attached Decent Work Country Programme.

It has been agreed between the Government of Rwanda and the social partners –Centrale de Syndicats des Travailleurs au Rwanda (CESTRAR) representing other Federations of Trade Unions and The Private Sector Federation (PSF), on one side and the International Labour Organization, on the other side, the following:

Article I

To cooperate for the implementation of the Decent Work Country Programme annexed to this Memorandum in accordance with its strategic objectives, with a view to enhancing the capacities of each of the tripartite constituents in Rwanda to achieve these objectives.

Article II

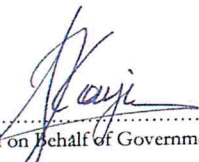
The International Labour Organization avails itself to provide the necessary technical support to implement this programme and to undertake together with the tripartite constituents efforts to raise funds for the financing of programme activities.

Article III

The programme will be implemented in the period of 2018 - 2022 starting from the date of the signature of this Memorandum of Understanding. The programme will be reviewed in accordance with the provisions of the document related to monitoring and evaluation. The decision to extend the programme in case of incompleteness of its implementation will be made in accordance with these provisions.

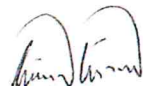
Article IV

This Memorandum of Understanding is done in four original copies in English. This Memorandum of Understanding is signed on 22/02/2018, in Kigali, Rwanda.


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For and on Behalf of Government of Rwanda

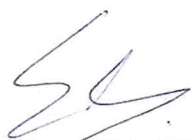
Honourable Rwanyindo Kayirangwa Fanfan

Minister of Public Service and Labour


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For and on Behalf of International Labour Organisation

Mr. Wellington Chibebe

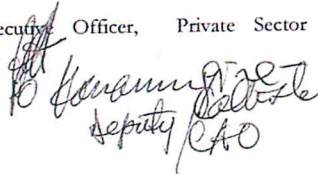
Country Director for the ILO Office of United Republic of Tanzania, Kenya, Rwanda, Burundi and Uganda


.....
For and on Behalf of Workers' Organizations
Mr. Eric Manzi

Secretary General, Centrale de Syndicats des Travailleurs au Rwanda (CESTRAR)

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For and on Behalf of Employers' Organization
Mr. Steven Ruzibiza

Chief Executive Officer, Private Sector Federation


Deputy CEO

Preface

The overall goal of the International Labour Organization (ILO) is to promote opportunities for decent work for women and men in all countries. At country level, accomplishing this goal entails among other things, the development of Decent Work Country Programmes (DWCPs), which are a programming tool to deliver on a limited number of priorities over a defined period in order to “increase the impact of the ILO’s work” and to be “more visible and transparent”. Taking into account the Paris Declaration on Aid Effectiveness, the Rome Declaration on Harmonization and the Millennium Declaration’s call for a global partnership for development, DWCPs are developed to ensure better alignment between national goals and international cooperation and hence require the active participation of the social partners in determining the nature of ILO’s support to its constituents and to national and policy institutions.

Although Rwanda has never had a DWCP, the ILO has been active in Rwanda for many years especially after the 1994 genocide. ILO’s contribution to Rwanda has since evolved to include support in various areas aimed at promoting social justice such as social security, employment promotion, entrepreneurship and overall labour relations. These interventions have been carefully identified and implemented in line with the current development frameworks in Rwanda.

The DWCP 2018 - 2022 is therefore a programme in which lessons learned from the implementation of the different collaborative actions between the ILO and its tripartite partners in Rwanda – The government, employers and workers organisations will be used to ensure effective implementation of the programme efforts. It will also better translate the demands for harmonization, aid effectiveness and alignment into a coherent country level response that is aligned to Rwanda’s Economic Development and Poverty Reduction Strategy II (2013 -2018), National Strategy for Transformation (NST 1) 2017 – 2024, the United Nations Development Assistance Plan (2013 – 2018) and other essential national development processes and the broader country Vision 2050.

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Acronyms and abbreviations

ARM	African Regional Meeting
AU	African Union
BDE	Business Development and Employment
CBHI	Community Based Health Insurance
CEACR	Committee of Experts on the Application of Conventions and Recommendations
CESB	Capacity Development and Employment Services Board
CESTRAR	Centrale des Syndicats des Travailleurs au Rwanda
COSYLI	Conseil National des Organisations Syndicales Libres au Rwanda
COTRAF	Congrès du Travail et de la Fraternité des Travailleurs
DWCP	Decent Work Country Programme
EAC	East African Community
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Integral Survey of Households' Living Conditions
FAO	Food and Agricultural Organisation
GDP	Gross Domestic Product
GoR	Government of Rwanda
HIMO	Haute Intensité de la Main d'oeuvre (High Intensity of workforce)
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immuno-Deficiency Syndrome
ILO	International Labour Organization
LFS	Labour-Force Survey
LODA	Local Administrative Entities Development Agency
MIFOTRA	Ministry of Public Service and Labour
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MIGEPROF	Ministry of Gender and Family Promotion
MINICOM	Ministry of Trade and Industry
MSMEs	Micro, Small and Medium Enterprises
NCPD	National Council of People with Disabilities
NEP	National Employment Policy
NISR	National Institute of Statistic of Rwanda
NLC	National Labour Council
NST	National Strategy for Transformation
OTF	On The Frontier
PPPs	Public Private Partnerships
PSF	Private Sector Federation
RDB	Rwanda Development Board
PRSP	Poverty Reduction Strategy Paper
RAMA	Rwandaise d'Assurance Maladie
RCLS	Rwanda child labour survey
RESC	Rwanda Economic and Social Council
RSSB	Rwanda Social Security Board
SACCO	Savings and Credit Cooperatives
SDG	Sustainable Development Goal

TVET	Technical and Vocational Education and Training
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
USA	United States of America
VUP	Vision 2020 Umurenge Programme
WDA	Workforce Development Authority

1.0 INTRODUCTION

The Vision 2020 aims to transform Rwanda into a knowledge-based middle-income economy with people at the center of development. The EDPRS calls for transformation of the agricultural sector and creation of non-farm employment as critical for raising productivity in the economy. Consistent with this strategy the National Employment Policy (2007) recommends 'creating a favorable environment for employment promotion' as a priority medium-term objective.

Decent work sums the aspirations of people worldwide to build an environment in which every woman and man exercises his/her right to work in conditions of freedom, equity, security and human dignity. Aspirations for decent work has compelled nations to promote fundamental rights at work, decent employment opportunities, social protection and dialogue on work-related issues; with the aim of giving working and business people a stake in lasting peace, prosperity and progress. The recognition that employment and decent work are people's legitimate and fundamental rights and are not automatic derivatives of economic growth, resulted in the September 2015 Sustainable Development Goal (SDG) Target (8); "Promote inclusive and sustainable economic growth, employment and decent work for all".

The concept of decent work in the African development context is still nascent but has triggered substantial recognition and prioritization in the last decade. The Heads of State and Government, participating in the African Union (AU) Extraordinary Summit on Employment and Poverty Alleviation in Africa (Ouagadougou, September 2004) overwhelmingly endorsed the Decent Work Agenda. The Summit adopted a Declaration, Plan of Action and Follow-up Mechanism, which committed member States to placing employment at the center of economic and social policies. The primary goal of the plan of action was "to reverse the current trends of pervasive and persistent poverty, unemployment and under-employment on the continent; and to have tangible improvement in the living standards of the people and their families at the national and community levels in Africa".

Since 2007 when the 11th African Regional Meeting (ARM) adopted the Decent Work Agenda in Africa, 51 of 54 states have mainstreamed decent work into their national development strategies. Furthermore, in January 2015, the African Union Summit in Addis Ababa adopted a Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development that calls on the ILO to work with the African Union and other partners on a Five-Year Priority Programme. This programme kick starts the African Union Agenda 2063 which includes at the top of its priorities a prosperous Africa, based on inclusive growth and sustainable development realized through decent work. Subsequently, 13th ARM in 2015 adopted the Addis Ababa Declaration that aims to transform Africa through Decent work for Sustainable development.

Since its establishment in 1919, the International Labour Organization (ILO) continues to pursue its founding mission to promote social justice as a basis for universal and lasting peace, as outlined in the Constitution and the Declaration of Philadelphia. Recognizing that a prosperous Rwanda with a knowledge based economy needs strategies and investments that are people and employment centric, the ILO and its tripartite constituents are committed to contribute towards the realization of this goal. It is in this regard that the Decent Work Agenda of the ILO can be a source for benchmarking and shaping the future of work development framework of Rwanda.

The ILO promotes decent work as a national objective and supports constituents to achieve that goal through the development and implementation of a time bound Decent Work Country Programme (DWCP), which is the ILO's main vehicle to deliver support to member countries. The Decent Work Agenda constitutes four inseparable, interrelated and mutually supportive strategic objectives, namely;

- (i) Employment creation and enterprise development;
- (ii) Social protection;
- (iii) Standards and rights at work; and
- (iv) Governance of social dialogue.

The ILO and its tripartite constituents articulate country priorities and implementation strategies that will effectively utilize financial and human resources to reach the desired results. The ILO has been active in Rwanda since 1994, and has supported the implementation of several programmes and projects on the prevention of child labour, employment policy and entrepreneurship, HIV/AIDS, social protection, labour relations and collective bargaining. The aim of this DWCP is to identify and focus interventions on a key area that have been identified by the ILO and the GoR, workers and employer's organizations. These priorities are in line with the Vision 2020; the EDPRS II, National Strategy for Transformation (NST 1) 2017 – 2024, National Employment Policy (NEP) and the United Nations Development Assistance Plan (UNDAP) (2013-18).

The responsibility however, for supporting the implementation of the DWCP does not only lie with the ILO that provides mainly technical assistance and advisory support in its implementation, but also includes the ILO constituents, and other key national and international stakeholders including development partners and the donor community who influence the formulation and implementation of policies and legislation. The Decent Work Country Programme can be best pursued when employers, workers, governments and other relevant stakeholders in a country work together to address key obstacles and offer balanced responses. Therefore, social partner participation in the implementation of the DWCP becomes critical in ensuring continued national ownership and sustainability of interventions. Also critical in the implementation of the DWCP is donor commitment and support through the provision of resources.

1.1 COUNTRY CONTEXT

Rwanda is a land locked country situated on the borders of Central Africa and East Africa, with a total surface area of 26,338 Km². The country has a total population of 11.6 million people and high population growth rate of 2.6 per cent, which could bring the population to 12.6 million by 2020 if this rate is maintained. Rwanda has a Human Development Index of 0.498 as of 2015, ranking the country 30th in Africa and 159th out of 188 countries globally¹. The population is majorly youthful with 39.2 per cent comprising people between the ages of 14 and 35 years with the recognized youth in Rwanda being 27.1 percent (16 to 30 years)². Rwanda has had a unique context in the history of African. With the 1994 genocide, the country lost an estimated one million people. Subsequently more children became orphans and have been forced into work for their survival.

Despite its tragic history Rwanda continues to be recognized as one of Africa's success stories. Boosted by an average annual economic growth rate of more than 10 per cent in the decade after

¹ Human Development Report 2016, Work for human development, UNDP

² Rwanda labour force survey LFS February 2017

1995, this momentum has been sustained culminating in a developmental "hat trick" of sustained economic growth (8 per cent average), poverty reduction (12 per cent points) and a reduction in income inequality. Remarkable socio-economic progress has been made over the last two decades demonstrated by a 312 per cent increase in per capita GDP from \$206 in 2002 to \$689.69 in 2015 while resisting any inflationary pressure, majorly attributed to the GoR's successful management of the economy.

Strong and balanced economic performance has been derived from sustained growth across all sectors of the economy. Services have been the main driver of growth. The sector grew at an average of 9.5 per cent per year and produced 45-46 per cent of national output during the EDPRS 1 period. The main service expansion areas have been in telecommunications with increased mobile phone and internet use, wholesale and retail trade, and transport. The industrial sector grew at an average rate of 10.4 per cent per year during EDPRS 1, driven by a rapid expansion of construction, which grew at 15.0 per cent annually. The industrial sector produced 14-16 per cent of national output. Large flows of investment for construction from the diaspora have been an important contributor. Agriculture grew at 6.0 per cent sustained by higher than expected expansion of food production mainly attributed to scaled-up public investments, such as the crop-intensification programme (CIP). The agriculture sector contributed 32.7 per cent of GDP and 28 per cent of total growth.

The East African Community (EAC) was originally founded in 1967, collapsed in 1977 and was revived in 2000. Rwanda officially became a member state in 2007 and the regional bloc has since grown to 6 member states³. The EAC is currently the fastest growing bloc in Sub-Saharan Africa with an average GDP growth rate of 5.5% (2009 – 2015). The EAC regional integration process is being undertaken in four stages; a Customs union, Common Market, Monetary Union and ultimately a Political union. The customs union and common market protocols were ratified in 2004 and 2010 respectively and are currently being developed and enforced. The common market concept is considered as the most relevant aspect to Rwanda's labour. The common market provides for: free movement of goods, free movement of persons, free movement of labour, right of establishment, right of residence, free movement of services and free movement of capital. The common market protocol allows workers from any Partner State to accept employment within any other EAC country. The different states are at different levels of implementation of the common market protocol with Rwanda, Kenya and recently Uganda being the most advanced having abolished work permits' fees for EAC nationals working in the two countries. Also using ILO classifications, both states have opened their labour markets to professionals and technicians and associate Professionals in Rwanda. Kenya and Uganda has opened to managers, professionals, technicians and associate professionals, and craft and related trades workers⁴.

1.1.1 Poverty indicators

The 2012 census shows that annual population growth for Rwanda has decreased from 3.2 per cent in 2002 to 2.6 per cent in 2012, though it remains among the highest in Africa. Over almost the same

³ EAC Member states; Kenya, Uganda, Tanzania, Rwanda, Burundi, South Sudan

⁴ EAC Common Market, 2010

period, the population has increased from 8.1 million in 2002 to 10.5 million in 2012 while the population density increased from 321 persons per square kilometer to 415 persons per square kilometer.

A high growth rate combined with stabilizing population growth has contributed to poverty reduction. From 2005/06, the poverty headcount ratio declined from 56.7 per cent to 39.1 per cent in 2013/14. A reduction of 17.6 per cent in poverty level over a period of nine years is very encouraging. Poverty declined more in rural areas than urban areas in 2011-2014, yet the poverty rate stand at 43.8 % in rural areas as compared to an average of 15.7 per cent in urban areas. The contributing factors were a combination of improved agricultural incomes, off-farm job creation, reduction in household sizes and public and private transfers⁵. Although all provinces experienced reductions in poverty from 2011-14, there was significant variation in the level of poverty reduction between different districts and in all provinces. The poverty rates are much higher (76.6 per cent) among those who rely on farm wage labour. Those who rely on non-farm wages (22.8 per cent) and those who are self-employed (24.2 per cent) experienced greater cuts in poverty rates. Income equality also appears to have improved in the 2011-2014 period. The Gini Coefficient fell from 0.490 in 2010/11 to 0.448 in 2013/14. However, poverty rates in the Southern Province are almost 13 per cent higher than other provinces while the poverty rate in Kigali, the capital city, is much lower (16.8 per cent) than the national average.

Income poverty, measured by the percentage of the population living below Purchasing Power Parity (PPP) US\$1.25 per day, and multidimensional poverty shows that income poverty only tells part of the story. The multidimensional poverty headcount in Rwanda is 7.8 percentage points higher than income poverty. This implies that individuals living above the income poverty line may still suffer deprivations in education, health and other living conditions. 17.9 percent of Rwanda's population live near multidimensional poverty and 34.6 percent live in severe multidimensional poverty. The contributions of deprivations in each dimension to overall poverty complete a comprehensive picture of people living in multidimensional poverty in Rwanda.

1.1.2 Status of the labour market

Increasing levels of unemployment in a predominantly youthful workforce: The total youth population (16 – 30 years) is 3,137,000 people with individuals between 14 – 19 years comprising 13 per cent and 25 – 29 years making up 8.1 percent of the total population. Overall the largest proportion of the population is 14 – 35 years, making up 39.2 per cent of the Rwanda population.

