



Thematic Portfolio

Social Protection in Central Africa

BEL2100201

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Abbreviations

ACC	Accord Cadre de Coopération
ACV	Algemeen Christelijk Vakverbond
AIR	Association des Industriels du Rwanda
ANMC	Alliance Nationale des Mutualités Chrétiennes
ANSSE	African Network for Social and Solidarity Economy
AU	African Union
BDF	Rwandan Business Development Fund
BDS	Business Development Services
BIO	Belgian Investment Company for Developing Countries
BIT	Bureau International du Travail
CBT	Cross-border trade
CDT	Confédération Démocratique du Travail
CDO	Community Development Officers
CDR	Centre de Ressources
CENADEP	Centre National d'Appui au Développement et à la Participation Populaire
CESTRAR	Centrale des Syndicats des Travailleurs au Rwanda
CGAT	Centre des Risques et d'Accompagnement Technique des Mutuelles de Santé
CMO	Convention de mise-en-œuvre (implementation agreement)
CNSS	National Social Security Fund in Congo
COFTU	Confederation of Free Trade Unions
CONAPAC	Confédération Nationale des Producteurs Agricoles du Congo
COPEMECO	Confédération de Petites & Moyenne Entreprises du Congo
COSSEP	Conseil des Organisations Syndicales des Services Publics et Privés
COSYLI	Confederation of Free Trade Unions of Rwanda
COTRAF	Congress of Labour and Fraternity in Rwanda
COVID-19	Coronavirus Disease 2019
CPDS	Cadre du dialogue social
CPDW	Belgian Coordination Platform on Decent Work
CSC	Confédération des Syndicats du Congo
CSI	Confédération Syndicale Internationale
DPS	Divisions Provinciales de la Santé
CRAA	Recherche Agro-Alimentaire
CSO	Civil Society Organization
CSU	Couverture sanitaire universelle
DES	Dynamiques d'Économie Sociale
DGD	Directorate-General Development Cooperation and Humanitarian Aid
DIT	Directorate of Industrial Training
DRC	Democratic Republic of the Congo
DWCP	Decent Work Country Programme
EA	East African
EAC	East African Community
EATUC	East African Trade Union Confederation
ECOSOC	Economic and Social Council (UN)
EDUKAT	Projet Enabel 'Appui à l'enseignement technique et la formation professionnelle au Katanga'
EDUKOR	Programme Enabel de Soutien au Secteur de l'Enseignement Technique et la Formation Professionnelle (ETFP)
EDUMOSU	Programme Enabel d'Appui à l'enseignement technique et à la formation professionnelle dans les districts de la Mongala et du Sud Ubangi en Equateur
EDUT	Programme Enabel d'Appui à l'Enseignement Technique et à la Formation Professionnelle dans le district de la Tshopo
EDP	Entrepreneurship Development Policy
EPRC	Economic Policy and Research Centre
ETFP	Enseignement Technique et la Formation Professionnelle
ERP	Établissements Recevant du Public

EU	European Union
EWICBT	Empowering Women in Informal Cross-Border Trade in the Great Lakes Region project
EWS	Early Warning System
FEC	Fédération des Entreprises du Congo
FUE	Federation of Uganda Employers
GBV	Gender Based Violence
GDP	Gross domestic product
HIVA	Research Institute for Work and Society (Hoger Instituut voor Arbeid)
HR	Human Resources
IDH / HDI	Human Development Index
IFSI	Institut de coopération syndicale internationale
ILO	International Labour Organisation
ILS	International Labour Standards
INGO	International Non-Governmental Organization
INPP	Institut National de Préparation Professionnelle
INSP!R	International Network for Social Protection Rights
IESS	Initiatives d'Économie Sociale et Solidaire
IOM	International Organization for Migration
IUC	Institutional University Cooperation
IWO	Informal Workers' Organisation
JCC	Joint Consultative Committee
KIC	Key Intermediate Change
KinEmploi	Projet Enabel 'appui au Développement de l'employabilité et de l'entrepreneuriat à Kinshasa'
KRC	Kabarole Research Center
LODA	Local Administrative Entities Development Agency in Rwanda
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MFI	Microfinance Institutions
MIFOTRA	Ministry of Public Service and Labour in Rwanda
MINALOC	Ministry of Local Governance in Rwanda
MINECOFIN	Ministry of Economic Planning and Finance in Rwanda
MINICOM	Ministry of Trade and Commerce in Rwanda
MIP	Multi-annual Indicative Programme
MiR	Made in Rwanda
MOCC	Mouvement Ouvrier Chrétien du Congo
MoES	Ministry of Education and Sports in Uganda
MoFPED	Ministry of Finance, Planning and Economic Development in Uganda
MoGLSD	Ministry of Gender, Labour and Social Development in Uganda
MoH	Ministry of Health in Uganda
MoLG	Ministry of Local Government in Uganda
MoTWA	Ministry of Tourism, Wildlife and Antiquities
MPME	Micros/Petits et Moyennes Entreprises
MSE	Micro and Small Entreprises
MSME	Micro, Small, Medium Enterprises
MSI	Mouvement pour la Solidarité Internationale (BIS)
MTN	Mobile Telecommunications Company
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
NDP	National Development Plan
NEC	National Employment Council
NEP	National Employment Programme
NESA	National Examination and School Inspection Authority
NGO	Non-Governmental Organization
NHS	Nation Health Survey
NHIS	National Health Insurance Scheme
NISR	National Institute of Statistics of Rwanda
NOTU	National Organization of Trade Unions in Uganda
NSSF	National Social Security Fund in Uganda
NST	National Strategy for Transformation in Rwanda

OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
ONGI	Organisation Non Gouvernementale Internationale
ONU	L'Organisation des Nations unies
OIT	Organisation Internationale du Travail
ONEM	Office National de l'Emploi
OSC	Organisations de la Société Civile
OSH	Occupational Health and Safety
PAMAC	Plateforme des Acteurs Mutualistes d'Afrique Centrale
PAMUSAB	La Plateforme de concertation des Acteurs des Mutuelles de Santé au Burundi
PAN	Plan d'Action National
PC	Partner Committee
PFTH	Pro-Femmes Twese Hamwe
PIB	Produit Intérieur Brut
PMU	Project Management Unit
POMUCO	Plateforme des Organisations Promotrices des Mutuelles du Congo
PRODDDES	Réseau de Promotion de la Démocratie et des Droits Économiques
PS	Permanent Secretary
PS	Protection Sociale
PSF	Private Sector Federation
PSFU	Private Sector Foundation Uganda
RAM	Rwanda Association of Manufacturers
RDB	Rwanda Development Board
RTB	Rwanda TVET Board
REWU	Rwandan Extractive Workers Union
RMA	Rwanda Mining Association
RPL	Recognition of Prior Learning
RSE	Responsabilité Sociétale des Entreprises
RSSB	Rwanda Social Security Board
RWF	Rwandan Franc
SACCO	Savings and Credit Co-operative Societies
SB4U	Sustainable Business for Uganda
SDG	Sustainable Development Goals
SG+	Skills and Attitude + Governance and Anti-Corruption
SMIG	Salaire Minimum Interprofessionnel Garanti
SolSoc	Solidarité Socialiste
SOLIDARCO	Solidarité Belgique – Congo
SOLIDARIS	Mutualité Socialiste
SPE	Service Public de l'Emploi
STECOMA	Syndicat des Travailleurs de Entreprises de Construction, Menuiserie et Artisanat
SSU	Support to Skilling Uganda
TD	Travail Décent
TDC	Trade Development Center
TEI	Team Europe Initiative
ToC	Theory of Change
TPSP	Thematic Portfolio Social Protection
TTE	Teacher Training Education
TVET	Technical Vocational Education and Training
UCL	Universitaire Catholique de Louvain
UGX	Ugandan Shilling
UGP	Unité de Gestion de Projet
UHC	Universal Health Coverage
UHOA	Uganda Hotel Owners Association
ULB	Université Libre de Bruxelles
UN	United Nations
UNAF	Ugandan National Apprenticeship Framework
UNICEF	United Nations Children's Fund
UNTC	Union Nationale des Travailleurs du Congo
USD	United States Dollar

UTB	Uganda Tourism Board
VLIR	Vlaamse Interuniversaire Raad
VLSA	Village Savings and Loans Associations
WB	World Bank
WBL	Work-based Learning
WPL	Workplace Learning
WSM	We Social Movements

1 Composition of the portfolio

The table below gives an overview of the new Thematic Portfolio Social Protection in Central Africa (2022 – 2026) and shows the budget and the implementation period for each intervention of the portfolio. There is no budget reserve foreseen at this stage.

Intervention	Period	Budget
<u>Intervention 1</u> Social Protection in Uganda	2022- 2026	16.2 million €
<u>Intervention 2</u> Protection Sociale en RD Congo	2022- 2026	16.2 million €
<u>Intervention 3</u> Social protection in Rwanda (including regional component ¹)	2022- 2026	17.6 million €
Budget reserve		0 €
Belgian government financing		50 million €

Out of the total budget of 50 million €, a total of **5,477,800 €** is foreseen for **international expertise**. Reference is made to chapter 4 for a more detailed overview of the international expertise.

Below is the **indicative annual budget planning** for the 5 years (2022 – 2026):

(in million EURO)	Year 1	Year 2	Year 3	Year 4	Year 5
Indicative budgetary planning	7,8	13,3	12,2	10,9	5,8

¹ The regional component of the portfolio is being hosted and facilitated by the Rwanda intervention (intervention 3) and is therefore integrated within the Rwanda intervention. However, the regional component and its activities apply to the three countries of intervention.

2 Thematic Strategy

2.1 Context

Instruction letter

On 23 March 2021, Enabel received from the Minister of Development Cooperation the **instruction letter to develop a strategy for a Thematic Portfolio on Social Protection in Central Africa** (2022-2026) for a total budget of 50 million €. The instruction letter orients the thematic portfolio towards the labour component of social protection and decent work, with a focus on (a) the creation of decent work and productive employment, (b) social protection for workers and (c) making steps towards formalising informal work.

The letter specifically suggested to build a thematic portfolio that presents a mix of institutional strengthening whilst working at the same time on the realisation of tangible and concrete results at the level of the beneficiaries. The final beneficiaries are both active and (still) non-active, women and young people (16-30 year) in the formal and informal economy and in precarious jobs.

The portfolio will be implemented in DR Congo, Rwanda, and Uganda, and has a regional dimension for learning, exchange, and networking (that can include participation by Burundi). Furthermore, the ambition for Belgium is that this thematic portfolio becomes a Team Europe Initiative on Social Protection, beyond only social protection for people of working age.

Social protection and decent work

Over the past decade, **social protection and decent work have gained significant international attention**. According to the World Bank (2019), rising labour incomes directly accounted for about 40% of the drop in poverty worldwide over the past 10 years. Meanwhile there is a growing consensus that jobs have a bigger role to play than just providing a fair income. As a matter of fact, in the absence of social protection mechanisms, workers are also exposed to risks in case of accidents at work, illness or pregnancy.

Likewise, social protection and decent work are high on the **Belgian agenda**. The Belgian Development Cooperation law explicitly promotes inclusive, fair and sustainable economic growth, local entrepreneurship, the social economy and ILO's Decent Work Agenda. The 2021 Policy Statement and Policy Paper of Belgian Minister Kitir specifically targets decent job creation and social protection.

First launched in 1999, ILO's **Decent Work Agenda** has become the leading international normative framework. It claims that decent work should deliver a productive and fair income, safety and security, social protection, better prospects and opportunities for workers to participate in decisions that affect their lives. Thereby, ILO has structured its approach to decent work around 4 pillars: (1) decent job creation (2) rights at work (3) social protection of workers, and (4) social dialogue. These pillars became integral components of the new 2030 Agenda for Sustainable Development.

In **SDG terms**, it comes down to contributing to SDG1 on 'no poverty', in particular 1.3 'social protection systems for all'; and SDG 8 'decent work and economic growth', particularly targets 8.5 'full and productive employment and decent work' and 8.8 'protection of labour rights'. For this strategy, the ILO frameworks on Social Protection Floors and Decent Work have been used as the reference framework.

As this is the first thematic portfolio on social protection and decent work, Enabel designed a **new approach on social protection and decent work**, with unique solutions in line with the orientations

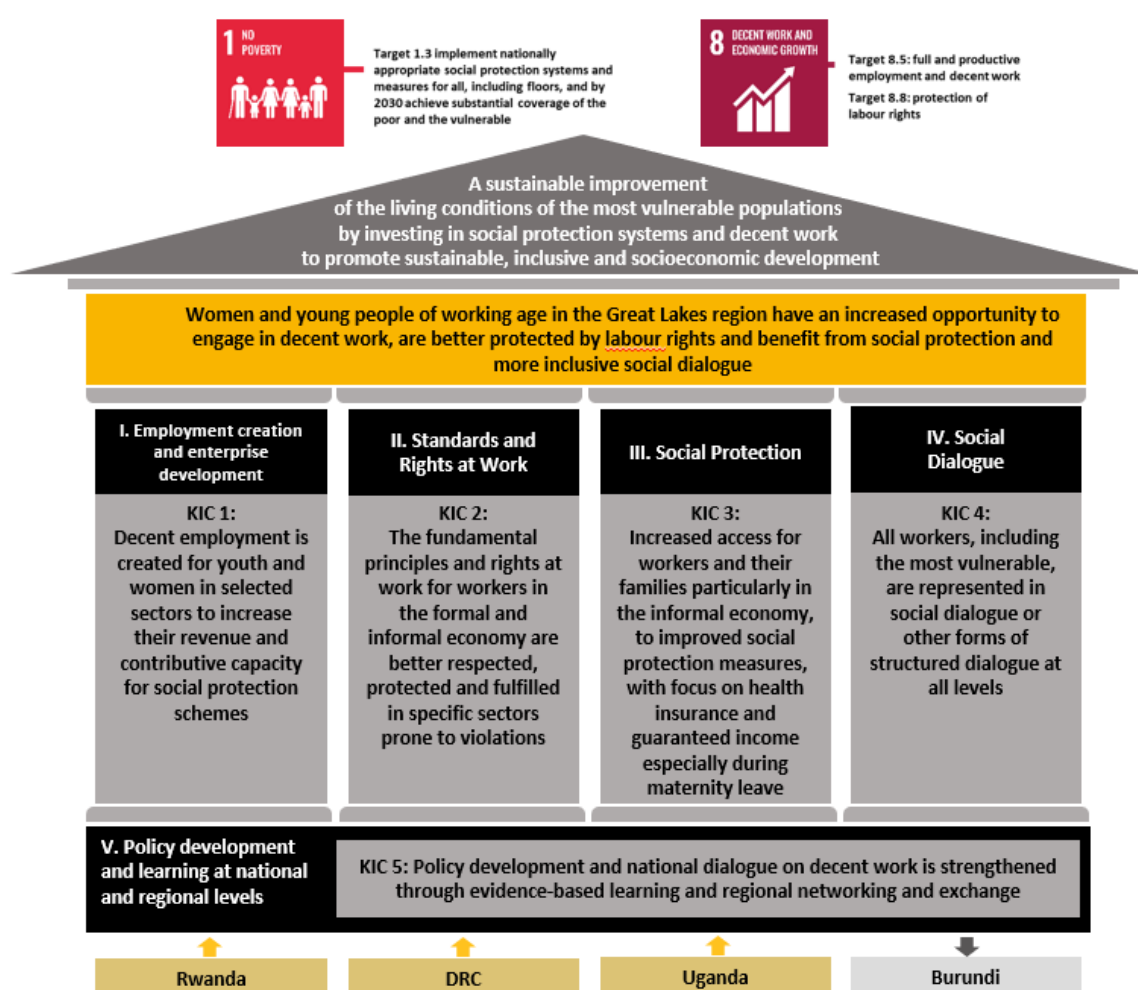
provided by the instruction letter and the added value Enabel can bring with its partners. The portfolio seeks complementarity with other bilateral programs in Central Africa and will contribute mainly to address the global challenge of social and economic inequalities.