According to the results of labour force survey conducted in February 2017, 41.3 percent of young people between 16 – 30 years were employed (engaged in economic activities for pay or profit) which is 13 per cent lower than the national working age (16 years +) proportion of the population that is at 54 per cent. Overall employment statistics are low with 54% of the workforce in employment of which 45.3% are female workers and 54.7% are male. The national unemployment rate was 16.7 per cent, with female unemployment rate of 17.5 and male unemployment rate of 16.1. The unemployment rate for male youth was 19.0 per cent and 23.1 per cent for female youth. The national youth unemployment rate was 21 per cent.

Employment in Rwanda is significantly precarious with high levels of underemployment: The private sector employs 84.8 per cent of the labour-force in Rwanda. 45.9 per cent of employed population work in market oriented agriculture; (12.6 per cent) as independent farmers and (83.2 per cent) as

⁵ The Evolution of Poverty in Rwanda from 2000 to 2011, Results from the Household Surveys (EICV 3), NISR

wage-farm workers. However, 91.6 per cent of the salaried population in farm activities is daily workers with either no or only casual labour contractual arrangements. Only 24 per cent of salaried employees in Rwanda are permanent workers. Informal employment is estimated to account for almost 82.3 per cent of off-farm employment. Besides the market oriented agriculture who was employing the majority of employed population, trade is the second employing 14.9% followed by construction with 7.9% and households which employed 7.1%. Some other industries such as manufacturing, transport and storage and Education were employing 4.5%, 4.3% and 3.5%.

An underemployed person is defined as a person who, during a reference period was employed but worked less than 35 hours per week, while the person wanted and was available to increase the working time. The average number of hours spent per job in the week prior to the Labour force survey of February 2017 was 38.6 hours while the average number of hours spent in all jobs per week was 33.1 hours. The time spent in agriculture activities either for wage or done by independent farmers is 30.1. Approximately thirty (30 percent) of the employed people fall within the category of underemployed people in 2017. People working for wage in farming activities are the most underemployed (43.2 per cent) and time related underemployment decrease as the age increase. It is higher than 57.2 per cent among employed population 16-34 years, while it is 47.7 per cent for men and 52.3 percent for women.

Compounding the problem of the shortfall in job-creation is the fact that the majority of jobs created in the micro small and medium enterprises (MSMEs) and smallholder agriculture involves underemployment, work at low levels of productivity and earnings and, therefore, vulnerable jobs that are not sustainable.

The job creation rate is not sufficiently absorptive: Levels of employment generally increase with growing population. Therefore, the ratio of employment to the working age population is an important indicator of the ability of an economy to provide employment to its growing population. A change in the employment-population ratio is often regarded as an indicator of corresponding change in total employment. The employment levels in Rwanda increased from 41.1 per cent in August 2016 to 45.0 per cent in February 2017. The MSME sector, including formal and informal businesses, comprises over 98 per cent of the businesses in Rwanda and 84 per cent of all off-farm employment. Enterprise establishments increased from 119,270 to 148,376 (24.2 per cent increase) from establishment census 2014. These new establishments resulted in a 34.5 per cent increase in employment from 264,648 to 355,883 jobs.

However, despite this realized increase in employment, the job creation and enterprise development rate is slow in relation to the absorption requirement for the labour supply growth rate. The private sector in Rwanda is mainly composed of micro (50 per cent) and small (16 per cent) enterprises, which each employ less than 5 people. Worse still MSMEs in Rwanda have remained less competitive compared to their regional neighbors. The job creation rate to date in Rwanda as indicated by EICV4 is 146,000 jobs created annually which is lower than the EDPRS 2 target of 200,000 jobs per year needed to meet the 2.2 million projected jobs by 2020.

The level of education and hence employable skills of the Rwandan labour force is still low. The recent general population Census report of 2012 revealed that over 83 per cent of the Rwandan labour force has never attended school or has attended school only up to the primary level. This low level of education among the population of working ages is mainly attributed to Rwanda's turbulent past that grossly affected the national education system, thus limiting lower school enrolment and attendance rates. According to the recent labour force survey 70.3 per cent of the unemployed

population has primary or below level of education. The skills situation of those employed indicates that 80 per cent did not study beyond primary education, 5 percent completed lower secondary education, 9 percent had a secondary degree and 6 per cent had a university degree. Employed males are more highly educated than employed females. Whereas 82 per cent of employed females have primary or lower level of education, the proportion of male counterparts is slightly lower at 79 per cent. Only 5 per cent of employed females have a university degree compared to 7 per cent of the males.

The tertiary education sector continues to expand, with a total of 90,803 students enrolled in universities and colleges in 2015/16. Of these students 39 per cent are enrolled in public institutions and 30 percent are female. The majority of female students (51.8 per cent) are enrolled in private tertiary education institutions. Overall, there has been an increase of 17,129 students enrolled in tertiary education between 2011 and 2016. There are currently 10 public and 35 private tertiary institutions. The high numbers of students are enrolled in Social Science, Business and Law (45.6 percent) while Engineering, manufacturing and construction has 5.9 percent of enrolment.

Rural versus Urban spread of decent jobs: 75.5 per cent of the Rwanda working age population lives in rural areas and only one twenty-three in urban areas. In February 2017, the labour force participation rate in rural areas ((58.0 per cent) was much lower than in urban areas (68.2 per cent) and the out of labour force status in rural areas very high because of a high number of Own use production. However, deeper analysis of the nature of economic activities and employment reveal substantial differences between rural and urban areas. More than 90 percent of employed population in “agriculture, forestry and fishing” and “mining and quarrying” was living in rural areas. The rest of the economic activities such as Professional, scientific and technical activities, Activities of households as employers, Accommodation and food service activities employed a substantial proportion in urban area as compared to rural areas. Furthermore, wage non-farm labour is only predominant in urban areas where 30 per cent of the working population is employed in wage non-farm jobs compared to only 14.3 per cent in rural areas. Independent non-farm labour is at 41.9 per cent in urban areas compared to only 13.5 per cent in rural areas.

The GoR recognizes these challenges and has thus made the fourth priority of the economic transformation thematic area of the EDPRS, “transformation of the economic geography of Rwanda by facilitating urbanization and promoting secondary cities”. Six secondary cities will be developed as poles of growth and centers of non-agricultural economic activities.

Gender disparities in employment make it harder for women to engage in gainful and productive work. Rwanda’s population is comprised of 52 per cent females and 48 per cent males. The working population is composed of 53 per cent females and 47 per cent males. Considering poverty status, female-headed households are more likely to be poor than male-headed households, demonstrated by the 44 per cent female headed households compared to 37 per cent male-headed households below the poverty line. Regarding employment, 45.3 per cent of working age females are employed compared to 54.7 per cent of working age males. Possession of a bank account is considered a proxy for measuring economic independence of an individual. In Rwanda the percentage of persons aged 18 years and above with savings account has risen from 19 per cent in EICV3 to 30 per cent in EICV4, more pronounced for males (40 per cent) than for females (26 per cent). 86 per cent of the Rwanda population has ever attended school, of which 89 per cent are male and 84 per cent are female.

Overall Rwanda has made remarkable progress in advancing the gender equality agenda; however, the country was still falls short of MDG now SDGs target of the share of women in waged employment in the non-agricultural sector where the EDPRS 2 targeted to have reached 50 per cent of working women by 2015 but only achieved 27.3 per cent. While the labour force participation rate of women has increased enormously over the past century, it still remains lower than that of men, and women continue to be over-represented in both non-standard forms of work and unpaid family labour. The evidence presented demonstrates that the gender disparities in society and employment continue to make it more difficult for women to engage in gainful and productive work.

1.1.3 Status of social protection

Limited Social Security coverage in the informal sectors: 84.8 per cent of Rwanda's working population is employed in the private sector, 6 per cent in the public sector and 0.4 per cent in Civil Society Organizations. The Labour Force Survey of February 2017 puts the Rwandan working population employed in the informal employment at 91 per cent. In the Rwandan context informal employment is characterized by employees with no social security benefits and no paid annual leave or sick leave among other social benefits.

Essentially, the pensions sector consists of the Rwanda Social Security Board (RSSB), which covers less than 10 per cent of the working population. Also occupational pension schemes and private pension plans are currently available but only used by an absolute minority of the population. The 2013 National Bank of Rwanda (BNR) records indicate that these available pension schemes had only 387,756 contributing people, approximately 6 per cent of Rwanda's working population.

Despite the GoR efforts to improvise special social safety nets especially for those in extreme poverty, a major challenge has been how to upscale the social protection programmes to ensure a wider coverage. Currently the Vision 2020 Umurenge Programme has coverage of less than 1 per cent of the population. The Ubudehe Programme has benefited only 8 per cent of the people while the RSSB has benefited slightly over 5 per cent of the people.

Absence of an informal sector pension scheme in Rwanda is a critical issue. Social security is an important tool in preventing and reducing poverty, inequality, social exclusion and social insecurity. However, in Rwanda, like in most developing countries, social security programmes tend to be limited to individuals employed in the formal sector, leaving out the largest part of the population in informal employment that are most vulnerable and exposed to socio-economic risks. Despite social security being a human right and the political will, the issue which is yet to be resolved is how to extend social security to the informal sector in Rwanda.

1.1.4 Occupational safety and health at workplace

Significant progress has been made towards creating an enabling legislative and policy environment for the protection of workers and to ensure workers' health and safety rights. For instance, the Constitution of Rwanda recognizes and upholds workers' right to a safe workplace and declares that every citizen is entitled to a healthy and satisfying environment and obliges the government of Rwanda to ensuring that citizens live and work in a safe and clean environment that promotes and protects their health. This is also supported by the strong political will that exists in support of OSH; adoption of the Occupational Safety and Health Ministerial Order N°02 of 17/05/2012 determining conditions

for occupational safety and health that provides for the health and safety of persons at work, and for the safety and health of persons in connection with the use of plant and machinery and number of specific regulations and guidelines on Occupational Safety and Health are also under review to promote safer working conditions in a number of sectors.

Rwanda has adopted the Compensation for the Occupational Injuries and Diseases law that is aimed at ensuring compensation of employees who have been injured on duty or contracted an occupational disease associated with the work they do. The law laid the basis for the establishment of the Compensation Fund that is geared towards compensating workers for disabilities incurred through occupational injuries or illness resulting in death. However, there is need to review list of occupational diseases.

The Occupational Safety and Health (OSH) National Policy was adopted in 2014 in order to promote and maintain workers' health and capacity; improvement of working environment and work to become conducive to safety and health; development of work organizations and working cultures in a direction which supports health and safety at work and in doing so also promotes a positive social climate and smooth operation to enhance productivity of the undertakings and the existence of by law of the National Tripartite Advisory Body that has representation from the Government, Employers' and Workers' organizations.

However, there are still challenges of low institutional capacity to support the implementation of the OSH mandate and this has among others, translated to inadequacy in OSH inspection and enforcement and mechanisms for accident reporting, recording, investigation and currently the responsibility for promoting occupational safety and health lies amongst different government departments and this fragmentation leads to an uncoordinated national strategy on safety and health. Data from the Rwanda Social Security Board (RSSB) for the period 2007 – 2016 shows a steady rise in the number of reported occupational fatalities for compensation rising from 41 in 2007 to 1,066 in 2016. According to 2016 statistics, traffic accident and the explosive contribute about 42.4% and 24.1% of the fatalities respectively making them the highest risk sector. The country is reviewing its list of occupational diseases as provided for under ILO Recommendation 194 concerning the List of Occupational Diseases and the Recording and Notification of Occupational Accidents and Diseases which is essential for the purposes of prevention, recording, notification and compensation.

There is however general appreciation and awareness of significance of OSH as evidenced by the existence of an OSH policy and in addition the goodwill of social and development partners to promote OSH culture, programs and activities. Strengthening the national OSH system and infrastructure in line with the policy is geared to provide a positive impact on national productivity, competitiveness and quality of life that are central to the decent work agenda and fair globalization. The Government of Rwanda has identified Occupational Safety and Health research capacity as an area that needs to be strengthened in order for Rwanda to effectively reduce workplace incidents and diseases.

Rwanda has made extensive gains in the prevention and treatment of HIV/AIDS: Because HIV/AIDS is most prevalent in working-age populations, its impact on productivity and wellbeing of affected workers cannot go unnoticed in the labour market. Even though much progress has been made nationally to slow the pace of new HIV infections and to increase the proportion of those needing AIDS medicines who receive them, HIV/AIDS still poses huge challenges—challenges that many countries are not fully equipped to overcome. In those contexts, employers fill critical gaps in

prevention, care and treatment that governments do not necessarily have the resources to contend with.

In Rwanda, HIV prevalence is relatively low at 3 per cent among the 15-49 years' age group and awareness of HIV/AIDS is quite high, while 94 per cent of adults requiring ARVs have access. However, regional variations exist with 7.1 per cent prevalence in Kigali City, compared to 2.3 per cent in the rural areas. HIV prevalence is highest among people aged 25-49 years, with prevalence rates reaching 6.7 per cent among the 40-44 years' age-group and 51 percent among sex workers. Gender variation is also evident among women and men aged 15-49 years showing infection rates of 3.7 per cent and 2.2 per cent respectively. HIV/AIDS has been prevented using five integrated components (VCT, PMTCT, Male circumcision, BCC, and HIV Treatment) for scaling-up prevention and treatment. The health sector continues to contribute to the national efforts to halt the spread of HIV and AIDS by 2015 through education of individuals and families about HIV/AIDS, providing motivation for counselling, distribution of condoms, and making sure that all patients with HIV/AIDS or Tuberculosis receive and adhere to treatment (DOTS for TB) and support. At 3 per cent, the HIV prevalence rate has remained stable since 2005.

1.1.5 Existence of national minimum wage

The Minimum wage is one of the labour market instruments used to enhance wage equity at the low earners category. The fundamental purpose of fixing the minimum wage is to give to lower wage earners category necessary social protection as regards to minimum permissible levels of wages and thus prevent potential exploitation of low skilled workers while taking into account employers' capacity to pay. The most frequently mentioned objectives of the minimum wage are the elimination of "sweating" or exploitation, the preservation of purchasing power, the removal of unfair competition and the prevention of industrial conflicts.

In an economy with sectors which differ largely in productivity, it is important to fix minimum wage by sectors since different sectors have different levels of productivity and hence different levels of capability to pay. This is a guide against potential exploitation of low wage earners in some sectors, especially for sectors, with higher productivity and profits but paying too low wages.

Rwanda has ratified the International Labour Convention on Minimum Wage Fixing Machines (No. 26, 1928). A comprehensive study was undertaken by Government of Rwanda to know the distribution of wages in all sectors and categories of work and to establish the relationship and effect between minimum wage and other economic variables, in order to establish minimum wage. In addition, a wide range of consultations have been extended to private sector associations, selected districts and other institutions that in different capacities must be part of the minimum wage setting processes in Rwanda. The study also benefited a lot from recent surveys findings mainly the Manpower Survey findings for off-farm workers and EICV3 findings as well as EICV4.

Currently, there is no national minimum wage and in most cases it is the minimum wage of RWF 100 contained in the 1974, 1973 and 1972 labour laws that are referred to legally. The prevailing law regulating labour in Rwanda No 13/2009 of 27/05/2009 article 76 stipulates "the minimum guaranteed wage per categories of work shall be determined by an Order of the Minister in charge of labour after collective consultations with the concerned organs". However, even if there has been a long period without specified statutory minimum wages, the minimum wage has been an important part of the nation's economy, especially in the financial sector like insurance and pension schemes.

For instance, some insurance companies have opted to adjust it themselves in different periods, the reference minimum wage for compensation to 1,000Rwf (SORAS), 500Rwf (SONARWA), 400Rwf (RSSB) and recently to 1,000Rwf in case of compensation to victim of damage caused by an animal. This gap in existing legislation continues to raise concern about the rising costs and standard of living and the existing minimum wage, especially with increasing anecdotal and statistical evidence that majority of the Rwandan labour forces' earnings are low. A World Bank study on jobs and employment in Rwanda reports that even though earnings have increased substantially in recent years, half of the workers in Rwanda earn RWF 18,175 per month or less. Meanwhile 90 per cent of workers earn less than RWF 65,000 and less than 6 per cent of employed Rwandans earn RWF 100,000 per month or more. This all sums up to one third of the workers' labour earnings being below the national poverty line.