2.2 Theory of Change

The long-term ambition of this strategy is to improve the living conditions and resilience of the most vulnerable populations in the Great Lakes region by investing in social protection systems and decent work, as well as contributing to the promotion of their sustainable and inclusive socioeconomic development (General Objective).

The specific vision of this strategy is that women and young people of working age in the Great Lakes region have an increased opportunity to engage in decent work, are better protected by labour rights and benefit from social protection and more inclusive social dialogue (Specific Objective).

Figure 1: Theory of Change for Thematic Portfolio Social Protection



The theory of change is constructed around five key intermediate changes, or strategic axes. The five strategic axes of this strategy are structured along the 4 pillars of decent work (ILO), and one fifth axis was added to ensure efforts on learning, policy development and national dialogue are adequately addressed at national and regional level. The 4 pillars of Decent Work of ILO are the reference framework to structure our initiatives.

- Strategic axis 1 – Decent employment is created and accessible for youth and women in selected sectors to increase their revenue and contributive capacity for social protection schemes (pillar 1 decent work).
- Strategic axis 2 – The fundamental principles and rights at work for workers in the formal and informal economy are better respected, protected and fulfilled in selected sectors prone to violations of these principles and rights (pillar 2 decent work).
- Strategic axis 3 – Increased access for workers and their families to improved social protection mechanisms, particularly in the informal economy, with a focus on health insurance and guaranteed income especially during maternity leave (pillar 3 decent work).
- Strategic axis 4 – All workers are represented in social dialogue or other forms of structured dialogue at all levels. Their rights are defended, extended and acquired, with a focus on women and youth (pillar 4 decent work).
- Strategic axis 5 – Policy development and national dialogue on decent work is strengthened through evidence-based learning, and regional networking and exchange (transversal)

In addition, the portfolio will focus on the following **transversal themes and principles**:

- Social dialogue has a key role in all components of the portfolio as it is both a goal and means for creating more decent jobs, enforcing labour rights and building social protection.
- Gender equality takes a central role in this portfolio where gender is mainstreamed throughout, and special attention is paid to specific problems faced by girls and women.
- The creation of green jobs that provide decent working conditions is key in the fight against climate change and the protection of the environment as a transversal theme for the thematic portfolio.
- The thematic portfolio foresees strong partnerships during the design and implementation where Enabel will work in close collaboration with local, national, Belgian and international partners.
- Human rights-based approach serves as an analytical framework. All activities will be cross-checked against this approach and contribute directly or indirectly to the realization of human rights.
- Likewise, vulnerable groups and partner countries take a central position in this portfolio so that no one is left behind.
- Finally, this portfolio creates room for exploring and implementing digital, technological and low-tech innovations that accelerate the impact on social protection and decent job creation.

2.3 Change domains and country strategies

Figure 2: ToC Key intermediate changes and change domains

	I. Employment creation and enterprise development	II. Standards and Rights at Work	III. Social Protection	IV. Social Dialogue
KIC	Decent employment is created for youth and women in selected sectors to increase their revenue and contributive capacity for social protection schemes	The fundamental principles and rights at work for workers in the formal and informal economy are better respected, protected and fulfilled in specific sectors prone to violations	Increased access for workers and their families particularly in the informal sector to improved social protection measures, with a focus on health insurance and guaranteed income especially during maternity leave	All workers, including the most vulnerable, are represented in social dialogue or other forms of structured dialogue at all levels
Change Domains	• Creation of more and better jobs through growth of entrepreneurs, existing and new MSME's in specific sectors • Increased employability and work-readiness of (future) workers • Better employment promotion and more active labour market programs	• Increased commitment to address rights at work and support to effective implementation • Strengthened administrations in charge of inspection on labour and social security • Increased awareness and access to reliable and accessible information and services on labour rights	• Workers and their families benefit from a health insurance that gives access to affordable health services of good quality • Guaranteed income for all, with a focus on maternity leave for women	• (Re) activation and revitalization of social dialogue mechanisms at all levels • Stronger trade unions and representative organisations are accessible to all right-holders and carry their voices • Reliable data and statistics on Labour market and informal economy are available to inform decision-makers and social partners
KIC	V. Policy development and learning at national and regional levels	Policy development and national dialogue on decent work is strengthened through evidence-based learning and regional networking and exchange		
Change Domains	• Up-stream policy advice through learning, research and knowledge exchange at national level • Strengthening of regulatory and legislative frameworks and implementation mechanisms on decent work at national level • Facilitate national policy dialogue and coordination on decent work • Regional networking, learning and exchange of expertise on decent work is strengthened			

Given the diversity of the countries, the thematic strategy describes the changes from a broad and generic perspective; with country specific orientations described under each country intervention. In each section, the countries have identified specific activities under each strategic axis (or result), with the regional component carried by the Rwandan intervention. Countries have identified beneficiaries and intervention zones accordingly.

The promotion of Decent Work and Social Protection are a shared responsibility of public authorities, Civil Society Organisations (CSOs) and economic players. As such, Enabel plans to engage with main players at local, national and regional level.

3 Components of the portfolio

3.1 Social Protection in Uganda (intervention 1)

3.1.1 Executive summary

The intervention in Uganda aims to improve the lives of young people and women that are active in work or looking for work in the sectors of **agriculture** (coffee and cocoa), **the green economy and tourism & hospitality** by promoting the four pillars of decent work across a variety of activities. These sectors, which have been selected in consultation with local partners, have been identified as the main economic drivers of the region and those with potential for growth and decent job creation. In addition to this, these sectors have the need, and the potential to implement dimensions of the decent work agenda.

To facilitate and enhance the positive impacts and the sustainability of this intervention, it will be implemented at **central level (MoGLSD) and at local level** in the **Albertine-Rwenzori region**. This region was not only selected according to its sectors, but also because the Belgian development cooperation already has a focus and initiatives there. This will enable the portfolio to build on previous achievements and benefit from existing partnerships, all while enhancing the coherence and synergies with the already ongoing bilateral programme.

Throughout the intervention, not only have the activities been designed in consultation with local partners, but the implementation will also be done in part via partners. By doing this, the intervention enhances local ownership of the activities by having them involved from the start and listening to their priorities, needs, potential and competences. Another big advantage of this is that it will facilitate the sustainability of the activities post-intervention as the partners are already working on these and in some instances, are already in the driver's seat.

First of all, the intervention will **promote decent employment** by enhancing existing jobs and creating new decent jobs, improving the employability of (potential) workers and matching them with decent jobs. Concretely, this involves four groups of people: coffee and cocoa farmers, unemployed young people in the hospitality and tourism sector, entrepreneurs in the green economy and young professionals looking for a first job.

More specifically, activities have been tailor-made to suit the needs and contexts of each group to best achieve the objectives and will be implemented with and by local partners. In practice, this means that **600 coffee and cocoa farmers** will be assisted to improve their working conditions, income and savings. **750 young people in the hospitality and tourism sector** will be equipped with the necessary skills to secure a decent job. **2000 entrepreneurs** will be provided with the necessary support to create their own successful job in the green economy. Finally, **600 young professionals who are looking for a decent job** will be accompanied throughout the process. These activities will fit under the 1st pillar of the decent work agenda and will form the basis for the other activities across the intervention.

Decent job creation and securing a job are not sufficient to achieve decent work, as they are only one aspect of the big picture. Once people have a job, it's important to ensure that this job is safe and secure, provides fair wages and respects standards, amongst other things. In order to ensure this, workers and their employers need to be aware of and better understand the **fundamental principles and rights at work** (pillar 2 of the decent work agenda).

To achieve this, the intervention targets three groups of beneficiaries: a) the beneficiaries identified in result area 1 of this intervention (farmers, entrepreneurs, young people in tourism and hospitality

and those looking for a first job), b) the beneficiaries of other ongoing cooperation programmes (BE, EU, WB, etc.) and c) the larger population of the region.