1.1.6 Child Labour Elimination

Child labour is defined by International Labour Organization as work that deprives children of their childhood, their potential and their dignity and that is harmful to physical and mental development. It refers to work that is mentally, socially or morally dangerous and harmful to children, including interference with their schooling by depriving them of the opportunity to attend school, obliging them to leave school prematurely or requiring them to attempt to combine school attendance with excessively long and heavy work.

The Government of Rwanda has made advancement in efforts to eliminate the worst forms of child labor. However, children continue to engage in child labor despite strategies to prevent it such as Rwanda's ratification of the Minimum Age Convention, 1973 (No. 138); Worst Forms of Child Labour Convention, 1999 (No. 182); adoption of National Policy for the Elimination of Child Labor and its 5-year Action Plan to Combat Child Labor; Government participation in and implementation of several programs to combat the worst forms of child labor and Rwanda's current labour law has various child labour clauses including prohibition of employment and apprenticeship of children below 16 years and provision of conditional employment for children between 16 - 18 years. The law also prohibits all forms of employment of children in nocturnal, laborious and unsanitary jobs and services that endanger their health, education or morality. The EICV4 define Child labour as "work" that harms children's wellbeing and hinders their education, development and future livelihoods. Based on that definition of EICV4, the current statistics of this survey indicates that 5.4 per cent of children are child labourers of which 2 per cent are involved in hazardous conditions.

1.1.7 Social dialogue and tripartism

1.1.7.1 Workers' Organization

Rwanda has three national union federations, also called "umbrella organizations". These include CESTRAR, COSYLI and COTRAF. Notably, the trade unions are relatively new. CESTRAR, formed in 1985, is the oldest and is comprised of 16 sectoral Trade Unions. CESTRAR is the most representative trade union. COSYLI was established in 1992 and is comprised of 9 sectoral Trade Unions. COTRAF was established in 2003 and comprises 7 sectoral Trade Unions.

1.1.7.2 Employers' Organization

Formed in 1999, the Rwanda Private Sector Federation (PSF) is the official multi-sectoral representative of employers at national level. It is a large confederation of 10 chambers grouping 71 sectoral associations. Eight (8) of the chambers and their member associations are related to Agriculture, Industry, Finance, Tourism, ICT, Commerce, Arts and Crafts and Liberal Professions. The remaining two chambers that group 13 associations are cross-cutting in nature and include the Chambers of Young Entrepreneurs and Women Entrepreneurs. The PSF was created as an amalgamation of the old employers' organization, Association des Employeurs du Rwanda (AER) and the then Chamber of Commerce and Industry in Rwanda (CCIR). The purpose of merging the two organizations was to combine the advocacy for economic, social and labour given the close interrelation between the three concepts. However, there is need to strengthen the institutional framework for PSF in order to increase the advocacy of fundamental principles and rights at work.

1.1.7.3 National labour Council

The National Labour Council (NLC) is a consultative body at national level, composed of representatives of trade unions, Private sector federation (PSF) and the Civil Society and is created by Article 163 of the Law regulating labour in Rwanda. The Prime Minister's order No. 125/03 of 25/10/2010 determines the mission, organization and the functioning of the National Labour Council (NLC). The body is mandated notably to give advice on bills and draft regulations concerning labour and social security; to identify shortcomings in labour laws and propose amendments; to study all labour, employment, vocational training, social security and safety related issues as well as the working and living conditions of workers; and to determine modalities of establishing the arbitration committee for collective labour. Social dialogue between workers and employers also take place in other tripartite institutions, such as the Rwanda Economic and Social Development Commission (RESC) and RSSB.

Social dialogue is entrenched at the sectoral level through the establishment of workers delegates and occupational safety and health committees at shop-floor level. A survey undertaken by CESTRAR (2013) concluded that the government and the workers' organizations are committed to social dialogue but more could be done. The employers' organization 'has always been the most suspected of not willing to enter into social dialogue' and the large majority of employers are not ready to take their social dialogue practices to the level of negotiated collective agreements. Failure to fully comprehend the benefits of social dialogue and appropriate negotiating techniques could be some of the contributing factors.

Other related challenges on social dialogue include the lack of tolerance by employers to trade unions and little respect for the right to organize and freedom of association and to collective bargaining for trade unions; aggressive negotiation styles and approaches by trade unions; limited knowledge of ILO principles and standards on social dialogue by the tripartite partners and limitations in negotiations skills. There is need to continue strengthen the capacity of social dialogue and tripartism especially through strengthening the capacity of the social partners.

1.1.8 Status of workers' rights

Rwanda has ratified 34 ILO Conventions, which include all the eight (8) fundamental Conventions, two (2) of the four (4) governance Conventions and (22) Technical conventions. Rwanda labour relations are governed and regulated by the Law N° 13/2009 of 27/05/2009 regulating labour in Rwanda and its Application orders. The Labour law provides fundamental rights, contract of

employment, conditions of work, employment duration, works prohibited for children, pregnant and breastfeeding women, remuneration, health and safety at workplace, professional redeployment and employment of the disabled people, employers' and workers' professional organisations, labour conventions and internal rules and regulations governing workers, labour disputes, administrative organs, means of control and penalties.

The law was elaborated in the framework of contributing to the creation of favorable labour conditions and protecting the rights and interests of the employees and employers. In order to operationalize this protection, the Ministry of Public Service and Labour conducts annually the Compliance Inspection with the purpose of assessing how the Law No 13/2009 of 27/05/2009 regulating labour in Rwanda and its Applications Orders are enforced in the Country by the Employers and then after analyse the Causes of non-Compliance with Labour Laws and propose appropriate Measures.

Even though the labour law has been reviewed, they are still issues in the application gap in terms of implementation. The gaps in implementation exist due to non-compliance issues and ratified conventions not been fully domesticated into the national labour laws and regulations. Therefore, there is need to strengthen the capacities of labour inspectors to conduct compliance inspections to solve challenges in the labour market regarding realization of decent work for the majority of workers; coverage of social security, social dialogue, workers' rights; employment Contract (level of Employment Contract); Modalities of Payment (level of employees paid at Bank not in hands); Child Labour (level of Child Labour); Occupational Safety and Health (Level of Safety and Health at Workplace) and rights of trade unions to negotiate. Weaknesses in the enforcement of the laws hamper efforts to promote workers' rights and decent work, particularly those of women workers most especially in informal sector.

2.0 NATIONAL RESPONSE

The Vision 2020, previous MDGs and now Sustainable Development Goals (SDGs) provide the overarching framework for achieving national development and prosperity in Rwanda. A knowledge-based economy driven by its people to attain a middle-income status is one of the key pillars of the Vision 2020. Sets of poverty reduction strategy papers (PRSP) have been implemented to realize the goals and aspiration of the Vision 2020/50. The first PRSP was implemented from 2002 to 2005 to support transitional rehabilitation. The results from PRSP 1 showed that there were improvements in the social sector, but limited progress was seen in the productive sectors of the economy that was also seen as one of the reasons for limited progress in reducing poverty rates in that period. The policy and strategy focus for EDPRS (2008-11) was to (a) accelerate growth and diversification by giving a bigger role to the private sector, and (b) further decentralize governmental functions to take developmental decision-making closer to the people, accompanied by strengthened accountability mechanisms. These priorities were reflected in three flagship programmes: The Programme for Sustainable Growth for Jobs and Exports; the Vision 2020 Umurenge Programme (VUP); and the Governance Programme.

The EDPRS II (2013-2018) was designed to put more emphasis on growth and job creation. The EDPRS identified restructuring of the agricultural sector and creating non-farm employment as critical for raising productivity in the economy. Consistent with the EDPRS strategy, the National Employment Policy aims to create a favorable environment for employment promotion.

The National Employment Policy (NEP) articulates employment enhancing strategies and priorities that can be pursued through national programmes. The priorities highlighted in the NEP include rural infrastructure development focusing on supporting transformation of the agriculture sector; private sector and entrepreneurship development in the formal and informal sectors; youth and women employment promotion; specific employment programmes for disadvantaged groups including the unskilled, semi-skilled and school drop-outs, human resources development and employability as well as strengthening of labour intensive approaches in infrastructure programs. Of all these priorities youth and women have been identified as the priority target group for employment creation programmes. This priority comes out strongly in the Productivity and Youth Employment thematic area of the EDPRS II.

The Decent Work Agenda - underpinned by four pillars of labour standards, employment promotion, social protection, and social dialogue- is embedded in the EDPRS, Poverty Reduction Strategy Paper (PRSP) as well as the National Strategy for Transformation (NST 1) 2017 – 2024. The underpinning rationale in these strategies is that without productive employment, significant progress in poverty reduction, even amidst high growth rate, will remain elusive. There is acknowledgment that there is need to develop policy coherence across all these initiatives to support structural transformation and productive employment creation in both agriculture and industrial sectors.

The International Labour Organization has been providing support to Rwanda since 1994 through programmes developed together with the tripartite constituents and this has included the implementation of projects and programmes on the prevention and reintegration of children involved in armed conflict, the development and adoption of the National Employment Policy, the National Action Plan for Employment Promotion of Youth and Women, which also facilitated the ratification of the Employment Policy Convention No. 122 in 2010. The Plan recommends support for agriculture and livestock development, young entrepreneurs, technical vocational education and training (TVET), and other initiatives targeting vulnerable groups, such as people with disabilities and those living with HIV and AIDS. The ILO has trained Master Trainers on the Start and Improve Your Business (SIYB) training modules and supported several training workshops on entrepreneurship for young people and women, such as AGASEKE.

The Labour Market Information System (LMIS) aims to provide regular up to date information on the labour market. The system relies on secondary data and does not have strong functional links with the National Institute of Statistics of Rwanda. In 2013 the Government established the Kigali Employment Service Centre (KESC), which has to date registered 3078 job seekers, 72 employers and placed 957 job seekers.

Since 2007, the GoR has initiated and implemented several social protection programmes under the EDPRS. These include Vision 2020 Umurenge Programme-VUP, support to survivors of Genocide, grants provided to demobilized soldiers and Ubudehe. Other social protection programmes include: free basic education, contributions to support vulnerable groups to access Community Based Health Insurance (CBHI), support to HIV/AIDS affected people and strengthening the cooperatives movement and others. Programmes to revive economic and livelihood activities have also been supported through construction of houses for the vulnerable groups, subsidies for fertilizers and seeds, distribution of livestock under the one cow per poor family programme and direct cash transfer through the VUP.

Although the initiatives are implemented under different sector strategies, the GoR has articulated an overarching social protection strategy to guide and consolidate efforts under one unified sector in future. The strategy in addition provides a coordination mechanism from the national level to the sector level, an implementation mechanism, and a management information system to ensure smooth implementation of social protection programmes in the country.

Recognizing the need to strengthen social dialogue, the ILO has been providing technical support to the Ministry of Labour and public service (MIFOTRA) and social partners to ensure that they know its importance and have a common understanding on the issue. Various training sessions have been undertaken by the ILO for the NLC and tripartite leadership on ILO principles and standards on social dialogue; mutual gains negotiation skills and freedom of association and the right to organize and collective bargaining.

The labour inspectorate has been strengthened with the appointment of labour inspectors in the districts but they depend on central level under the Ministry of Public Service and Labour. The ILO has offered several training courses on labour inspection and has also provided technical support to train labour administrators, labour inspectorate, employers' organizations and trade unions. The ILO implemented a Gender and Employment Project in collaboration with the MIFOTRA, which in 2008 led to an action plan on the integration of gender and social dialogue in the tripartite institutions.

The ILO supported MIFOTRA in developing a sector plan on the prevention of HIV/AIDS at workplaces. This included developing a network of focal persons in different ministries and in workers and employers' organizations. The ILO also supported the translation of the ILO Code of Practice on HIV/AIDS into Kinyarwanda and its dissemination.

Furthermore, the ILO has provided technical assistance in the development of the Community based Health Insurance Programme. A social protection strategy to help non-profit associations transform into cooperatives was developed among others.

3.0 UNITED NATION'S RESPONSE

From 2008 to 2013, the United Nations System in Rwanda responded to the Vision 2020 and the EDPRS I (2008-11) under the United Nations Development Assistance Framework (UNDAF). The mechanism of delivery was through the Delivering as One UN Programme, prioritizing the support of the UN for six key areas agreed between the GoR and the UN Country Team. The priority areas were governance, HIV/AIDS, health, population and nutrition, sustainable growth and social protection.

During the period 2013 to 2018, the United Nations Development Assistance Plan (UNDAP), which is the business plan of the UN country team, has been and continues to be implemented. The UNDAP supports the realization of the Millennium Declaration, the related Millennium and Sustainable Development Goals (MDGs and SDGs) and the other international development goals, the country's medium-term national development priorities as set out in the EDPRS II, 2013-2018, as well as the Vision 2020. The UNDAP is strategic and results oriented and it clearly reflects the Delivering as One UN's increased focus on delivering upstream support in the national planning and implementation

processes, capacity development, high quality policy advice and technical expertise based on best practices. The UNDAP defines ILO contributions in the areas of supporting an evidence base to further mainstream decent employment in national programmes and budgets. Also, drawing from ILO's experience in enterprise development, the plan has outcomes related to improvement of sustainable enterprises for the youth.

The UN Country Team has articulated three programme results areas in the UNDAP:

- (i) Inclusive economic transformation;
- (ii) Accountable Governance; and
- (iii) Human Development.

These priorities are aligned with the EDPRS 2 and respond to the four thematic areas of Economic Transformation; Rural Development; Productivity and Youth Employment; and Accountable Governance. It also addresses crosscutting areas of the EDPRS II that include foundational issues, such as health, education, macroeconomic stability, demographic issues; food security and malnutrition; and peace and stability.

4.0 LESSONS FROM ILO'S COOPERATION

The ILO is a Non-Resident Agency in Rwanda and has depended on project staff to coordinate and ensure the implementation of ILO activities, which was initially focused on the prevention and reintegration of children from armed conflict and child labour until 2004/05. Even though support continues for child labour, the ILO has been supporting HIV/AIDS; social security and employment and entrepreneurship; and labour relations under the Strategic Policy Framework and various cycles of the Programme and Budget. As the portfolio expands in Rwanda, increasing demands placed on the ILO to ensure that technical support is provided in a timely manner and is tied with the effective planning by the tripartite constituents and the overall national development framework.

Resource mobilization has been critical for the implementation of outcomes in the DWCP and to this effect there will be a need to build capacity of the tripartite constituents, so that they can come up with resource mobilization plans. Knowledge about the DWCP will have to be shared with other partners to build partnerships and hence to attract resources.

Efforts are on-going to ensure that the tripartite constituents and national tripartite consultative and advisory bodies (such as the NLC) have a common appreciation and knowledge on the subject. However, the EDPRS II and the UNDAP have limited interventions in the area of enhancing social dialogue between the tripartite constituents, yet sound industrial relations and effective social dialogue are a means to promote better wages and working conditions ultimately contributing to peace and social justice. These instruments of good governance foster cooperation and economic performance advance social and industrial peace through negotiated solutions to important economic and social challenges and boost stability and economic progress, thus helping to create an enabling environment for realization of the objectives of Decent Work.

5.0 COUNTRY PROGRAMME DEVELOPMENT PROCESS AND PRIORITIES

5.1 Process and identification of priorities

The DWCP articulates the ILO and its tripartite constituents' contribution to productive and decent employment in Rwanda. The expected outcomes and outputs for the four priorities are aligned to the Vision 2020, National Strategy for Transformation (NST 1) 2017 – 2024, EDPRS II, and the 2030 Agenda for Sustainable Development, Addis Ababa Action Agenda on Financing for Development, the African Union Agenda 2063, and the African Union Declaration on Employment, Poverty Eradication and Inclusive Development.

In 2010, a draft DWCP document was in place and activities were being implemented hence the MIFOTRA invited the social partners to finalize the document. The ILO Dar es Salaam officers and technical specialists from Yaoundé provided technical support during a retreat to finalize the document. In the process of finalizing the document, the Government embarked on a process to review the EDPRS I (2008-11) and to start developing the EDPRS II (2013-18). The MIFOTRA proposed that rather than to finalize the draft DWCP document, it would be better to postpone the process and take the opportunity to review the document and update it with the latest information to ensure having a DWCP that was aligned with the EDPRS II (2013-18). The UN agencies were also informed that the Government would not approve any programming document before the EDPRS II finalization, which was expected to be completed by the end of 2012 to ensure effective alignment. The UNDAF cycle was extended to align the processes of the UNDAF with the EDPRS II.