The first two groups will gain knowledge of the fundamental principles and rights at work by having access to and participating in trainings on decent work (activity 2.2). The larger population of the region will be reached via a general awareness campaign which will be carried out in collaboration with ILO and potentially implemented by a private sector partner, enhancing local ownership (activity 2.1). In addition to this, the Ugandan tripartite partners (Unions, employers, MoGLSD, etc.) will spread the campaign messages and engage in these.

Moreover, as women are often discriminated against in the workforce, the intervention will pay particular attention to gender rights at work and will ensure that these rights are better protected by promoting measures that will have a direct impact on women (activity 2.3).

These activities will provide workers and employers with the necessary knowledge regarding decent work and further inform them of their rights, which are needed to stimulate change.

However, to guarantee standards at work and workers' rights, these not only need to be implemented, but also respected and enforced. To stimulate this and to ensure their durability, the intervention will support the labour officers in the region to better perform their duties in prevention, inspection and reporting (activity 2.4).

Another central aspect of decent work is **social protection** (pillar 3 of the decent work agenda). More specifically, workers and their families need and have a right to (increased) access to social protection measures, including health insurance and income guarantee schemes such as maternity leave. For this intervention, it is particularly important to extend social protection to the informal sector who are often excluded from social protection schemes, despite being part of the population most in need of it due to their precarious employment situations.

As a step to achieving this in the agriculture sector, the intervention will ensure to strengthen the Village Savings and Loan Associations (VSLAs) (where the coffee and cocoa farmers have their savings groups, facilitated by activity 1.1 in result area 1 by extending their services to include coverage of health and maternity risks.

Regarding the social protection coverage of informal workers in the selected region, the intervention will identify and implement new innovative solutions that cover health and maternity risks for informal workers. This will be done by an innovation challenge (activity 3.2), and by supporting existing social protection schemes. The latter will be achieved by partnering with CSOs on the ground in order to enhance local impact.

These activities also aim to feed national dialogue on the development of Universal Health Coverage with evidence-based learning (3.1). This activity takes place under result area 3, but is intricately linked with result area 5, which aims to strengthen policy development and national dialogue. In addition to this, this evidence-based learning will be mobilised for the regional networking, learning and exchange activities, allowing other key stakeholders across the region to benefit from the findings.

The fourth pillar of the decent work framework is **social dialogue**. Tripartite social dialogue is a vital part of decent work as it facilitates decision-making, but more importantly, because it's an opportunity for workers to be represented at the table. This means that tripartite social dialogue allows the workers to have their rights defended, extended and acquired. This is why the intervention aims to empower the tripartite constituents to contribute to positive social dialogue and stronger tripartite relations. This includes activities to strengthen the Trade Unions representing the agriculture, the tourism and hospitality and the green economy sectors (activity 4.1), the employers' federation (activity 4.2), and the women's organisations (activity 4.3). In addition to these, specific activities have been designed to stimulate social dialogue at local and at national level (activity 4.4).

As the beneficiaries of these social dialogue activities, the sectoral Trade Unions, the employers' federation and the women's organisations will be enabled to participate in national social dialogue. This will enhance their voices to advocate for change and standards, and play a role in strengthening policy development, as part of the 5th strategic axis of this portfolio.

Finally, in order to capitalise from the different activities, the intervention will work under result area 5 together with stakeholders to **promote policy development and national dialogue related to decent work**. This will be done through evidence-based learning and regional networking and exchange. This will ensure that the activities across the intervention are embedded in the institutional landscape and are sustainable. Furthermore, this result is complemented by the regional facilitation and regional activities (such as regional networking) which are integrated under the Rwanda intervention as Rwanda is hosting the regional component of the portfolio on behalf of the three countries.

This last result area is important because it would allow for more people (especially the most vulnerable) to benefit from the decent work agenda, beyond the scope of this portfolio. National dialogue and regional networking and exchange for evidence-based policy development will produce an enabling environment in which everybody at some point will be able to benefit from decent work.

3.1.2 Context

This intervention will contribute to two strategic objectives of the third National Development Plan (NDP III) aiming at "Increasing Household Incomes and Improving Quality of Life of Ugandans", namely (i) to strengthen the private sector to create jobs and (ii) to enhance productivity and social well-being of the population.

Key elements of the Ugandan context to consider when implementing this intervention are summarized under the following points.

Employment and gender

Uganda has a total working age population of 19 million people, of which 9 million employed, 6 million working in subsistence agriculture and 4 million not working (source: Uganda NDP III). The Ugandan economy is largely informal, with a total share of 89.2% informal employment according to ILO data (National Labour Force Survey 2017). Even outside of agriculture the proportion of informal employment was 84.5% for men vs 85.6% for women. The majority of this workforce, or 53%, is self-employed.

There are observable gender disparities present in the labour market, both in the informal and formal economy. Women are overrepresented in informal and low paid sectors and are charged with a disproportionately high domestic workload, leading to women's overrepresentation among the poor. This also has negative implications on the social well-being, decision-making power and legal influence of women. The average monthly cash earnings for women in paid employment was 120,000 Ushs, the equivalent of 29€, compared to the double (240,000 Ushs) for men. Moreover, women are less protected by written agreements. According to the Uganda Bureau of Statistics' national panel surveys, even under formal employment, 71% of women don't own written contracts, compared to the average of 63%. Informal employment also affects women disproportionately. The proportion of working age population in purely subsistence agriculture was 38.7% female compared to 27.1% male. Thereby, women have less access to job security, social protection and the enforcement of labour rights.

Agriculture

Agriculture remains the core sector and largest employer in Uganda's economy. The sector accounts for 45% of exports and 24% of the GDP. However, performance declined in 2020 due to the impact of COVID-19 on the sector. While agriculture stays a major source of employment, agricultural

workers often face decent work deficits. Agricultural workers are among the poorest, most socially vulnerable and lack access to social security and protection. Because of the high informality, there is no legal framework that enforces decent standards and rights at work. This sector also has the lowest level of organization into trade unions and representative organizations. Due to their highly democratic and locally autonomous nature, cooperatives have a potentially strong role to play in reducing poverty and promoting decent work conditions in agriculture. Specifically, the coffee and cocoa sectors in Uganda touch a big part of the working population in the Albertine-Rwenzori region.

- **Coffee** is Uganda's most valuable agricultural export commodity, contributing 20–30 percent of the annual foreign exchange earnings for the past two decades and currently employing about 1.7 million smallholder farmers in Uganda. Ugandan coffee is highly appreciated in the global market and the Government of Uganda is working diligently towards its target of exporting 20 million bags on a yearly basis by 2030. If realized, this will bring about major job growth in the sector. Trained youth are best positioned to adopt modern technology in production and post-harvest handling; with a growing demand for sustainability, quality and traceability.
- **Cocoa** is currently ranking fourth in Uganda in foreign revenue contributions, employing over 20,000 farmers in Uganda. Production in Uganda has increased from 26,352 tons in 2013 to 30,752 tons in 2018. Kibale, Kagadi & Bundibugyo districts in western Uganda are some of the leading cocoa producing areas in Uganda.

Tourism and Hospitality

The Tourism and Hospitality sector is one of Uganda's top foreign exchange earners, contributing over 7% to the total National Gross Domestic Product. The NDP III identifies tourism and hospitality as an important sector for increasing forex earnings, creating jobs and alleviating poverty. ILO has calculated that for every new job in tourism, nearly one and a half additional jobs are created on an indirect or induced basis. Before the COVID-19 pandemic, a total of 667,600 people were employed in the Travel and Tourism industry, which constitutes nearly 6.7% of Uganda's Labor force. With the COVID-19 pandemic, there was a 60% decline in the sector's performance. This has severely affected the industry, especially trades where women's employment is disproportionately high, such as hotels and restaurants, and trades where you find low-skilled youth, such as cooks, waitrons, and front office staff.

Moreover, the Tourism and Hospitality sector also faces challenges in terms of decent work deficits such as excessively long working hours, low wages, the lack of social protection and gender-based discrimination. Informal work and non-standard forms of employment, including temporary work, part-time work and other multiparty employment arrangements are common in the tourism industry and are an important source of labour exploitation. According to gender experts, women make up most of the tourism workforce, where they dominate the lowest paid functions or even perform large amounts of unpaid work, for example in family-owned tourism business. Those challenges will need to be addressed to harness the sector's full potential of sustainable growth and job creation.

Green Economy

Uganda is heavily dependent on natural resources for economic growth and the livelihoods of its people. The natural resource-based sectors of agriculture, tourism and others are the engines of economic growth. Despite their importance, Uganda's natural resources are under threat from both natural and man-made causes. In recognition of these evolutions the concept of green economy, one that targets sustainable development without degrading the environment, has gained much interest and attention.

While in Uganda the green economy is still in the infancy stage, the Ministry has recognized its high potential to address high levels of unemployment, natural resource degradation, inequitable growth

and poverty. The Uganda Vision 2040 aspires to pursue sustainable and inclusive economic growth on the principles of a green economy. According to estimations from the Ministry of Finance Planning and Economic Development (2016) the green economy has the potential to generate 4 million jobs and to spur economic growth by additional 10% (MoF, 2016).

Social Protection Coverage and Health Insurance

There is low social protection coverage in Uganda. According to the Economic Policy and Research Centre (EPRC), in 2021, only 3% (2.3 million) of Uganda's population is covered by at least one social protection benefit, well below the African average of 17.8%. Workers in the informal economy have no or limited access to social protection in Uganda. The Public Service Pension Scheme and the National Social Security Fund² (NSSF) schemes cover only 2.8% and 2.3% of the working population respectively.

Health insurance coverage is also very low in Uganda. Even though the Ugandan Parliament recently adopted the National Health Insurance Scheme (NHIS) which establishes a legal framework for a contributory scheme that would cover Ugandans against the costs of health care, it did not get the assent of the President. Private commercial health insurance schemes cover between 1 to 2% of the Ugandan population. Traditional social protection initiatives at the community level have continued to provide support to vulnerable groups. These include family and clan support systems, local credit and savings groups, mutual assistance schemes – like community-based health insurance - and burial groups. These are currently the only available options for people living in poverty because there is no national system in place yet. However, the support received by community members through these initiatives is inadequate, requiring government intervention to strengthen them.

Labour Conditions and Inspection

Labour inspection is a critical enforcement function for observance of rights at work. According to the Uganda Bureau of Statistics (2017), 14.6% of the employed population suffered from superficial injuries or open wounds, 41.7% of the proportion of the employed population was exposed to dust/fumes, and 40.6% of the proportion of the employed was exposed to dangerous tools. Furthermore, the 2019/20 annual Labour report, indicated that a total of nine hundred sixty-five (965) work related accidents were reported in the 24 District Local government Labour offices. The International Labour Organisation standard of inspector to worker ratio is 1:500. Currently, the Ugandan population employed is estimated at 9 million, meaning that an inspector to worker ratio currently stands at 1:100,000. In addition, according to the MoGLSD (2018) there are 75 labour officers for 128 districts and 47 Municipalities and yet the Employment Act of 2006 requires every district to appoint a district labour officer (Section 9(4)). At the Headquarters of MoGLSD, there are few labour officers to undertake inspections, to settle labour complaints and disputes and to advise workers and employers.

Social Dialogue and Tripartism

The MoGLSD together with the social partners signed the National Tripartite Charter on labour relations which is intended to strengthen social dialogue and tripartism, promotion of decent work, social protection, enhanced skills development, productivity, enterprise growth and competitiveness. Similarly, Article 29 (1) (c) of the Constitution of the Republic of Uganda (1995) provides every person with the right to freedom of association, including freedom to form and join Trade Unions. More specifically, section 3 of the Labour Unions Act (2006) provides the right to

² NSSF Uganda is a National Saving Scheme mandated by Government through the National Social Security Fund Act. This contributory scheme is funded by contributions from employees and employers of 5% and 10% respectively of the employee's gross monthly wage. It covers age benefits, withdrawal benefits; survivor's benefits and invalidity benefits.

employees to organize themselves in any labour union and bargain collectively through a representative of choice.

Workers' unions play a fundamental role in advocating for workers' rights, especially in the labour market crisis where workers are prone to shocks. The membership of social partners has gradually increased over the years but was severely impacted by COVID-19.

Currently two Federations of Labour Unions are registered within the MoGLSD, i.e. National Organisation of Trade Unions (NOTU) and Central Organisation of Free Trade Unions (COFTU). The Ministry counts 47 Labour Unions that are mainly organized on sectoral level; 33 of which are affiliated to NOTU, 11 to COFTU, and 2 being independent. In total, 266,722 workers are represented by these labour unions. However, the proportion of unionized members is small compared to the total employed labour force. Lack of presence of these structures at grassroots level often leads to the exploitation of workers. Membership of trade unions or similar associations was about 6% at national level (3.6% male and 3.2% female) (Labour Market Survey, 2016/17).

The membership of the identified sectoral trade unions can be estimated as follows:

- Uganda National Union of Plantation and Agricultural Workers' Union: 46,000 members
- Uganda Farm and Agro-based Workers Union: 200 members
- Uganda Hotels, Food, Tourism, Supermarkets and Allied Workers' Union: 28,350 members
- Uganda Hospitality, Leisure and Workers Union: 300 members

Furthermore, gender experts point out that existing workers associations do not yet have the capacity and adequate efforts invested in building gender inclusive spaces. In general, women are still underrepresented in the leadership of workers' organizations and thereby women's issues do not always make it in the negotiations with employers and the government.

The Federation of Uganda Employers (FUE) represents the employers on an even higher level, giving them a voice on social and economic issues. It is legally mandated to represent employers in statutory bodies such as the Labour Advisory Board, the Board of the National Social Security Fund, the Minimum Wages Advisory Board and the Private Sector Business Development Supervisory Committee.

3.1.3 Intervention logic

This intervention aims at realizing activities and achieving outputs that will contribute to the **5 key intermediate changes** that were identified in the thematic strategy (see above) as the main pathways to provide women and young people of working age in the Great Lakes region with increased opportunities to engage in decent work, to be better protected by labour rights and to benefit from social protection and more inclusive social dialogue (Specific Objective).

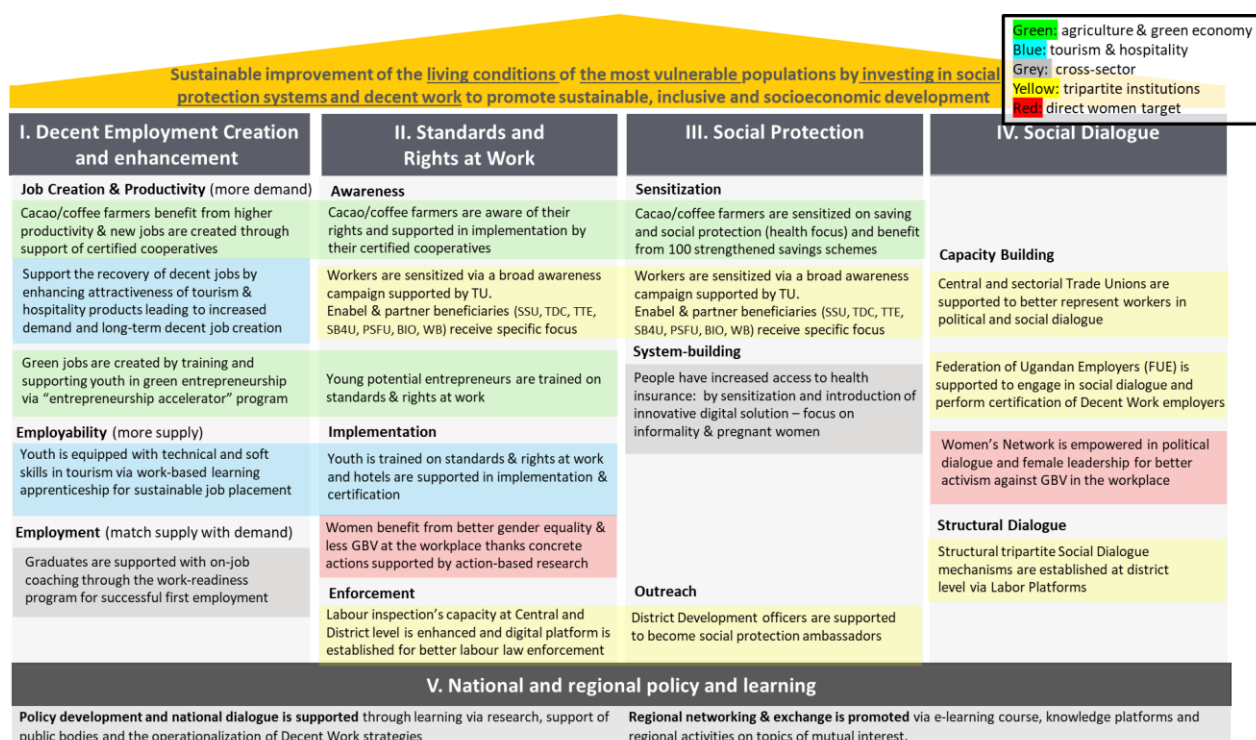
Moreover, this intervention will specifically integrate the following **transversal themes**:

- Gender equality plays a central role in this intervention. First, gender equality is promoted throughout our skilling, training and support programs by ensuring that women constitute at least 50% of the beneficiaries (target/precondition). The awareness and sensitization campaigns will also put forward concrete gender sensitive messages. Finally, specific activities, budget lines, human resources and indicators are fully dedicated at promoting gender equality at the workplace and fighting gender-based violence (see activities in red). Thereby the intervention targets score 1 according to the OECD-DAC gender marker: gender equality is an important and deliberate objective.
- Environmental protection and the fight against climate change are also carried by this intervention. The creation of green jobs will be specifically stimulated by the green entrepreneurship accelerator program. Besides, other beneficiaries, like coffee and cocoa

farmers will also be supported to implement environmentally friendly technologies i.e. use of clean energy, organic farming, waste management, resource efficiency, etc.

- Finally, innovation and digital solutions will be used as levers for reaching the objectives of this intervention. Most prominently, the intervention will investigate innovative solutions for social protection under result area 3. Furthermore, WeHubit initiatives will be considered as potential partners for bringing innovative solutions to this intervention under result area 2 and 3. Digital solutions and platforms will be established in support of labour unions and labour officers with the support of a digital expert.

Figure 3: Visualization of results and activities – House of Uganda



Result 1: Decent employment is created and enhanced for youth and women in agriculture, tourism and the green economy

This first result area aims at creating and enhancing decent employment in the tourism and hospitality sector, in the agriculture sector and in the green economy sector, in order to increase the contributive capacity of workers for social protection schemes. The portfolio places a specific target on reaching youth, both male and female, and women.

The intervention will create better and decent employment via three action areas: stimulating labour demand (more and better jobs), stimulating labour supply that responds to the need of the labour market (employability) and finally, matching supply and demand.

On the demand side, the intervention will specifically support coffee and cocoa cooperatives in their expansion plan for immediate decent job creation, but also provide cooperatives and their members training and tools for increased productivity, job enhancement and decent job creation in the longer term. Thereby the action will stimulate both the quantity and quality of jobs in agriculture (1.1). Furthermore, the intervention will also help in recovering lost decent jobs by boosting the attractiveness of the Tourism & Hospitality sector, to capitalize on its high potential for growth and job creation (1.2).

Secondly, the thematic portfolio will stimulate both demand and supply, by supporting decent green entrepreneurship, through skills development and the provision of tools for self-employment and the creation of new businesses (1.3).

Thirdly, on the supply side, employability of youth and women will be increased in the tourism sector through apprenticeships that stimulate work-based learning (1.4).

Finally, the loop will be closed by connecting skilled people to decent jobs, via an employment matching platform and a work readiness program (1.5).

At all stages, we balance efforts for stimulating new, but also decent employment. Therefore, all beneficiaries of the activities mentioned below will be sensitized and trained on Decent work principles³. The Intervention, in collaboration ILO, will ensure that the services and content provided are in line with international standards and that there is coherence and synergies across all sensitizations and training activities within the Intervention.

Activity 1.1 – Support the productivity of the coffee and cocoa cooperatives for decent employment creation and enhancement

The objective of this activity is to support the growth and productivity of fair-trade or organic certified^[1] cacao and coffee cooperatives for decent employment creation and enhancement. These cooperatives will be identified via two calls for proposals (one for coffee, one for cacao) and by allocating a grant aimed at generating new jobs and increasing the productivity and decent work conditions of 6000 farmers.

The fact that the targeted cooperatives are (being) certified is a token that they are organized and care about the well-being of their members. The premium that these cooperatives earn for recognition of high-value products flows back in the community or directly to the farmers as additional revenue. These cooperatives have therefore both the willingness and need to improve the decency of the work within their organization. The intervention will support the productivity of those cooperatives:

- By investing in the cooperative's strategic plan to expand production and create additional employment specifically for women. These investments must demonstrate a direct link with the creation of decent, productive and sustainable employment;
- By equipping the farmers with additional technical and green skills that will allow them to increase the standards of their production (coffee or cocoa) and increase their income. These additional skills can also help them diversify their activities and receive alternative sources of income, which will enrich their portfolio of work and therefore make their work more decent;
- By supporting the sensitization of farmers on Decent Work principles, including prevalent gender issues, and supporting implementation of those principles and rights. This can take the form of provision of Occupational Health and Safety equipment, actions against child labour, formalization of the working terms and conditions, protective measures for farmers working with seasonal and/or casual labour, etc. This will stimulate a safe working environment and improve labour rights;
- By sensitizing them on the benefits of saving and investing in Social Protection for improved welfare. This will be complemented by direct actions to strengthen existing saving groups and Village Savings and Loans associations (VSLAs), between farmers or under the direct management of the cooperatives. In the informal sector, those VSLAs are often the only

³ This includes topics such as decent work conditions, labour standards, OSH, GBV, child labour, labour law, social protection, trade unions & social dialogue.

type of safety net vulnerable people have. VSLAs have enabled farmers to borrow and grow their savings portfolio and investment prospects. Apart from credit to sustain business efforts, there is also a call for those savings to contribute to more investment in social protection. Where feasible, the intervention will support the saving groups in introducing a health insurance component to enhance social protection of the members.

Activity 1.2 – Recovering decent jobs by boosting the attractiveness of Tourism and Hospitality

Despite the sector's rapid development in recent years, Uganda has not yet been able to make the most out of its potential as an attractive, diverse travel and leisure destination. The COVID-19 pandemic has also seriously affected the sector and caused the loss of more than 400,000 jobs. Potential for recovery and growth is particularly to be found in product development, marketing and the professionalization of the sector oriented towards international and domestic tourism. Improving the tourism and hospitality offer will thereby trigger international and domestic demand for decent job creation in the longer term.

Therefore, this activity intends to support the following priorities and measures, among others:

- Building trust in Uganda as a travel destination (destination marketing)
- Developing attractiveness of Uganda's services industry for driving domestic demand
- Product development and diversification in Tourism and Hospitality

These tasks fall under the mandate of the Uganda Tourism Board (UTB), the official Government destination marketing organization. Hence this intervention will support UTB in marketing and product development in order to enable them to make the most of Uganda's potential as an attractive, diverse travel destination for both international and national tourists.

The Covid-related risks will be mitigated by diversifying the support to include the Hospitality sector and domestic tourism, so that Uganda can mobilise both international and national resources.

Finally, it should be noted that this activity is part of a whole end-to-end strategy where activities on demand are also complemented by activities to improve the decent work conditions in the sector (see activity 1.4). To further strengthen the link with the objectives of this portfolio, the intervention will link its support for boosting the attractiveness of Tourism and Hospitality to job creation targets both in the longer and short-term.

Activity 1.3 – Support decent green entrepreneurship

Green entrepreneurship is defined as the business in innovative solutions to environmental and social problems in the form of green products, services and production techniques that contribute to the green economy. The green economy has the potential to address youth unemployment and accommodate for new and decent jobs in its diverse segments of the value chain of agribusiness, agroforestry, eco-tourism, waste management, renewable energy/recycling and sustainable agriculture both in the rural areas as in the growing urban centers and secondary cities such as Fort Portal, Hoima and Kasese.