During a series of subsequent participatory consultative meetings with the government, social partners - CESTRAR, COTRAF and COSYLI and the PSF, the ILO and other partners, such as the RSSB and other Government institutions, agreed that the priorities and outcomes that had been identified in the previous draft DWCP document were still relevant and would be retained. These priorities were a reflection of the MIFOTRA and social partners' priorities and were as follows:

1. Employment Promotion for Youth and Women;
2. Social Protection for All;
3. Promotion of Social Dialogue; and
4. Rights at Work.

Table 1: Summary of the Rwanda Decent Work Program 2018-2022

DWCP Priorities	Employment Promotion for Youth, Women and PwD	Social Protection for All	Promotion of Social Dialogue and Rights at work	
DWCP Outcomes	1.1 Increased access to remunerative employment for women and youth 1.2 Skills development programs for youth, women and PwD developed and implemented 1.3 More new jobs for youth and women are increasingly created through enterprises	2.1 Extended coverage of social protection schemes for most vulnerable groups of citizens; 2.2 Sectoral minimum wage guarantee established; 2.3 Improved safety and health conditions at work and compliance with	3.1: Strengthened labour market institutions and increased engagement of social partners (tripartite-plus) to contribute to effective social dialogue and sound industrial relations; 3.2: Enhanced capacity of trade	4.1: Increased protection of workers' and representatives of workers' rights in the workplace 4.2: Increased protection of targeted groups (Children and People with Disabilities) rights in the workplace

		relevant OSH Legislations; 2.4 Incidences of HIV/AIDS at workplaces reduced	unions and employer's organizations to deliver their mandates.	
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5.2: Priority, Outcomes, Indicators and Strategies

Priority 1: Employment promotion for youth, women and PWD

Outcomes

- 1.1: Increased access to remunerative employment for women, youth and PWD;
- 1.2 Skills development programs for youth, women and PwD developed and implemented;
and
- 1.3 More new jobs for youth and women are increasingly created through enterprises

Indicators:

1. Number of graduates from TVET Schools accessing jobs after graduation;
2. Number of new vocational centers established;
3. Number of graduates from short term trainings internship and apprenticeship accessing employment within 12 months;
4. Number of new enterprises created by trained youth, women and PwD that last for more than two years;
5. Number of TVET centers well-staffed and equipped;
6. Number of new jobs created by capacitated entrepreneurs;
7. Number of universities and colleges with entrepreneurship clubs;
8. Number of remunerative and productive jobs created by public and private sector enterprises;
9. Number of Public Employment Services centers established;
10. Number of youth, women and PwDs matched with available opportunities; and
11. Availability of accuracy and timely labour market data to inform policies and strategies formulation and other users.

Outputs

- Output 1.1.1: Sustainable enterprise development projects delivered to youth, women and PwD;
- Output 1.1.2: Increased number of youth, women and PwD engaged in waged off-farm jobs;
- Output 1.1.3: Youth, women and PwD equipped with employable and entrepreneurial skills for private sector satisfaction/development;
- Output 1.1.4: Enhanced capacities for vocational training institutions to respond to labour market needs;
- Output 1.1.5: Enhanced capacities for youth, women and PwD entrepreneurs to create more jobs;
- Output 1.1.6: Increased access to reliable labor market information for evidence-based planning;
- Output 1.1.7: Exploited domestic and global opportunities through public employment service centers;
and
- Output 1.1.8: Strengthened coordination of employment programs.

Strategy 1. Support to the National Employment Programme Coordination

A comprehensive approach advocated in the EDPRS II for meeting the employment challenge and the need to build capacity for employment planning for the long term, it is proposed that a combination of all the coordination mechanism chosen for employment planning in Rwanda is vital. Therefore, the employment promotion coordination mechanism will enable all the different government Ministries and Institutions which includes MIFOTRA, MINICOM, MINALOC, MITEC, MINICYOUTH; MINEDUC, MINECOFIN, MINAGRI, MIGEPROF, RDB, RDB, WDA, NIRDA, RCA, NYC, NWC, NCPD, LODA, BDF, NISR, CoK, Districts, private sector and development partners and other stakeholders involved in employment policy, planning and implementers to work together in a coherent and efficient manner.

To deal with the different actors, promote and coordinate initiatives, lead Ministry and implementing board (RDB) will always convene quarterly National Employment Programme (NEP) Steering Committee Meetings to review the progress on implementation of employment promotion interventions and provide orientation where a need arise. With reinforcement of technical capacities coordination team will help them in receiving and analyzing employment plans of the various implementing agencies of the Employment promotion interventions; also translate national employment targets into Ministries, Agencies and district level targets; coordinate and track the implementation of employment plans at implementing agencies and district level respectively; coordinate credible labour market information flows as required for carrying out monitoring and evaluation of employment targets from implementing agencies; and intervene with targeted capacity-building for facilitating impact evaluation of various activities undertaken by implementing agencies. The secretariat will be in charge of reporting to the SMEs, Productive and Employment sub-sector working group.

Furthermore, the implementation of the NEP will require a decentralized planning framework with provision for the involvement of district level local government authorities. To ensure a cost effective harmonized coordination, planning and reporting of employment and enterprise development interventions at decentralized level, a Business Development and Employment (BDE) Unit within the district structure will be capacitated by ILO to act as a one stop center. The unit will be in charge of coordinating, overseeing, strengthening, and reporting on all employment promotion interventions planned and implemented at decentralized level under District Kora-wigire center. To ensure streamlined and harmonized reporting, District Kora-wigire center will be answerable and report to the BDE unit, then the unit report to the RDB.

Strategy 2. Development of demand driven employability skills and competence based training

Demand driven employability Skills and competence based training vital for private sector skills satisfaction in Rwanda, both in terms of quantity as well as quality of skilled labour force is still deficit compared to private sector needs. There is also the recognition in policy circles that this situation is a major constraint on economic growth and sustainable development and on the quest to gain the status of a middle-income country by the end of the current decade. Education and training systems including TVET institutions have been inadequate with respect to improving the employability of workers, particularly youth (graduates, school-leavers and drop-outs), and enhancing the productivity

of MSMEs. Strategic interventions will focus on providing the Rwandan workforce with necessary skills to meet the growing and changing demands of labour markets mainly in the private sector.

Therefore, a demand-driven education and training systems including a strong emphasis on practical training and on-the-job learning, with the aim of bringing the world of education and training closer to the world of work. Interventions mainly Rapid response training to enable investors get skilled labour force to meet employer/investor labour requirements in a short period of time, Industrial based training to foster hands on skills development, Massive vocational training based on district potentialities and Skills in labour intensive trades (Masonry and Construction, Culinary Arts, Home keeping, Food and Beverage Services, Plumbing, , Welding, Carpentry & Wood Techniques, Ceramics, Handcraft and tailoring, Shoe Making, Hair Dressing, poultry, piggery, mushroom, Aquaculture, apiculture among others) will be critical to improve the quality of artisans, enhance productive self-employment and private sector skills needs. Targeted areas of training will commensurate with emerging economic potential sectors of Rwandan economy that are labour intensive this include; agri-business, agro-processing, manufacturing, construction, ICT, retail trade and services, tourism and hospitality and mining. Recognition of prior learning to enable them get skills passport and further skills upgrading.

Also planning and delivery of education and training for the world of work will involve the active participation of private sector organizations and representatives of industry and commerce to ensure that curricula reflect the skill requirements of employers and businesses. The private sector will be encouraged to contribute to work-specific training linked to their industries and enterprises and in addition emphasis should be placed on transfer of technology through partnerships with foreign-owned large firms who operate in the country and through the participation of domestic firms in their training programmes and the integration of opportunities for internships and apprenticeships and provisions for work experience in education and training systems.

In addition, Apprenticeship is an important on-the-job learning and training system based on agreement between an apprentice and a master craftsman. Training is integrated into the production process and the apprentice learns by working alongside the experienced craftsman, internship programs will see greater participation from private sector firms at a larger scale. Furthermore, due to an increasing number of unemployed graduates from some fields of education with limited demand on labour market; a special training program (Reconversion program) that converts those graduates with high risk of remaining unemployed in long run will be organized to smooth their employability.

Initiate and support training oriented to address the critical and scarce skills gap in the identified high priority sectors of the economy has to be strengthened with capacity building to a more strategic and focused approach that aims at achieving national priorities. Therefore, a focus on the following high priority sectors; (i) Infrastructure; (ii) Agriculture; (iii) Natural Resources; (iv) Investment, Trade and Industry (v) ICT; (vi) Health and (vii) Education.

Strategy 3. Enhance entrepreneurship and enterprise development

The additional jobs required for meeting current and future employment needs of the workforce will come from the private sector through oriented support towards growth of micro, small and medium enterprises (MSME) sector and support transition of informal businesses in the urban areas and rural non-farm economic activities to more remunerative formal status. The private sector, as the engine of growth, potentially offers large dividends in terms of stable job growth. Therefore, creating a conducive environment to foster a flourishing domestic private sector dominated by MSMEs is vital.

Because MSMEs comprise a predominant share of the private sector, and because they have specific characteristics and potentials that distinguish them from larger enterprises, special attention needs to be given in the employment promotion to their role as a potential source of stable job growth in the development of the private sector.

Given the vast majority of jobs in the off-farm sector are in MSMEs and are largely informal, emphasis should be placed on providing support and creating conditions for enhancing the productivity and productive capacity and enabling business environment for these smaller firms to scale up their businesses and grow. In particular, youth, women and PwD with business attractive ideas and entrepreneurs in the informal sector who show growth potential will be provided with tailor-made and on-the-spot practical Entrepreneurship, mentoring and coaching by “Business Development Advisors” (BDA) experienced mentors at their proximity in every sector. To facilitate the upward mobility of their businesses and promote growth, with job creation implications. Investment in practical training and provide tailored business advisory services and technical assistance for established and prospective MSME entrepreneurs to enhance their competitiveness and market share.

It is also necessary support access to finance initiatives and business services for Rwandan MSMEs, such as through existing credit guarantee schemes, quasi equity, toolkit loan facility and similar schemes will be designed to make finance more accessible and less costly. The tax system for MSMEs to reviewed, reforms where necessary and simplified at both district and central levels. This practice will be through consultations under Public Private Dialogue and hence an effective local tax rate fixing and administration to remove any disincentives that prevent the growth of small firms.

Also it is important to develop a linkage between large firms and MSMEs. This has to be a priority under the employment promotion to support the growth of small firms. Incentives could be given to those large firms or labour intensive firms that have the potential to establish linkages with small local firms to promote technology transfer and enhance productivity and promote job creation. As strategy of promoting local products and local firms, will call for a review of existing public procurement laws where special focus will aim at promoting local firms and local products and content. In addition to this, knowledge transfer content and a labour quota system should be applicable during the process of awarding big and large public procurement contracts.

The linkages between FDI and local firms should aim at growth and empowering local entities in terms of job creation, skills and technology transfer. These linkages enable large firms to reduce input costs, increase productivity and shorten the production time, while at the same time providing the domestic suppliers with income and employment opportunities in the economy as necessary for growth.

Community Processing Centres (CPCs) and Integrated Craft Production Centres (ICPCs) will be oriented towards providing non-financial support services for MSMEs. Under the employment promotion, these initiatives must be provided with additional technical support to up-grade skills, modern equipment and to foster technology transfer to those operating in the above-mentioned centers and, in the surrounding economic units of craftsmen, artisans and producers. CPCs will provide facilities for producers at the community level to add value in the processing of raw materials available from that locality, without incurring the total cost of the machinery and technology required in the production process.

Similarly, the expertise of Business Development advisors across the country operating at sector level will be used to enhance competitiveness and productivity of MSMEs by providing tailored business advisory services. In this regards, a critical mass of Business Development Advisors needs to be trained and certified to support start up MSMEs and growing SMEs to; acquire feasible business plans, access capital opportunities, develop marketing strategies etc. For the “District-Kora wigire” centers to be effective, however, their staffs need technical capacity to be able offer effective tailor-made services as well as facilitation to access financial support. A financial sustainability plan should be developed for the District-Kora wigire centers. The District-Kora wigire centres at the district will use existing facilities in an integrated framework.

Strategy 4. Scale-up the framework of Public Works to other Labour intensive Programs

Public works and other similar large scale labour intensive employment programs are to be used as an effective means to reduce poverty, inequality, social exclusion and reduce unemployment as well as to increase income generating opportunities. In Rwanda such schemes are being used to help poor households through the provision employment on a temporary nature on local public works projects. In consonance with similar approach, targeting unemployed youth, women and PwDs through identification and Promotion of labour intensive programs and green jobs are to be given a greater attention to absorb more youth, women and PwDs, especially in environmental protection measures, irrigation scheme initiatives, afforestation, infrastructure development, Integration of Development Projects (IDPs) and other labour intensive mechanisms are to be oriented towards job creation. Further, mapping of opportunities within Secondary Cities to be identified and oriented towards job creation among the youth and women.

Also strengthening of existing public works programs like extended public works program which target vulnerable groups especially PWD, old age and pregnant women to get access to temporally jobs matching with their capabilities for a period of 2 years in order to increase their economic lively hood. Such program would be helpful to review such program and extend to other unemployed youth, women and PWD more especially IWAWA graduates.

Strategy 5. Improve access to reliable labour market information

One of the challenges that Rwanda has is reliable and timely labour and supply information to inform skills and employment development policies and strategies. In this regard, the Government of Rwanda has put in place mechanisms such as Labour Statistics Framework, Labour Market Information Systems (LMIS) under Capacity Development and Employment Board (RDB), Institute of Policy Analysis and Research (IPAR) and the National Institute of Statistics of Rwanda (NISR). ILO will strengthen ongoing efforts as well as initiate new ones. On supply side, Labour Force Survey (LFS) provides labour market data on bi-annual basis and inform policy makers in elaboration of strategies and programmes. Skills and job portals will be strengthened to get reliable supply side data. In the same context, Establishment Census that is conducted once in three years by NISR will be supported to include much information on local investments and Foreign Direct Investments (FDI) enterprise development. The program will endeavour to support the usage of labour market supply and demand statistics in the planning and designing of labour market information especially geared towards women and youth employment.

Strategy 6. Forster Employment Services for domestic and global opportunities

In the effort of the Government of Rwanda to bring employment services to youth, women and PWDs, it has started to establish Employment Services Centre in different Districts of the Country. This initiative will further be extended in order to provide not only local employment opportunities but also global opportunities in the framework of Labour Mobility. These global opportunities will include but not limited to regional projects (especially Northern corridor projects), internships, skills transfer, and promotion of digital/online jobs. Also other employment services such as Women Mentorship Program, Job fairs, Opportunity Scouting in private sector.

Working in close collaboration with the PSF, the Government will establish and equip more Employment Services Centres in other Districts and ensure that the services are accessible to young people and women. This program will support the establishment and strengthening of Employment Services Centres and a web-based LMIS that links job seekers with the employers.

Strategy 7. Enhance women's participation in productive employment

Currently, provisions are being made to introduce a range of schemes in Rwanda that will aim to facilitate women's participation in the workplace. In this regard, the Government in collaboration with others stakeholders should strengthen Collateral guarantee for women of 75%, enhance women mentorship program where advanced women entrepreneurs be their mentor and model for career guidance and business development, promote women's participation in technical and vocational trainings, support women in cross border trade, foster formation of cooperatives for women, develop financial products and services tailored to women needs and priorities, support women in agriculture activities.

Strategy 8. Support women group with special needs

The Government is committed for introducing such schemes which can help women with special needs to participate in a flexible economic activities such as support street vendors to get conducive working environment, strengthen programs combating supporting adolescent girls targeting teenage pregnancies and others, support former prostitutes to acquire skills and start-ups as well as financial literacy.

Priority 2: Social Protection for All

Outcome 2.1: Extended Coverage of Social Security for Workers in the Informal Sector

Indicators

1. Percentage of workers in the informal sector enrolled in social security schemes;
2. Number of new social security schemes introduced; and
3. Number of new contingencies covered by the existing social security schemes

Outputs

- Output 2.1.1: Increased social security products and services for the informal sector; and
Output 2.1.2: Enhanced uptake of private social security products and services by the informal sector.