This activity will support young and female entrepreneurs with skills, start-up kits (tools and equipment) and mentorship to start or expand their own green businesses. Thereby they will create their own job (self-employment) and potentially employ other youth and women for more job generation. The objective of this activity is to increase and support opportunities for the creation of at least 2000 decent green jobs for youth and women.

The approach and the key steps that will be undertaken to achieve this objective are the following:

- **Establish a list of viable green trades** with a maximum potential for employment, investigate skill gaps of youth & women, ascertain private sector capacity in terms of apprenticeships

- **Selection and training of trainees** to build a network of young and female business champions
- **Entrepreneurship, internship and mentoring scheme:** Individual youngsters with a passion to start their own business will be linked to master businessmen and women in the form of mentorship, so that they can learn hands-on skills from experienced and outstanding entrepreneurs.
- **Standards and rights at work:** As the youth and women supported by the intervention will enter the world of work, they will also be informed of the Decent Work Principles.
- **Starter kits, Business management and access to finance:** Youth and women groups will be directly supported in starting up their business, by providing them with start-up kits consisting of tools and machinery for production, facilitating formalization, administration and offering business management support during start-up. The intervention will also facilitate access to finance by linking them to existing financing solutions.
- **Marketing and promotion:** The intervention will also support entrepreneurs in advertising the services and products that emerge from a certain skill set.

The intervention has identified the Kabarole Research and Resources Center (KRC) as a suitable and reliable partner to implement this activity. KRC is a Ugandan NGO (private not-for-profit entity) with sufficient management autonomy to commit to a Grant Agreement and manage the funds autonomously (see below point 4 on Partnerships and annex 1).

Activity 1.4 – Engage both apprentices and employers in Tourism and Hospitality in “Decent Work-oriented apprenticeships”

As mentioned, Tourism and Hospitality has significant potential to stimulate job creation, particularly for women and young people. However, the industry continues to face decent work challenges such as informal working arrangements, poor working conditions, low wages, long working hours and limited social protection. These need to be addressed in order to take full advantage of its potential for economic development and job creation.

The Ugandan National Apprenticeship Framework (UNAF) is a strategy designed by MoGLSD to enhance youth employability and productivity, in close collaboration with Employers and Workers’ Organizations. It aims at addressing the current skills mismatch and unemployment challenge in Uganda via promoting work-based learning and partnerships with the private sector on skills development.

Over the last years, the Uganda Hotel Owner Association (UHOA), a not-for-profit employer-led organization, has been strongly involved in promoting skills development and quality standards for the sector. Its mission is to promote and enhance quality standards among members’ facilities and services through capacity building, marketing and advocacy. They have contributed to the development of an open-source curriculum for Tourism and Hospitality called Ukarimo, which puts the emphasis on active and work-based learning. In parallel, UHOA also launched a self-regulation initiative to stimulate efforts for better workplace conditions.

For these reasons, UHOA is well placed to be in the driving seat to roll out the apprenticeship scheme in the Albertine-Rwenzori Region. Meanwhile, the apprenticeship scheme will be rolled out in close consultation with the MoGLSD to ensure alignment and further development of the UNAF framework.

Activities targeting the youth and women under this activity will encompass:

- Off the job training in hospitality for 750 youth and women (250/year), in the whole region. This training will include technical skills, soft skills and knowledge about standards and rights at work (including a comprehensive module on gender at the workplace).
- On the job training via work-based learning in hotels

- Assessment: certification by the Directorate of Industrial Training (DIT)
- Linking trainees to the employers' network and giving job-seeking guidance towards decent jobs
- Political dialogue and engagement to ensure institutional embedment within the UNAF framework

The intervention will also stimulate concrete implementation of better standards and rights at the workplace (pillar 2) and perform the following activities at employers' level:

- In-company assessment of decent work conditions and development of improvement strategy plans in all hotels where the trainees will be placed
- Support the implementation of the improvement plans
- Train employers on sustainability of management and COVID-19 resilience
- Train employers on decent work and gender responsiveness (including sensitization against GBV)
- By improving the quality of services through technical skilling and by raising awareness on decent work principles whilst enabling employers to directly implement improvements, this apprenticeship program will lead to the creation and enhancement of decent jobs in Tourism and Hospitality.

Activity 1.5 – Support matching for decent employment and Work Readiness Program (WRP)

Finally, the intervention will close the loop by connecting better and decent jobs with skilled people, via an employment matching platform and work readiness program, also referred to as a first employment facility. This will initially be rolled out in the targeted sectors.

During intervention, youth will be placed and supported through their first employment, by receiving training and mentorship on the job. Concretely, this means that TVET graduates, youth and women (min. 50%) will be equipped with necessary soft skills and attitudes during the first six months of their employment (1 day per week). These skills and attitudes will enable them to sustain their employment by being more “fit for work”. It encompasses critical thinking and problem-solving skills, integrity and work ethics including gender considerations, continuous learning and adaptability, time and resource management, information-literacy and IT skills, professionalism, workplace safety and interpersonal skills such as conflict-resolution, customer service and teamwork.

Meanwhile the employers are incentivized to open new positions for youth and retain them after a successful placement in a decent job. These incentives take the form of a reduced salary cost for the WRP employee and support in setting up a structured on-boarding training as well as more efficient HR services.

Adhering to the principles of decent work will be a selection criterion for companies willing to be enrolled in the Work Readiness Program. Furthermore, rights and standards at work will also be integrated in the training on soft skills and attitude.

The following steps will be undertaken to complete this activity:

- Identification and selection of host companies and external soft skills training providers
- Selection of TVET graduates that are eligible for the program
- Match TVET graduates with host companies via labour fairs and/or digital platform
- Contractualization of TVET graduates by host companies to become temporary employees
- Participation of temporary employees in a paid, 6-months, structured program
- Assessment and certification of temporary employees in relevant technical and soft skills

- Temporary employees graduate from the program and are employed full-time

Finally, it is worth to mention that a Work-Readiness program is currently being implemented by Enabel (SG+ Intervention) in the central region, with funding of the European Union (SB4U). Synergies will be pursued as this intervention will use the standardized curriculum developed in the SG+ intervention as a basis for the roll out. Likewise, identified successful training providers can also be shared. Furthermore, for matching services towards decent employment the intervention will also seek complementarities from the SG+ Intervention. Finally, successes and lessons learned from the pilot work readiness program will provide the basis for this roll-out.

Result 2: Fundamental Principles and Rights at Work for formal and informal workers are better respected, protected and fulfilled

The **second result area** aims at making the fundamental principles and rights at work for workers in the formal and informal economy better respected, protected and fulfilled. Standards and rights at work cover topics such as freedom of association, the right to collective bargaining, the prohibition of all forms of forced labour, elimination of the worst forms of child labour, non-discrimination in employment (equal pay for equal work) and health and safety.

To disseminate these, the intervention will invest in general sensitization and awareness creation in the targeted districts (2.1) as well as a targeted sensitization and trainings for beneficiaries of other Belgian programs and other donor programs (2.2). It will also undertake steps toward concrete implementation of labour rights and standards in the fields of gender inequalities and GBV at the workplace (2.3) and strengthening labour inspection to ensure labour rights and standards are enforced (2.4).

Some elements of standards and rights at work will also be tackled under result 1 where cocoa farmers and cooperatives (1.1), future entrepreneurs (1.2), apprentices (1.3) and graduates (1.4) will be sensitized and trained in Decent Work Principles. Concrete implementations towards decent workplaces will also be undertaken in the cocoa and coffee cooperatives (1.1) and in hotels and restaurants (1.3). However, for clarity these will not be repeated in this section.

Activity 2.1 – Global awareness raising on rights and standards at work across the districts

When zooming in on Uganda's legal framework, policies and programs, one can note that Social Protection and Decent work has really taken roots in the institutional landscape.