Strategy 1. Support to inclusion of the informal sector in social security schemes

Social security coverage in Rwanda is low in terms of the number of contingencies covered, benefits provided and the population covered. As of 2016 the Rwanda Social Security Board (RSSB) had only 461,497 contributors, equivalent to no more than 7 per cent of the total working population, most of whom are from the formal sector. The future aim of the Government is to expand the coverage to workers in the informal economy and progressively offer them a set of benefits. Providing social security to workers in the informal economy is undoubtedly challenging owing to organizational problems. One of the most effective ways to address this is by helping informal workers to organize themselves into cooperatives. Currently, RSSB is working with the cooperatives of motorcyclists in Kigali and has managed to register 500,000 workers. Such schemes could be implemented in other provinces.

The ILO will support the RSSB to improve its management information system, particularly data flows from the branch offices and to strengthen the governance of the existing social security schemes to promote transparency and accountability. The ILO will continue to collaborate with constituents and RSSB to design social security strategies such as the one for motorcyclists in other provinces that will include a component on awareness raising and sensitization and in so doing promote the application of Recommendation 202 on Social Protection Floors which recommends to provide guidance in developing strategies to extend higher levels of social security to as many people as possible in accordance with guidelines set out in ILO standards related to social security. The capacities of the informal sector workers will also be strengthened.

In addition, in a bid to effectively extend social security coverage to workers in informal sectors, there is need to enhance long term saving scheme, extend sector specific sensitization and education, organize and strengthen informal sector organization and carry out advocacy.

Outcome 2.2: Extended Coverage of Social Protection Schemes for Most Vulnerable Groups of Citizens

Indicators

1. Percentage of vulnerable population enrolled in national social protection schemes
2. Percentage of population covered by CBHI Scheme;
3. Number of sectors with Vision 2020 Umurenge Programme (VUP) components;
4. Number of beneficiaries of VUP (Public Works (PW), Extended Public works (EPW), Direct Support, Financial Services); and
5. Number of households in bottom 2 UBUDEHE categories in VUP sectors

Outputs

- Output 2.2.1: Enhanced capacity of the tripartite partners to implement the social protection floor;
- Output 2.2.2: Community Based Health Insurance (CBHI) Scheme strengthened;
- Output 2.2.3: Allocated specific resources to the most vulnerable groups (aged and Persons with Disabilities);
- Output 2.2.4: Direct Support is delivered in 416 sectors;
- Output 2.2.5: Public Works is delivered in 416 sectors;
- Output 2.2.6: Extended Public works is delivered in 416 sectors;
- Output 2.2.7: Financial Services is delivered in 416 sectors;
- Output 2.2.8: Vulnerable households effectively targeted for programmes (number of households);

Output 2.2.9: Graduation of beneficiaries monitored and improved;
Output 2.2.10: Public Works projects adequately integrated as cross-cutting issues;
Output 2.2.11: Beneficiary savings implemented; and
Output 2.2.12: UBUDEHE for community development and targeting guidelines is effectively implemented.

Strategy 1. Mechanisms to increase access to social protection for the most vulnerable

The rights guaranteeing social protection have been adopted in the Rwandan Constitution under Articles 9(5), 10, 11, 14, 27, 28, 37 and 38. These serve as a basis for developing laws, policies and strategies for social protection in the country. The aim is to build a comprehensive system which revolves around two main guiding elements. The first element is to build a National Social Protection Floor to cover the most vulnerable households and individuals including cash transfers to provide a minimum income and livelihood security while continuing to extend access to core and essential services for poor and vulnerable households (health, education, shelter, rehabilitation materials, etc.). The second element of this system is the participation of informal sector in the contributory social security.

The building of a social protection floor is complementary to other interventions that are geared towards productivity and growth. A full functioning social protection system not only provides a safety net for the vulnerable, it also addresses inter-generational poverty by enabling people to participate in economic activities. A social protection floor will increase the resilience of population facing shocks and reduce their vulnerability. The ILO and the constituents will support the building of a national social protection floor in a progressive manner, starting with the identification of various core components. Feasibility studies will be undertaken for implementation of old age and disability grants and employment guarantee schemes.

The Community Based Health Insurance (CBHI) Scheme was introduced in 1999 and in strengthening and institutionalizing it, the Government has developed the policy in 2004/2005 and adopted the law and the CBHI has become mandatory. In 2010, the policy was revised to improve the package of health services being offered to members and to ensure the financial sustainability of community system. Many management tools were introduced with the aim of increasing coverage of health insurance and improvement of the quality of medical care. The Government will continue to work with partners, including ILO to strengthen the capacity of CBHI employees to ensure that the Scheme is more equitable and sustainable.

Strategy 2. Scaling up VUP to improve the graduation from poverty of vulnerable groups

The social protection programmes will be implemented across the country and be scale-up to 416 sectors for FS, PW and DS). In addition to the development of scale-up plans, conducting targeting exercises and monitoring beneficiary graduation, VUP will also develop an exit strategy to be implemented at the district level. Individual VUP components will also be improved through reflection of market rates to ensure that the cash transfer amounts are adequate, as well as meeting payment schedules and enabling beneficiaries and eligible individual to access an appeals and complaints mechanism. In the Public Works component, stronger review of the work projects being offered, and their reflection of gender equality and environmental protection, will be conducted. In Direct Services, a mechanism to promote savings will be established, to improve social security for beneficiaries. Beneficiaries will receive training and participate in sensitization activities to increase

knowledge of VUP interventions and the level of community engagement. ILO will support VUP classic Public works and Extended Public works beneficiaries in skills development and formation of cooperatives that can enhance the creation of IGAs to the vulnerable people to improve their livelihood.

Strategy 3. Strengthening Ubudehe Home Grown Initiative to Improve livelihood of vulnerable House Holds

Community development and home grown projects will be supported through UBUDEHE programmes. Household level implementation will also include the dissemination of revised UBUDEHE categories and targeting guidelines as well as the implementation of an UBUDEHE database within the MIS to match the new targets. Key criteria, including ensuring gender equality and the representation of people with disabilities, will be included in the new targeting framework. ILO will support the targeting exercise of Ubudehe categorization which will prove the impact of VUP and UBudehe programmes to reduce poverty from Vulnerable Households.

Regular internal, external meetings and mechanisms for information sharing among the social protection sector, including through continued active participation in the Social Protection Working Group will be conducted. The Social Protection Division in LODA will focus on effective programme delivery, as well as coordination with other social protection agencies and partners, and elaboration of its programmes to address social security and risk management. Capacity building and sensitization for beneficiaries will be conducted to improve the effectiveness of programmes. A biannual review of VUP and UBUDEHE will also be conducted and planning, budget execution and use of funds will be monitored to address challenges with planning and budget execution.

Outcome 2.3: Reduced Impact of HIV/AIDS on Productivity of the Workforce

Indicators

1. Number of institutions implementing HIV/AIDS workplace programmes
2. Number of workers and their household members accessing HIV preventive treatment and care.

Outputs

Output 2.3.1: HIV/AIDS sector strategy and programmes at work place implemented

Output 2.3.2: Partnerships and technical cooperation on HIV mitigation at work place strengthened;

Strategy 1. Enhance the implementation of the Policy on HIV/AIDS at the workplace

The ILO will support the Rwanda Biomedical Centre (RBC) to carry out work place programmes to reduce the incidence of HIV. The economic impact of HIV and AIDS is quite significant. It affects the productivity of a worker; it can become a major drain on family savings; and also increases expenses of an employer. The aim should be to forge partnerships between the government, workers and employers to fight against the spread of HIV and mitigation measures for those who are affected. The employers and workers have interest in working together for prevention, mitigation and care of workers. The ILO will support the development of the National Tripartite Plus Forum on HIV/AIDS and the world of work. Together with the Government and employer and worker's organizations, the ILO will promote strategic partnerships to develop programmes focusing on behavioral change,

increased access and utilization of treatment and services, and better support for workers infected by HIV and AIDS.

Priority 3 and 4: Promotion of Social Dialogue and Rights at Work

Outcome 3.1: Strengthened Labour Market Institutions and increased engagement of social partners (tripartite-plus) to contribute to effective social dialogue and sound industrial relations

Indicator(s)

1. Number of collective bargaining agreements signed;
2. Number of recommendations from National Labour Council that are adopted by Government;
3. Social Dialogue code of Conduct implemented by Tripartite partners; and
4. Number of disputes resolved by social dialogue frameworks.

Outputs

- 3.1.1: Social partners' dialogue, negotiation and collective bargaining skills strengthened;
- 3.1.2: Social Dialogue Code of Conduct implemented;
- 3.1.2: Social dialogue structures reviewed and operationalized;
- 3.1.3: Collective bargaining agreements are concluded and effected; and
- 3.1.4: Minimum wage negotiated through Tripartite plus and established.

Strategy 1. Increase awareness and practice of tripartite social dialogue

Setting up the right mechanisms for dialogue across social and economic policy areas and building the capacity of constituents to participate in such dialogue is the primary aim under this outcome. Despite efforts to develop a governance framework, social dialogue has not been taking place regularly or in a manner that would lead to better results. Technical assistance will be availed to support the implementation of Social Dialogue Code of conduct, which outline the role of the Government and social partners in decision-making processes and constitutes one of the foundations for participatory democracy. The ILO will also support the organization of study visits for tripartite partners to familiarize themselves with good social dialogue practices in other countries and conduct diagnostic research on the situation of social dialogue in the country. Furthermore, training of the bipartite partners in mutual gains negotiations skills will be done by the ILO whilst the revision of the current legislation to better promote collective bargaining by government will be advocated for. There will also be improvement of the current registration system of collective bargaining to better provide more information on the trends of collective bargaining in Rwanda.

Strategy 2. Enhance private sector capacity to participate in impactful social dialogue

The ILO's Bureau for Employers' Activities (ACTEMP) will continue to provide support to the PSF for capacity building activities on issues such as social dialogue, Freedom of Association and Collective Bargaining. In addition, technical support will be provided to facilitate the programme for the establishment of the Bipartite Committee, possibly through a Memorandum of Understanding (MOU) and for the PSF Strategic Plan to be reviewed. Support for strategic planning and resource mobilization will continue to be provided through the ILO's ACTEMP to become a more effective

representative body. In addition, assistance will be provided to the PSF to enhance its capacity in policy development and lobbying in order to be able to influence policy debates.

Strategy 3. Support policy design and enforcement of a minimum guaranteed wage

The establishment and determination of a minimum wage will create an opportunity to enhance the bargaining power of workers; help to develop a clear Government policy and orient dialogue between tripartite constituents. The ILO will support the Ministry of Public Service and Labour to review the labor law and adopt a Ministerial Order setting up the Minimum Guaranteed Wage (MGW/SMG) in both formal and informal sector and thereafter conduct countrywide awareness campaigns.

Outcome 3.2: Enhanced capacity of trade unions and employer's organizations to deliver their mandates

Indicator (s)

1. Number of action plans for workers' and employers' organizational capacity building adopted and implemented;
2. Percentage of Trade union density rate;
3. Number of Employers and Workers' Organizations extend services to respond to the needs of existing and potential members;
4. Percentage rate of Trade union member's participation in decision making (relevant policy formulation);
5. Number of social partners (tripartite plus) capacity building is enhanced to participate effectively in the development of social and labour policy.

Outputs

- 3.2.1: Gap analysis of workers' and employers' organizational capacities carried out with an agreed action plan;
- 3.2.2: Organizational and institutional capacity of trade unions and employer's organizations enhanced;
- 3.2.3: Membership in Employers organizations and trade unions increased;
- 3.2.4: Joint action of PSF and trade unions' confederation promoted; and
- 3.2.5 Increased participation of Employers organizations and trade unions in policy formulation.

Strategy 1. Capacity building for the workers' unions and Employers organization

Training for the representatives of the trade unions will be undertaken to help them develop skills needed for collective bargaining and freedom of association. Some of the training courses will be conducted jointly with the PSF in order to strengthen the bipartite relationship between the employer and workers' organizations. There are several trade unions federations in the country including, among others, CESTRAR, COTRAF and COSYLI and that have been advocating for a fair and balanced working environment and protection of workers' rights. The ILO, through ACTRAV will provide support to strengthen capacities of worker's organizations and employers to actively engage in the development of social and economic policy making and to undertake research, which affects labour market, private sector development and employment to enable them to bring workers concerns to the national discussions and debates.

In order to effectively improve the capacities of workers' and employers' organizations, a training needs assessment will be carried out to point out the specific gaps. Thereafter, a training programme in dialogue, negotiation and collective bargaining skills will be developed and implemented for members of workers' and employers' organizations. Representation of partners will be enhanced under this outcome through mobilization of new members by Trade Unions and employer's organizations with new innovative approaches, such as introducing new and improved services for members. Broadened consultative processes will be applied to mobilize members' views.

Outcome 3.3: Increased protection of workers' and representatives of workers' rights in the workplace

Indicator(s)

1. Number of relevant International Labour Standards domesticated and ratified;
2. Number of compliance audits conducted;
3. Number of reviewed or amended pieces of legislation and policies with tripartite Consultation;
4. Number of labour law infringements at the workplace reduced;
5. Number of inspections at the workplace;
6. Number of law enforcement officers and stakeholders trained in enforcement of labour laws;
7. Number of integrated system on labour administration established and implemented.

Outputs

- 3.3.1: Laws and policies on rights at work reviewed for protection of workers and their representatives;
- 3.3.2: Law enforcement officers and stakeholders sensitized on labour laws;
- 3.3.3: Labor inspection strengthened;
- 3.3.4: Increased compliance audits in workplaces to agreed workplace standard in the private sector;
- 3.3.5: Established integrated labor administration monitoring system;
- 3.3.6: Increased national awareness on the content of up-to-date ILO conventions, both ratified and those earmarked for ratification;
- 3.3.7: Enhanced capacity of Government and Social Partners to implement and comply with and to report in accordance with the requirements of ratified conventions.

Strategy 1. Support to updating of the Rwanda labour legal framework

There is need to review the various provisions of Law No 13/2009 of 27 May 2009 that regulates labour in Rwanda to ensure that they fully conform with the ILO Conventions and take cognizance of comments of the ILO supervisory body-CEACR. The ILO, in collaboration with the Government and the employer and worker's organizations will support a review of the various regulations and bring them on par with international conventions that Rwanda has ratified. Studies and tripartite discussions will be undertaken to further domesticate ratified conventions to guarantee adequate protection of rights at work. ILO will support the awareness campaigns for new labour law, its application orders and ratified conventions to employers, workers and other social partners.

ILO will also support towards improving the capacity of the social partners for compliance with and reporting on ratified conventions. Such support will also be aimed towards improving the turn-around time for submission of reports on request by the Committee of Experts. Support will also be directed

towards examining established ILO Conventions which Rwanda might consider ratifying, in particular those aimed at strengthening labour market governance for the protection of workers' rights and promoting social security to help address the critical challenge of poverty and social exclusion. Building on existing initiatives at the country level, support will be directed towards creating awareness on packages of fundamental governance. Efforts will also be made to support the involvement of all key Government departments as well as the social partners in the reporting process.

The Government of Rwanda will organize forums to discuss the existing labour laws and bring in relevant authorities from the government, employers and workers and then after the legal experts, employer's organizations and trade unions will conduct awareness campaigns to explain the provisions of the laws to the employers and workers. Training programmes will also be developed to increase awareness about laws and regulations concerning labour and employment in Rwanda for worker's representatives, OSH committees and International organisations who are working in Rwanda.

Furthermore, the ILO will work with the Government to provide training and technical support to labour inspectors so that they can carry out compliance audits for better enforcement of labour law and its application orders, advisory, protective functions, hinged upon Convention no. 81 on Labour Inspection which Rwanda has already ratified, more effectively. The role of labour inspection can be further strengthened through the provision of tools and guidance in carrying out inspections and encourage participation of employers and worker's representatives in the inspections. The ILO will provide technical support in the establishment of dispute resolution mechanisms, including mediation and arbitration.

Labour is one sensitive factor of the economy that needs to be handled carefully with reliable and updated information of what is happening in the labour market. Therefore, ILO will support the Government of Rwanda in the establishment of the integrated labour administration monitoring system that will serve as a platform for reporting and tracking labour standards through inspection, employers and employees disputes, reporting on opened and closed enterprises, application and registration of trade unions, employers organizations/associations, Private employment agencies, child labour cases, occupation safety diseases and risks for follow-up and law enforcement. The goal of this system is to remove the delay of paper-based monitoring systems through real-time reporting on labor issues that will trigger next steps for remediation and enforcement.

Outcome 3.4: Improved safety and health conditions at work and compliance with relevant OSH legislation

Indicator (s)

1. Number of programmes implemented by Tripartite constituents to promote improved safety and health at workplace;
2. Number of OSH Specific regulations and Guidelines formulated in line with International Labour Standards;
3. Percentage of Occupational statistics on fatal accidents updated in the Annual Statistical Report on Occupational Injuries and Diseases;
4. Reviewed list on Occupational Diseases;
5. Number of trainings for OSH Inspectors conducted; and
6. Number of trainings for workers and employers especially in informal sector on OSH conducted.

Outputs

- 3.4.1: Improved health and safety conditions on workplace;
- 3.4.2: List of occupational diseases reviewed and updated;
- 3.4.3: Specific regulations and guidelines on OSH developed and implemented;
- 3.4.4: OSH standards developed;
- 3.4.5: Labour inspectors and OSH Committees capacities strengthened to promote safety and health in public and private sectors;
- 3.4.6: Enhanced capacity building of workers and employers on OSH.

Strategy 1. Increase knowledge and practice of OSH at the workplace

Rwanda has an enabling legislative and policy environment for the protection of workers to ensure workers' health and safety rights, but, there is still a high incidence of occupational injuries and fatalities in some of the key sectors of the economy such as mining, construction and agriculture. There are challenges on compliance with safety and health regulations at workplace. Occupational Health and Safety (OHS) policies across Government departments also tend to be fragmented.

ILO support will be directed towards supporting existing initiatives aimed at strengthening national capacity for the enforcement of safety and health regulations; improvement of workplace safety and to strengthen labour inspection for compliance with safety and health regulations in the public and private sector. Advisory support will be geared towards the promotion of an OHS preventative culture and voluntary compliance with safety and health regulations.

OSH specific sector Regulations and guidelines will be developed in compliance with OSH labour standards. There is need to increase the knowledge and awareness of OSH at the workplace as part of workers' rights to healthy and safe working environment. There is very limited knowledge about the current practices and enforcement of OSH in the country. There is also a need to build capacities of OSH inspectors and committees.

Working in close collaboration with the constituents, the ILO will focus on the implementation of the OSH National Policy and subsequently strengthen the capacity of labour inspectors to undertake inspections to ensure that employers comply with established regulations.

Outcome 3.5: Increased protection of targeted groups (children and people with disabilities) rights in the workplace

Indicator (s)

1. Number of children withdrawn from hazardous child labour and rehabilitated;
2. Percentage of PWDs of working age employed in the formal and informal sectors protected;
3. Percentage of public and private institutions with basic facilities that facilitate employees with disabilities; and
4. Number of outputs achieved under the Child Labour Policy and Action Plan.

Outputs

- 3.5.1: Child Labour Policy and Action Plan implemented;

3.5.2: Enhanced enforcement of programmes and policies focused on facilitating PWDs in the workplace.

Strategy 1. Technical and financial support towards addressing child labour and PWDs labour rights

Child labour is a serious challenge which effects in achieving national development goals, such as education for all. The ILO will support Government to implement the national action plan on elimination of child labour to address child labour in the country. As part of it, various campaigns will be undertaken to raise awareness about child labour in the country and communication strategy will be formulated and support its implementation. ILO will provide technical and financial support to concerned departments to monitor and report on child labour in the country. Government in collaboration with ILO, employer and workers' organizations and other partners will conduct awareness-raising campaigns for parents, employers and workers most especially in informal economy in order to eliminate child labour.

Participation in employment is crucial not only for earning an income, but more importantly because it enables active participation in society. However, there are specific groups in society whose disadvantaged position in labour markets is so universal and so marked that it can only be the result of deep-seated structural factors operating almost everywhere. In Rwanda, prevalent cases are those of young people, women and people with disabilities (PWDs). In many instances PWDs have been underestimated and overprotected and their potential and abilities rarely recognised and suffer from discrimination in employment. ILO will enhance cooperation with relevant institutions such as MIGEPROF, MIFOTRA and National Council of People with disabilities (NCPD) to implement programmes and policies that promote inclusion of PWDs in employment.

6. IMPLEMENTATION PLAN AND MANAGEMENT

The Ministry of public service and Labour (MIFOTRA) will be the Secretariat and assume the overall responsibility of managing the DWCP with the following structures being established for oversight, coordination and partnerships.

6.1 Management and Coordination Structure and Roles

6.1.1 DWCP Steering Committee

The formulation, implementation and management oversight role for the Rwanda Decent Work Programme will be driven by the Steering Committee, which will be established under the auspices of the National Labour Council to which it will be obliged to report to. The Committee will be charged with providing oversight and guidance in the implementation of the DWCP. The DWCP Steering Committee will have representatives from the Government, workers and employer's organizations. The Steering Committee will convene at least twice a year to review implementation and endorse annual work plans.

6.1.2 Role of Government, Employers and Workers Organizations

The Government, employers and worker's organizations will provide overall strategic guidance in the implementation, monitoring and evaluation of the DWCP. The GoR, the employers and worker's organizations will also provide technical inputs in the formulation of projects and in the development of Terms of Reference for all the new projects developed under the DWCP. Government, employers and worker's organizations will share responsibility with the ILO to mobilize resources to fund programmes and projects and in some cases cost-share activities and projects.

6.1.3 Role of the National Labour Council

The National Labour Council will be briefed on the overall implementation of the DWCP at its biannual meetings. As it is the council's mission to give advice to the government on policies and laws regulating the labour market it should be appraised on the DWCP which will be contributing towards shaping the labour market and factor in key issues that should be brought to the attention of the government through the Minister of Public Service and Labour.

6.1.4 The Role of the ILO

The Director in the ILO Country Office for The United Republic of Tanzania, Kenya, Rwanda and Uganda will assume overall responsibility for managing the implementation of the DWCP. The Director will be supported by the Programme Officer in the Country Office to ensure that close collaboration and coordination between the ILO and the governing structures results in the realization of the goals.

6.1.5 ILO specialists, Regional Office for Africa and Technical Departments in Geneva

Each priority of the DWCP is supported by a range of technical cooperation projects managed by a National Project Coordinator, with a support structure and is supervised by the respective DWT Specialist from a technical area within which the project falls. The Specialist works hand in hand with the relevant technical department in Geneva. The Regional Workers and Employers Specialists will provide support to the outcomes of workers and employers organizations. The Gender Specialist will provide guidance and support in ensuring that concrete gender equality issues are strengthened in activities. These structures will work together to achieve the component of the DWCP, complementing each other.

6.2 RESOURCE MOBILIZATION

A robust resource mobilization and communication strategy and plan will be developed and implemented by the ILO and its constituents mainly supported by the DCWP Steering Committee, so as to mobilize resources to support the DWCP. The Delivering as One UN Country Management Team in collaboration with the Resident Coordinator will share the responsibility for resource mobilization with the Government, employers and worker's organizations to expedite the timely implementation of projects and activities emerging from the DWCP. To this end, resources will be mobilized from multi-lateral donors, UN and through cost sharing mechanisms with the Government and the employers and worker's organizations. Project formulation, implementation and management will be done through technical cooperation projects in partnership with the Government, employers and the workers organizations.

6.3 MONITORING AND EVALUATION

The DCWP Steering Committee will be charged with reviewing and evaluating the implementation of the DWCP. The Committee will meet quarterly (as it will be agreed by its members) to review updates and reports on outcomes, outputs and activities undertaken within the framework of the DWCP. An updated Projects Matrix will also be presented to the National Labour Council during a session with the DWCP on its agenda.

A midterm review of the DWCP will be conducted midway the DWCP timeframe (2020) and an evaluation conducted at the end of the DWCP in 2022.

The DWCP programme presents a roadmap for the implementation of the Decent Work Agenda in Rwanda over a five-year period. During this time, the DWCP will be reviewed regularly to ensure its relevance to emerging development priorities during the life cycle of the programme.

IMPLEMENTATION PLAN

PRIORITY 1: EMPLOYMENT PROMOTION FOR YOUTH, WOMEN AND PwD

Description: The priority is to support an environment that is conducive for creating full and productive employment for youth and women in Rwanda. This priority articulates three strategies for employment promotion in Rwanda. Firstly, it focuses on an employment friendly policy framework. Secondly, the focus is on increasing the levels of employability through skills development policies that target youth, women and PwD. Lastly, the priority is to support employment promotion efforts through social entrepreneurship, where sustainable enterprises balance financial and non-financial objectives, including mentorship on life skills. Outcomes under this priority provide direct support to the operationalization of the Five Year National Action Plans on youth, women and PwD articulated in the National Employment Policy 2007 and 2014 National Employment Program. Gender equality, a cornerstone of development in Rwanda, cuts across each of these three strategies and is incorporated in the gender specific outcomes.

Context/Problem: Population data in Rwanda indicates that 67% of the population is less than 35 years. In addition, labour market information indicates that more youth are unemployed or underemployed in the rural areas. The unemployment situation in Rwanda is underscored by a deterioration of the labour market due to various reasons, including lack of employable skills among young people, the underdeveloped private sector and an overall persistent poverty closely linked to a slow job growth. A majority of women still work in subsistence farming. Approximately one-third of Rwandan women now head their households.

Outcome	1.1 Increased access to remunerative employment for women, youth and PwD
Description	A number of institutions have mandate to promote development of youth, women and PwD. However, existing employment policies, programs and institutional framework does not sufficiently address issues of youth, women and PwD and it also lacks coherence. This outcome aims to help develop a coherent strategy and mechanisms to coordinate interventions targeting youth, women and PwD.
Strategy	A key strategy is to review and adopt relevant policies on youth, women and PwD employment and build capacities of existing institutions serving youth and women. A number of employment promotion policies and institutional framework exist but these do not appear to sufficiently addressing the youth and women problem. A review is required to ensure that in future policies respond to the unemployment challenges faced by youth and women. Also new policies may need to be formulated.
Indicators	<ul style="list-style-type: none"> - Number of programs and legal instruments developed and monitored; - Number of youth, women and PwD who benefit directly from revised or developed institutional and policy frameworks.
Output 1.1.1	Sustainable enterprise development projects delivered to youth, women and PwD

Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target	Estimated costs (USD)
Number of new enterprises created by trained youth, women and PwD	Field reports Surveys	<ul style="list-style-type: none"> - Support MSMEs to access finance and business services such as credit guarantee schemes, quasi equity, toolkit loan facility and similar schemes to be designed to make finance more accessible and less costly for youth, women and PwDs. - Initiate and Support attractive Business ideas and entrepreneurs in the informal sector showing growth potential by providing them with tailor-made and on-the-spot practical Entrepreneurship, mentoring and coaching by “Business Development Advisors” (BDA) experienced mentors at their proximity in every sector. 	MIFOTRA, MINICYOUT H, MIGEPROF, MINICOM, MINECOFI N,RDB, PSF, TRADE UNIONS, CIVIL SOCIETY, MINALOC, LODA, NWC, MINAGRI, BDF, NIRDA, RDB and UN Agencies,	2018-2022	National Employment policy, National Employment Program 2014-2018 SMEs Policy 2010	120,000 MSMEs	50,080,900
Output 1.1.2	Increased number of youth, women and PwD engaged in waged off-farm jobs	Increased number of youth, women and PwD engaged in waged off-farm jobs	Increased number of youth, women and PwD engaged in waged off-farm jobs	Increased number of youth, women and PwD engaged in waged off-farm jobs	Increased number of youth, women and PwD engaged in waged off-farm jobs	Increased number of youth, women and PwD engaged in waged off-farm jobs	Increased number of youth, women and PwD engaged in waged off-farm jobs
Number of remunerative and productive jobs	Field reports Surveys	<ul style="list-style-type: none"> - Identification and Promotion of labour intensive programs and green jobs to employ a 	MIFOTRA, MINICOM, MINAGRI, MINILAF,	2018-2022	NEP 2014-2018, SME Policy	215,000 jobs annually	565,500

created by public & private sector	large number of youth, women and PwDs - Carryout mapping of opportunities within Secondary Cities and support youth, women and PwDs to benefit from such opportunities for job creation. - Link TVET graduates to opportunities within the construction of Integrated Development Projects (IDPs)	MoE MINEDUC, RDB, WDA, RDB, LODA, RHA, FONERWA, PSF, TRADE , DISTRICTS, UNIONS, UN Agencies,	EDPRS2 and 3				
Outcome	1.2 Skills development programs for youth, women and PwD developed and implemented						
Description	A mismatch between skills demanded by the labour market and those supplied is costing the Rwanda economy and contributing to unemployment and underemployment. There is an identified need for a coordinated approach to address the skills gap. The aim is to link offered skills to the labour market needs and to increase accessibility for youth, women and other vulnerable groups to trainings						
Strategy	The concern to be addressed here is that there are less skilled youth and women to take up jobs that are on the labour market due to lack of skills. The aim therefore is to strengthen the ability of the relevant institutions that provide technical skills as well as entrepreneurship development programs.						
Indicator	Number of youth and women who obtain jobs after targeted skills development training						
Output 1.2.1	Enabling environment for youth, women and PwD to access labour market						
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target	Estimated costs (USD)
Number of graduates from short term training, internship and apprenticeship accessing employment	Private institution reports Internship records	- Support and initiate Rapid response training, Industrial based training, Massive vocational training; - Provide attractive incentives to large firms identified and	MIFOTRA, MINICOM, MINIYOUT H, MITEC MINEDUC, RDB, WDA,	2018- 2022	PSF Employer Survey Public and private internship	150,000 youth, women & PwD.	32,051,219

	Surveys Field visit report Assessment report	encouraged to provide internships and apprenticeships; - Initiate and support a special training program oriented to address the critical and scarce skills gap in the identified high priority sectors; - Support to up-grade skills, modern equipment and to foster technology transfer to those operating in CPCs and ICPCs; - Strengthen recognition of prior learning to enable them get skills passport and further skills upgrading	RDB, NIRDA, PSF, UN Agencies,	Annual reports National Employment Policy 2007 PSF Business Operators Census Skills Audit 2009			
Output 1.2.2	Enhanced capacities for vocational training institutions to respond to labour market needs						
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target	Estimated costs (USD)
Number of TVET centers well-staffed and equipped	Regular assessment reports	<ul style="list-style-type: none">- Mobilize Private and NGO's to invest in TVET Centers- Reviewing of curriculum of vocational training centers to respond to the labour market needs- Establishment of Hands on skills business centers- Link TVET schools with ICPCs for technology transfer	MINEDUC, MIFOTRA, MINEACO M WDA, RDB, NIRDA, PSF, Trade Unions, TEVSA (Technical Education and Vocational	2018-2021	PSF Skills assessment in private sector ICPCs-Agakiriro	60 Centers	120,000,000

				Schools Association), Civil Society, UN Agencies				
Outcome	1.3 More new jobs for youth and women are increasingly created through enterprises							
Description	The expected outcome is to create new jobs including green jobs through enterprise development and entrepreneurship.							
Strategy	Currently youth and women face barriers to start or expand their enterprises. The aim here is to improve access to business development and financial services by facilitating linkages with service providers. Also, through a robust labour market information system, there will be a better matching of skills needed and training programmes.							
Indicator	Number and quality of new jobs created through enterprises							
Output 1.3.1	Enhanced capacities for youth, women and PwDs in entrepreneurship to create more jobs							
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target	Estimated costs (USD)	
Number of youth, women & PwDs trained in entrepreneurship	Report from Business Advisory Services	<ul style="list-style-type: none"> - Strengthen the capacity of BDAs; - Targeted entrepreneurship training programmes to youth, women and PwD; - Initiate the entrepreneurship clubs within universities, colleges; - Provide trainings to existing and new cooperatives in cooperative management and innovation; - Support hawkers, women vendor's programs countrywide; - Strengthen District Kora Wigure Centers; 	MINICOM, MINYOUT H, MIGEPROF, MINEDUC, MIFOTRA, RCA, RDB, , PSF, CoK, BDF, UR, REB, HLI Trade Unions, Districts, UN Agencies,	2018 - 2022	National employment programme National Employment policy	15,000	1,000,000	
Number of universities and colleges with entrepreneurship clubs	Training reports							

		- Create youth, women & PwDs credit lines to easy access to finance						
Output 1.3.2	Increased access to reliable labour market information for evidence-based planning							
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target	Estimated costs (USD)	
Number of accuracy and timely labour market data to inform policies and strategies formulation and other users	LMIS statistic records	<ul style="list-style-type: none"> - Support Labour Force Survey (LFS) to provide updated annual data needed; - Strengthen skills and job portals to get reliable data; - Support Establishment census to provide reliable data - Support mechanism to collect data on local investments and Foreign Direct Investments (FDI). 	MIFOTRA, RDB, NISR, WDA, RDB, PSF, Trade Unions, UN Agencies	2018-2022	EICVs, LMIS, RSSB and RRA database	5 LFSs One Establishment census	4,000 000	
Output 1.3.3	Exploit domestic and global opportunities through public employment service centres							
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target	Estimated costs (USD)	
Number of Public Employment Services centers established Number of youth, women & PwDs matched with available opportunities	Established Public employment service centers	<ul style="list-style-type: none"> - Support Scaling-up Public Employment Service Centres in Secondary Cities; - Strengthen operation process of Public Employment Service Centres; 	MIFOTRA, MINALOC, MINICYOUTH, MINICOM, MINAFFET, MINECOFI, RDB, PSF, TRADE	2017-2021	KESC, Musanze Employment Service Centers	04 Centers established	40,000,000	

			<ul style="list-style-type: none"> - Identification of public and private companies with job opportunities for youth, women and PwDs; - Identification of regional and global opportunities for youth, women & PwDs; - Initiate business plan competition through youth centres. 	UNIONS, CIVIL SOCIETY, UN Agencies				
Output 1.3.4	Strengthen coordination of employment programs							
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target	Estimated costs (USD)	
Number of Employment Promotion interventions mainstreamed in respective sector strategies	Annual reports	<ul style="list-style-type: none"> - Coordinate the planning process of Employment Promotion initiatives; - Follow-up the implementation process of Employment promotion planned interventions; - Follow-up the budget execution of implementing institutions/agencies; - Coordinate the division of labour between development partners intervening in programs; - Contribute in the process of resource mobilization for the implementation of 	MIFOTRA, MINISTRY OF, MIGEPROF, MINICOM, MINECOFI, MINALOC, RDB, RDB, BDF, NIRDA, RCA, PSF	2018-2022	NEP coordination mechanism	All Ministries Institution s, Districts, Private sector, Trade Unions; Civil society.	1,000,000	

		Employment promotion initiatives; - Build the capacity of implementing central and local entities					
PRIORITY 2: EXTENSION OF SOCIAL PROTECTION TO ALL							
<p>Description: Besides providing a safety net, social protection contributes to social stability and enhanced productivity. The goal is to extend access to social protection schemes to more people, in addition to the schemes currently available and progressively build a national social protection floor.</p> <p>Context/Problem: Despite a good level of economic growth in the recent years, there are still many people who are vulnerable. Five main outcomes have been identified as priorities in order to extend social protection to all. These include increasing the number of people covered by social security system, progressive building of a national social protection floor, reduction of child labour, improvement of safety and health at workplace, and also the establishment of a minimum wage.</p>							
Outcome	2.1. Extended coverage of social protection schemes for most vulnerable groups of citizens						
Description	Currently the social security coverage in Rwanda is low in terms of benefits provided and population covered. Moreover, for pension and occupational risks, only 7% of active population is covered in the formal sector. The Social Security Policy of 2009 aims to provide "social security coverage for all". The aim is to extend the coverage to the workers of the informal sector and progressively also extend the set of benefits through the introduction of a range of new schemes.						
Strategy	In order to improve the social security system, it is important to first carry out a needs assessment of the sector to identify the current gaps and identify potential new schemes that could be introduced. For example, maternity insurance has already been established by the Government of Rwanda. The elaboration and implementation of new schemes will allow the social security system of Rwanda to be more comprehensive and to offer more benefits to the Rwandan population. In addition, it is important to involve more and more workers from the informal sector in the social security schemes so that they can benefit from pension, occupational hazards coverage, etc. In order to achieve this, it is necessary to support the organization of informal workers through associations or cooperatives to reach a substantial number of members and support their membership in social security schemes. Finally, it will be important to identify voluntary schemes in order to increase the coverage through community based organizations.						
Indicators	<ul style="list-style-type: none"> - Percentage of workers in the informal sector enrolled in social security schemes - Number of new social security schemes introduced - Number of new contingencies covered by the existing social security schemes 						

Output 2.1.1. Maternity leave benefits coverage increased						
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target
Percentage of informal sector workers covered by a maternity insurance	Maternity leave benefits scheme report	<ul style="list-style-type: none"> - Conduct awareness campaigns targeting employees and employers in informal sector; - Training of labour inspectors, employer's organizations, employers in informal sector to contribute for their employees 	MIFOTRA, MINECOFI N, RSSB, PSF, TRADE UNIONS, CIVIL SOCIETY, UN Agencies	2018-2022	2%	5%
Estimated costs (USD)						
55,000						
Output 2.1.2 Governance of Social Security Schemes improved						
Number of representatives of workers and employers present in the governing bodies of social security schemes	<p>Reports of board meeting</p> <p>Reports of decision making meetings</p>	<ul style="list-style-type: none"> - Advocacy for the tripartite governance of the Rwanda Social Security Board; - Capacity building of workers and employers members of the governance of the Rwanda Social Security Board. 	MINECOFI N, MIFOTRA RSSB, PSF, ILO, TRADE UNION	2018	Law of 2015 modifying and completing the law of 2010 establishing RSSB	At least 1 representative from confederation and PSF
50,000						
Output 2.1.3 Social security coverage for informal sector workers increased						
Percentage of informal workers covered by social security schemes	Rwanda Social Security Board records	<ul style="list-style-type: none"> - Organize informal sector workers into associations; - Sensitization of organized associations and cooperatives; - Strengthen informal sector worker's organizations; - Recognition awards for informal sector employers 	MINECOFI N, MIFOTRA RSSB, PSF, RCA, ILO, TRADE UNIONS, CIVIL SOCIETY	2018-2022	2%	30% of informal sector workers covered
3,000,000						

			complying with social security laws; - Sensitization by worker's organizations about social security / Advocacy.					
	Long term saving scheme reports		-Enhance long term saving scheme to effectively respond to informal sectors workers' needs; -Conduct sensitization and education campaigns.	MINECOFI N, MIFOTRA RSSB, PSF, RCA, ILO, TRADE UNIONS, CIVIL SOCIETY	2018-2022			
Output 2.1.4 VUP components delivered in 416 sectors								
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target	Estimated costs (USD)	
Number of sectors covered with VUP Components	VUP Assessment report	<ul style="list-style-type: none">- Conduct targeting exercises in all VUP sectors;- Review eligibility of households who are non-beneficiaries;- Support beneficiaries to gain full access to Public Works, Direct Support and Financial Services.	MINALOC, MINECOFI N, MINISANT E, MIGEPROG, LODA, NISR, Districts; Civil Society	2018-2022	416 sectors covered with Direct Support Public works 244 Financial Services 240	416 Sectors	2,000,000	
Output 2.1.5 Community Based Health insurance coverage increased								
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target	Estimated costs (USD)	

Percentage of population covered by CBHI	RSSB reports	<ul style="list-style-type: none"> - Sensitization and education of the population on CBHI and its importance; - Involve local leaders in mobilization campaigns; - Capacity building at community level. 	MINISANTE; MINECOFIN; MINALOC, RSSB, DISTRICTS, PSF, TRADE UNIONS, CIVIL SOCIETY, COOPERATIVES, ASSOCIATIONS, UN AGENCIES	2018-2022	84%	100%	1,500,000
Output 2.1.6 Coordination of social protection interventions improved							
Centralized information system available	Data base report	Operationalization of Social Protection Information System	MINALOC, MINISANTE; MINECOFIN; MIGEPROF, LODA; RSSB; DISTRICTS, PSF, TRADE UNIONS, CIVIL SOCIETY, UN AGENCIES	2018-2019	Ubudehe MIS	System operationalized	100 000
Outcome 2.2 Sectoral minimum wage guarantee established							
Description	<p>Rwanda does not have minimum wage since 1980. Currently, the salary is fixed through individual contract negotiation. In order to achieve decent work and improve working conditions, it is important to re-establish a minimum wage by sector. The law regulating labour in Rwanda, 2009 provides a ministerial order that provides a basis for negotiations to determine minimum wage by professional category. Technical support is needed in this process and then after awareness campaign of this Minimum wage Ministerial order once it is adopted to employers and workers.</p>						

Strategy	The Ministerial order will be drafted covering both formal and informal sector basing on New Labour law and once its adopted, the awareness campaigns for better implementation of the established minimum wage will be conducted by Government, employers and workers organizations.					
Indicators	Number of conducted awareness campaigns on established minimum wage both in formal and informal sector available Ministerial order available					
Output 2.2.1	Sectoral minimum wage guarantee is reached through tripartite negotiations					
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target
Number of awareness campaigns established minimum wage both in formal and informal sector conducted	Report on awareness campaigns and implementation available	<ul style="list-style-type: none"> -Tripartite negotiations between employers and worker's organizations in establishment of minimum wage; -Identification of Sectors to be sensitized on adopted minimum wage in both formal and informal sector; -Booklets and brochures on ministerial order on minimum wage produced; -Training of trainers on minimum wage ministerial order conducted; -Training on minimum wage by sector of activities 	MIFOTRA, PSF, TRADE UNIONS, CIVIL SOCIETY	2018-2021	Labour law, 2009	MW/G Consensus reached
						150, 000
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target
Outcome 2.3	Improved safety and health conditions at work and compliance with relevant OSH Legislations					

Description	The Occupational Safety and Health conditions at workplace need to be strengthened. There is currently a need to implement adopted OSH National Policy and develop the legal framework in the field of OSH in order to start its implementation in the country.					
Strategy	The knowledge of the current situation in terms of OSH in the establishment is quite weak and therefore needs to be assessed. The capacity of labor inspectors in terms of OSH should be built and reinforced in order to support the implementation of the policy and legal framework for OSH. The establishment and capacity building of OSH committee at workplace will also contribute towards creating a safe and healthy working environment.					
Indicators	<ul style="list-style-type: none"> - Number of Tripartite constituent's implement programmes to promote improved safety and health at workplace; - Number of OSH Specific regulations and Guidelines formulated in line with ILS; - Occupational statistics on fatal accidents updated in the Annual Statistical Report on Occupational Injuries and Diseases; - Reviewed Occupational Diseases list; - Number of trainings for OSH Inspectors conducted; - Number of trainings for workers and employers especially in informal sector on OSH conducted. 					
Output 2.3.1	Improved health and safety conditions in the workplace; Specific regulations, guidelines and standards on OSH developed and implemented					
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target
Number of strategies in OSH National Policy implemented	Reports on implementation of the specific sector regulations, guidelines and standards available	-Implementation of OSH Policy and plan; -Specific sector regulations, guidelines and standards developed and implemented; -Sensitization/ Dissemination of specific sector regulations, guidelines and standards to employers, workers and OSH Committees conducted.	MIFOTRA, MINILAF; MoE; MINSANTE; MINICOM; MINAGRI; MININFRA; RSSB; RSB; REMA, PSF, Trade Unions, Civil Society, and other social Partners	2018-2022	Labour law 2009; Ministerial order on OSH	OSH Specific regulations, guidelines and standards available
Number of specific sector regulations, guidelines and standards established and implemented	regulations, guidelines and standards available				National policy on OSH	200,000
Output Indicators	Means of Verification	Key actions	Partners	Time line	Base line	Target
Output 2.3.2	Labour inspectors and OSH Committee capacities in the field of OSH reinforced					

Number of labour inspectors trained in OSH	Training reports	- Training of labour inspectors in OSH Monitoring and implementation through Labour inspectors work	MIFOTRA, Public Institutions; PSF, Trade Unions, DISTRICTS	2018-2019	-	Labour Law 2009 Ministerial order on OSH	100% labour inspectors trained on OSH	100,000
Number of institutions with functional OSH committees in private and public	Inspection reports	- Establishment of OSH Committees in public sector				10% Labour inspectors trained on OSH		
		- Elections of OSH Committees in private sector						
		- Capacity building/advocacy of OSH committees						
Number of workers and employers trained on OSH	Training reports	Training of employers organizations and Trade Unions leaders and representatives on OSH	MIFOTRA, Employer's associations, Trade Unions Organizations	2018-2020		Labour Law 2009 Ministerial order on OSH	100% employer's associations, Trade unions and representatives trained on OSH	100,000
Reviewed occupational diseases	List of occupational diseases available	- Conduct a Study to review and update the list of occupational diseases; - Validation of the study Report; - Dissemination of the List of occupational diseases to all social partners.	RSSB, MIFOTRA, MoH, PSF, Trade unions	2018-2019		List of occupational diseases	Updated List of occupational diseases	100,000

Outcome 2.4 Incidences of HIV/AIDS at workplaces reduced						
Description This outcome will focus on providing both technical and financial support to Rwanda Biomedical Center for implementation of strategic plan and management of HIV prevention. The aim is to implement programs to support HIV and AIDS prevention and mitigation at work places.						
Strategy In order to achieve this objective, main strategies include: HIV prevention with a focus on behavioural change promotion, increased access and utilization of treatment and care services, improved support for workers infected and affected by HIV and AIDS and effective management, resource mobilization and coordination.						
Indicators Number of HIV/AIDS programs implemented and sustained						
Output 2.4.1 HIV/AIDS programs at work place implemented						
Output Indicators	Means of Verification	Key actions	Partners	Time line	Baseline	Target Estimated costs (USD)
Number of Public and private institutions with HIV/AIDS programs	Institutions HIV/AIDS implementation reports Number of institutions with OSH operational committees and their reports	<ul style="list-style-type: none"> - Scale up of self-testing using oral quick test targeting employees and their families in Public and Privates institutions. - Availability of quality of condoms and other HIV/AIDS testing materials (Oral quick testing) - Sensitization programs on HIV/AIDS at work place to raise awareness in all institutions - Reinforce the capacity building of Focal points for HIV/AIDS at work place - Implementation of HIV/AIDS Strategic plan 	MISANTE, PSF, MIFOTRA and RBC	2018-2022	National strategic plan for HIV/AIDS	30% 500,000

		in public and private institutions						
Output 2.4.2	Strategic partnerships and technical cooperation for HIV preventive treatment, care and support built							
Output Indicators	Means of Verification	Key actions	Partners	Time line	Baseline	Target	Estimated costs (USD)	
Number of partnerships and technical cooperation activities initiated	MOUs	<ul style="list-style-type: none"> - Joint employers and workers mitigation program initiated to address specific measures e.g. social dialogue, gender equality, etc - Joint resource mobilization efforts conducted to facilitate access to HIV preventive treatment, care and support - Implementation of existing laws and advocacy to ensure the rights of employees infected by HIV, their families and OVCs - Initiation of Micro-financing program (Bank-Loans) for small business to association of employees living with HIV/AIDS. 	MISANTE, PSF, MIFOTRA, CIVIL SOCIETY, RBC and UN Agencies	2017-2021	National strategic plan for HIV/AIDS	One Annually	400,000	
PRIORITY 3: PROMOTING SOCIAL DIALOGUE								

Description: In principle, the implementation of labour policies and programmes should be based on cooperation and trust among employers, workers, and the government. The Government of Rwanda aims to promote mutual interface between the public, private and civil society organizations.						
Context/Problem: Despite efforts to improve the governance of labour market through social dialogue, a number of areas remain a challenge. These include sensitization programmes on the rights of employers and employees, low capacities of tripartite partners on social dialogue and integration of the ratified International Labour Conventions.						
Outcome 3.1	Strengthened labour market institutions and increased engagement of social partners (tripartite-plus) to contribute to effective social dialogue and sound industrial relations					
Description	Currently the functioning of tripartite structure is weak. There is need to strengthen it in order to facilitate the implementation of social and economic policies.					
Strategy	Rwanda has various labour laws and is signatory to many international labour conventions. However, many Rwandans including employees and employers are not familiar with these conventions and laws. It is therefore important to train labour council members on labour laws and international labour conventions to ensure that they understand and apply them. Similarly employers, employees and labour inspectors need to be trained and sensitized. The national labour council has not been fully functional due to lack of capacities; therefore there is need for capacity building for members on social dialogue and other related labour matters.					
Indicators	<ul style="list-style-type: none"> - Number of collective bargaining agreements signed; - Number of recommendations from NLC that are adopted by Government; - Social Dialogue code of Conduct implemented by Tripartite partners; - Number of disputes resolved by social dialogue frameworks. 					
Output 3.1.1	Social Dialogue Code of conduct implemented					
Output Indicators	Means of Verification	Key actions	Partners	Time line	Baseline	Target
Number of dissemination on Social Dialogue Code conducted	Reported use of the code	Social Dialogue Code of conduct disseminated to Tripartite constituents	GOVERNMENT, PSF AND TRADE UNIONS	2018	Code of conduct on social dialogue	100% of Tripartite constituents trained on Social Dialogue Code of conduct
Estimated costs (USD)						15,000
Output 3.1.2 : Promote trade unions to enhance good living standards of workers, employment promotion and increased productivity						

Output Indicators	Means of Verification	Key actions	Partners	Time line	Baseline	Target	Estimated costs (USD)
Number of jobs created Strengthened Social Dialogue	EICV Reports	<ul style="list-style-type: none"> - Establish Trade Unions' Auto-regulation Forum; - Enhance National conscious Trade Unions; - Organize retreats for Leaders from each federation to come up with effective planning; - Improve membership contributions; - Raise awareness on the role of Trade Unions in National Development; - Strengthen financial self-reliance for trade unions; - Encourage trade unions to engage in partnerships in capacity building & professionalism - Ensure capable, respected and relevant Trade Unions; - Ensure a comprehensive database of members of each Trade Union. 	MIFOTRA, FEDERATI ON OF TRADE UNIONS,	2018-2022	Code of conduct on social dialogue	215,000 jobs annually	500,000
Output 3.1.3	Social dialogue structures reviewed and operationalized						
Output Indicators	Means of Verification	Key actions	Partners	Time line	Baseline	Target	Estimated costs (USD)

Number of meetings of NLC per year	Meeting reports	- Reform legal framework governing National Labour Council; - Facilitation of NLC in their meetings; - Capacity building of members in research and arbitration.	GOVERNMENT, PSF, TRADE UNION AND CIVIL SOCIETY	2018-2020	labour law 2009 Constitution and Ministerial order on NLC	5	35,000
Number of council decisions adopted annually							
New NLC Law							
Output 3.1.4	Collective bargaining agreements negotiated, concluded and skills strengthened						
Number of collective agreements negotiated and concluded	Collective agreements available Review of provisions of collective agreements	- Set up joint commission as needed. - Convening meetings for negotiations of collective agreements. - Identification of representativeness of professional organizations - Capacity building of trade unions and employers organization on the technique of negotiations	GOVERNMENT, PSF, TRADE UNION	2018-2020	Labour law, 2009	5	50,000
Outcome 3.2	Enhanced capacity of trade unions and employer's organizations to deliver their mandates						
Description	Strong representative employer organizations are essential for good governance. Towards that end, there is a need to change the institutional structure of the Private Sector Federation, which currently has only one department dedicated to labour and employer's representation. In addition, PSF needs to enhance its capacity for policy development and lobbying in order to be able to influence policy debates.						
Strategy	The key strategy, in the short-term, is to help PSF develop a more coherent strategy and its institutional arrangement. The strategy entails expanding human resources in the institution and capacity building of employers (members) on labour laws and its compliance.						
Indicators	- Action plan for workers' and employers' organizational capacity building;						

	<ul style="list-style-type: none"> - Trade union density rate; - Employers and Workers' Organizations extend services to respond to the needs of existing and potential members; - Trade union members participation rate in decision making (relevant policy formulation); - The capacity of social partners (tripartite plus) is enhanced to participate effectively in the development of social and labour policy. 					
Output 3.2.1:	Gap analysis of workers and employers' organizational institutional capacities carried out with an agreed action plan					
Output Indicators	Means of Verification	Key actions	Partners	Time line	Baseline	Target
Number of capacity building activities conducted	Report on gap analysis	<ul style="list-style-type: none"> - Gap analysis study conducted and capacities of trade unions and employers organisations enhanced; - Put in place a plan for effective representation of employers; - Capacity building on issues of labour standards implemented; - An executive management training programme developed; - Identification of target groups; - Sensitization campaigns conducted; - High level policy meetings conducted for members 	PSF, Trade Unions, Public-Private partnerships (PPPs), MIFOTRA. UN Agencies	2018 - 2022	PSF and Trade unions Strategic Plans	1 50% staff trained
						150,000
Output 3.2.2	Joint action of PSF and trade unions federation promoted					
Output Indicators	Means of Verification	Key actions	Partners	Time line	Baseline	Target
						Estimated costs (USD)

Number of joint actions between Trade unions and employers organisations	Reports of joint actions	<ul style="list-style-type: none">- Identification of required actions to make joint interventions;- Set up a collaboration framework between Trade unions and federations;- Set up a collaboration framework of PSF, trade unions and federations	PSF, CESTRAR, COTRAF, COSYLI and other trade unions, PPPs, MIFOTRA, UN Agencies	2018 - 2020	-	MoU between Employers Association, CESTRAR, COTRAF, COSYLI and Trade Unions	3	100,000
Output 3.3.3 Membership and effectiveness of Employers organizations and trade unions increased								
Output Indicators	Means of Verification	Key actions	Partners	Time line	Baseline	Target	Estimated costs (USD)	
Number of organized employers and workers	Membership database	<ul style="list-style-type: none">- Increase capacity of PSF and trade unions in organizing (recruitment of members, affiliation fees policy, annual subscriptions, internal communication, education/advocacy, leadership, functioning);- Institutional capacity of PSF and trade unions;- Support in Conducting Research and surveys for effective analysis on policies;- Provide logistics support;- Analytical capacity of PSF and trade unions to review the annual report of ILO	PSF, CESTRAR, COTRAF, COSYLI and other trade unions, ILO, PPPs, MOFOTRA, Universities and Research centers, UN Agencies	2018 - 2020	PSF Reports; Trade unions reports and research, MIFOTRA Report on Employers and Trade unions	50% increase	100,000	
Number of research studies are conducted	Publications by trade unions							
Number of publications on policy analysis								
Number of PSF and trade unions comments reflected in the report submitted								

		from committee of experts.				
Output 3.3.4	Increased participation of Employers organizations and trade unions in policy formulation					
Number of policies and laws formulated	Policies and laws adopted	Organize members to effectively participate in policy/laws development and change	PSF, Trade Unions and Federations	2018-2021	Code of conduct on social dialogue	At least 2 per year
						20,000
PRIORITY 4: PROMOTING RIGHTS AT WORK						
Description: Rwanda initiated a reform of its labor laws in 2001. The new labor law underlines increased freedom and flexibility in negotiations between the employers and the workers. However, there are some aspects of this labour law and its application orders which need to be brought in line with International Labour Standards (ILS)						
Problem/Context: Firstly, some employers and employees are not so familiar with the new law regulating labour in Rwanda and its various provisions. Secondly, the ILS ratified has not been fully domesticated. Also, there is a big issue of non-compliance of existing laws by employers.						
Outcome 4.1:	Increased protection of workers' and representatives of workers' rights in the workplace					
Description	The aim of ratifying relevant ILS, domesticating those ratified and revision of labour law is to guarantee more protection of rights at work					
Strategy	The strategy is to undertake an analysis of relevant ILS that should be ratified and domesticated. Based on this the new labour law needs to be revised.					
Indicators	<ul style="list-style-type: none"> - Number of relevant International Labour Standards domesticated and ratified; - Number of compliance audits conducted; - Number of reviewed or amended pieces of legislation and policies with tripartite Consultation; - Number of labour law infringements at the workplace reduced; - Increased number of inspections at the workplace; - Number of law enforcement officers and stakeholders trained in enforcement of labour laws; - Number of integrated system on labour administration established. 					
Output 4.1.1	Increased national awareness on the content of up-to-date ILO conventions, both ratified and those earmarked for ratification					

Output Indicators	Means of Verification	Key actions	Partners	Time line	Baseline	Target	Estimated costs (USD)
Number of conventions ratified	Ratified and domesticated conventions are known	- Conduct study analysis for ratification and domestication; - Advocacy on unratified conventions; - Ratification and domestication process; - Validation and dissemination of both ratified and unratified conventions; - Monitoring and awareness campaigns	MIFOTRA, TRADE UNIONS, MINAFFET, PSF, Human Rights Commission, MINIJUST, Law Reform Commission	2018-20122	Ratified Convention, Labour law, 2009	-	100,000
Number of conventions domesticated	Report on awareness campaigns						
Number of awareness on ILO Conventions conducted							
Output 4.1.2 Laws and policies on rights at work reviewed for protection of workers and their representatives							
Number of provisions of the labour law are revised	Revised labour law	- Tripartite Consultations for revising labour law and its application orders - Labor law gazetted and disseminated to all employers and workers	MIFOTRA, MINIJUST, Trade Unions, PSF, Human Rights Commission, Law Reform Commission	2018-2020	Labour law, 2009	100%	100,000
Number of Modules developed	Reports of training	- Elaboration of Training manuals of different modules; - Pre-testing of the Training manuals; - Revising the Training manuals;	MIFOTRA, Trade Unions, PSF, PPPs, UN Agencies	2018-2019	Labour law, 2009	100%	250,000

		- Publication of the manuals.						
Outputs Indicators	Means of verification	Key actions	Partners	Time line	Baseline	Target	Estimated cost (USD)	
Number of guides on labour law available for each constituents	Labour law guides	<ul style="list-style-type: none"> - Elaboration of the guides; - Production of the guides; - Identification of the trainers; - Training of trainers; - Selection of the candidate - Conduct training; - Study tours; - Sensitization campaign; - Dissemination of guides. 	MIFOTRA, TRADE UNIONS, PSF	2018 - 2019	Labour law, 2009	100%	200,000	
Number of Employers and workers trained	Reports of training							
Number of employers and workers sensitized								
Output 4.1.3	Law enforcement officers and stakeholders sensitized on labour laws							
Number of Modules developed	Reports of training	<ul style="list-style-type: none"> - Elaboration of Training manuals of different modules; - Pre-testing of the Training manuals; - Revising the Training manuals; - Publication of the manuals. 	MIFOTRA, TRADE UNIONS, PSF, PPPs, UN Agencies	2018 - 2019	Labour law, 2009	100%	250,000	
Outputs 4.1.4	Labor inspection strengthened							
Outputs Indicators	Means of verification	Key actions	Partners	Time line	Base line	Target	Estimated cost (USD)	

Number of skills assessment conducted	Report of the skills assessment	<ul style="list-style-type: none"> - Skills assessment conducted for labour inspectors; - Academics and short trainings for labour inspectors conducted; - Study tours conducted 	MIFOTRA, TRADE UNION, PSF,	2018-2020	Labor law, 2009 and ministerial order	1	100,000
Percentage support provided to the inspectorate	Progress reports	<ul style="list-style-type: none"> - Review of ministerial orders regulating functioning of labor inspectorate; - Area Assessment of needs of labor inspectors; - Implementation of the recommendations of the study 	MIFOTRA, TRADE UNION, PSF,	2018-2020	Procedure Manual on labour inspections	1	150,000
Number of joint inspections carried out and elections of workers delegates	Reports of joint inspections Report of elections	<ul style="list-style-type: none"> - Organization of election of workers representatives; - Facilitate representatives of workers to achieve their mission; - Regular meeting between labour inspectors and representatives of workers; - Joint inspections organized with social partners 	MIFOTRA, TRADE UNION, PSF, DISTRICTS	2018 - 2020	Labour law, 2009, report of election, and labour inspectors annual report	100%	200,000
Output 4.1.5	Increased compliance audits in workplaces to agreed workplace standard in the private sector						
Outputs Indicators	Means of verification	Key actions	Partners	Time line	Base line	Target	Estimated cost (USD)

Number of compliance audits conducted	Compliance reports	<ul style="list-style-type: none"> - Identification of sectors where audit to be conducted; - Develop Tools to be used in Audits; - Trainings of Labour inspectors and other stakeholders on developed tools; - Conducting of Compliance audits 	MIFOTRA, PSF; TRADE UNIONS; DISTRICTS; RSSB	2018-2022	Compliance Reports; Labour law 2009	70%	250,000
Output 4.1.6	Established integrated labor administration monitoring system						
Number of integrated system labour administration established and monitored	Integrated system available	<ul style="list-style-type: none"> - Conduct training of users on different Modules; - Trainings conducted for labour inspectors and other social partners; - Operationalization of the system and upgrade the system 	MIFOTRA, RDB; PSF; TRADE UNIONS; DISTRICTS; RSSB	2018-2022	Labour market information system	1	100,000
Outcome 4.2	Increased protection of targeted groups (Children and People with Disabilities) rights in the workplace						
Description	The expected outcome is to reduce child labour in the country through support for implementation of national action programmes. According to EICV4 2013/14 report, child labour is at 3.4. Child labour is a serious barrier to achieving national development goals such as education for all. Child labour prevents children from attending school or leads them to drop out at an early age. Without addressing child labour and its underlying causes, the country will not be able to educate all its children and have skilled workers.						
Strategy	The report on child labour survey has shown that the majority of the children work in the agriculture (farming). The industry comes in the second position to employ children. The Government of Rwanda has adopted National policy against child labor and a National Action Plan that is being implemented. Support will be provided in the implementation of this action plan. Employers, workers and other partners will be involved in the implementation of the policy and the National Action Plan.						
Indicators	<ul style="list-style-type: none"> - Number of children withdrawn from hazardous child labour and rehabilitated; - Percentage of PWDs of working age employed in the formal and informal sectors; - Percentage of public and private institutions with basic facilities that facilitate employees with disabilities; 						

- Number of outputs achieved under the Child Labour Policy and Action Plan; - Report on sensitization campaign on Policy, National Action Plan and legal framework.						
Outputs Indicators	Means of verification	Key actions	Partners	Time line	Base line	Target
Percentage reduction in child labour	Reports on Implementation of Policy on Elimination child labour	<ul style="list-style-type: none"> - National Action Plan on elimination of child labour implemented; - Rwandan population, labour inspectors and employers informed about legal framework on child labour issue (dissemination); - Review of Guidelines on elimination of child labour; - Enforcement of laws by labour inspectors on elimination of child labour; - Capacities of Steering committees both on national and districts level strengthened; - Campaigns on child labour conducted. 	MIFOTRA, MINEDUC, MIGEPROF; NCC; TRADE UNIONS, PSF, MINALOC, DISTRICTS, CIVIL SOCIETY	2018 - 2022	EICV4; Labour law, 2009, Rwanda National Child Labour Survey (RNCLS), 2008	50%
Estimated cost (USD)						
300,000,000						
Output 4.2.1: Enhanced enforcement of programmes and policies focused on facilitating PWDs in the workplace						
Output Indicators	Means of verification	Key actions	Partners	Time line	Baseline	Target
Percentage of PWDs of working age employed in the formal and informal sectors	Awareness raising reports	<ul style="list-style-type: none"> - Review of OSH regulations to cater for people with disabilities; - Provisions of PWDs reviewed in labour law; 	MIFOTRA, NCPD; MINALOC; TRADE UNIONS, PSF; Civil	2017 - 2020	Employment policy; National Employment Programme; labour law 2009	50%
Estimated cost (USD)						
250,0000						

Percentage of public and private institutions with basic facilities that facilitate employees with disabilities.		<ul style="list-style-type: none"> - Awareness raising for PWDs in Private and Public sectors; - Needs analysis conducted for PWDs 	Society; UN Agencies				
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