However, there is a general lack of awareness and application of labour rights. Workers, especially those in precarious employment, are often not protected by labour laws due to informality, missing contracts or lack of public capacity to enforce the legislation. Even when they are protected by labour laws, they are often unaware of their rights. And yet, awareness is a pre-condition for compliance with the law. Employers don't always have an interest in raising a worker's awareness on labour rights. They might fear that increased compliance leads to a heightened cost of doing business.

At the same time, they may not be aware of research findings indicating that improved working conditions lead to higher productivity and gains that overcompensate additional costs incurred.

Hence, this intervention will launch an information campaign to raise awareness of labour law among workers and employers in order to prevent infringements and tackle violations of rights and standards at work such as forced labour, child labour, gender discrimination and violence's and unhealthy and unsafety workplaces.

Even though awareness of rights is a necessary pre-condition toward compliance, it is not sufficient. Research shows that people might not feel empowered to claim their rights because of prevailing social norms or because of the lack of responsiveness of social services/government/employers. Therefore, structural or societal barriers will also be addressed in the awareness campaigns.

To carry out this awareness campaign, the intervention will collaborate with ILO for technical inputs, with CSOs for designing and managing the campaign and with the Ugandan tripartite partners (Unions, employers, MoGLSD, ...) for carrying out the messages and bringing champions to the forefront. The information campaign will have a wide outreach among workers, employers and the general public in the Albertine-Rwenzori regions. Television commercials and social media are the most cost-effective channels, and the use of short and catchy messages will be a key success factor. Radio talk shows and events on Labour day can also showcase best practices and success stories.

Activity 2.2 – Targeted awareness raising on rights and standards at work across complementary programs

More targeted awareness creation and trainings will be organized amongst Enabel beneficiaries of past and current programs (SSU, TDC, TTE, SG+) and amongst partners beneficiaries (SB4U, PSFU, BIO, WB, Belgium NGO's, etc.) to ensure that decent work principles are integrated across all interventions.

Enabel and other development partners (including Belgian NGOs) implement many programs in Uganda targeting skills development, employment, job creation and private sector development. However, the focus of these programs is often on boosting economic growth and job creation. The inclusion of decent work principles and rights and standards at work are at best tackled as cross-cutting themes.

This intervention intends to leverage those programs and strengthen impact by inviting their beneficiaries, active in or entering the world of work, for an add-on Decent Work training. This will be the same training referred to in Result 1 and includes sensitization on general Decent Work principles, standards and rights at work, the fight against GBV at the workplace, the importance of social protection and affiliation to trade unions and employers' organizations for effective representation in Social Dialogue. Thereby the intervention aims to ensure all Enabel beneficiaries become advocates and frontrunners of decent work principles.

Activity 2.3 – Gender inequality and GBV at the workplace

Whilst Uganda has ratified several international and regional instruments that promote gender equality and a safe working environment, Uganda continues to grapple with the lack of more inclusive, violence free and diverse workplaces. Many reports testify that women in the labour market are faced with several problems that range from gender inequality, discrimination and exposure to precarious work and gender-based violence. The risk of exposure to discrimination and violence is often greater in jobs and sectors where work is informal or precarious, where wages are low, where workers are stopped from joining or forming trade unions and where management accountability is low.

GBV affects women participation in employment in many different ways: a woman might resign from her job to escape from indecent work conditions or a violent colleague. Her pay, position and job may also be at risk due to being absent from work, being less able to concentrate and less productive. GBV in the world of work is a major obstacle to women's economic empowerment, autonomy and independence.

Therefore, the intervention will:

- Support Mbarara University to perform action-oriented research on Gender equality and GBV in the workplace, which will provide meaningful and actionable recommendations towards promoting gender equality and reducing GBV in the workplace in the targeted sectors and districts. It is worth mentioning that a lot of studies on GBV already exist. The purpose is to tailor those studies to the specificities and practicalities of the portfolio (sectors and region) and to serve as a basis for specific actions in the area of Decent work. It will also help to develop an evidence-based intervention in the follow-up of the research.

- Work with Uganda Association of Women Lawyers (FIDA-Uganda) who is the leading women's rights organization in Uganda, has an extensive expertise in law, gender equality and GBV-related activism and will steer the action research and implement its recommendations. In doing so, the Intervention will support FIDA-Uganda to put in place measures that will have a direct impact on at least 2000 women and contribute to addressing gender gaps in the workplace.
- Collaborate with the MoGLSD who is responsible for the enforcement of sexual harassment regulations in the workplace, in order to embed learning and actions in the institutional landscape. Specific actions to build capacity of Labour Inspection in this field will be implemented under activity 2.4.

It is to be noted that Mbarara University is a public entity, legally mandated to do research on gender related themes, and as a result, has intensive expertise in this area. An organizational assessment of the faculty has been conducted in 2021 under the TTE Intervention which confirmed that the faculty has the minimum management, financial and technical capacities to commit for a Grant Agreement and manage the funds autonomously. Moreover, Mbarara University and VLIR are starting a 10-year Institutional University Cooperation (IUC) in various fields, including GBV, where the intervention sees possible synergies (see annex 1).

FIDA has an exclusive and unique expertise in the area of Women rights and is recognized by the government as a legitimate counterpart in this area. FIDA will benefit from capacity building activities foreseen in A.4.3. Working with FIDA will strengthen the continuity of the Intervention as the tools developed and lessons-learned from the Action-Research will be anchored in this membership organization, who will then be able to amplify, replicate and mainstream it for many years afterwards (see below annex 1).

Activity 2.4 – Strengthening labour inspection at central and district level for better law enforcement and the Community Development Officers (CDO) to become Social Protection Ambassadors.

A proper labour inspection system is vital for good governance and economic progress as it can make Decent Work a reality at the workplace by helping to improve working conditions, safety and health and productivity.

The Employment Act of 2006 provides for the appointment of one labour officer in every district, but budgetary limitations and differing priorities at district level have meant that this legal requirement is far from being met. The staffing situation of labour officers at the district level is low with 77 labour officers employed out of a total of 137 districts (56%). While there is no strict requirement for labour officers to carry out a certain quota of labour inspections per month (as is the case for other countries in East Africa), the internal requirement is to perform three monthly inspection visits. A lack of budget, transport and tools, such as laptops, as well as insufficient training are impeding services to the districts and effective carrying out of inspections.

In order to maintain a harmonious working environment between workers and employers and to make enforcement of standards and rights at work a reality, this intervention will support the Labour officers from the targeted districts and from Kampala:

- in carrying out inspections by providing transport means⁴
- in reporting/data collection by providing them with tools and equipment,
- in strengthening their capacity by providing them with trainings and peer learning and exchange opportunities, including gender responsive guidelines
- in extending their outreach by piloting an Early Warning Mechanism (EWM) system.

⁴ A negotiated agreement will be found with the partner in order to address the sustainability of the transport means

There are several open-source platforms that can host a simple EWM via text message. An individual witnessing a labour violation can send a message to an open platform visible to all. The platform will geo-locate it and request a brief description of the problem. The system will then automatically send a warning to the duty bearer so that he/she can react as early as possible to prevent escalation. Even if not all complaints can be handled due to limited absorption capacity of the Labour Officer, the system will at least build evidence of the need and can support lobby for higher public investments. Moreover, the intervention will aim to integrate a gender component in the EWM so that the system can also increase visibility and bring attention to the occurrence of gender-based violations.

While improving the labour inspection system, the intervention will build a case to inform decision makers on the importance of a better budget allocation to the Labor Administration.

Therefore, along with the support provided to the Labour officers, the intervention will perform a tracer-study that will build evidence for lobbying and advocacy for more sustainable budget allocations. The tracer-study will demonstrate improvements and benefits that one can expect when adequate resources are dedicated to labour inspection (baseline and end results). The study will also provide evidence that could counter some of the negative views about labour inspection amongst policy makers, and on how the mandate and autonomy of the inspectorate can be strengthened.

Finally, District Development officers support the welfare of local communities by implementing district development programs authorized by the government. Thereby they are directly mandated for promoting social protection in order to better protect vulnerable workers and enhance their resilience. The Intervention will also support CDOs in their position to enable close access and engagement with informal workers. Capacity building activities will enable them to become Social Protection Ambassadors.

Result 3: Workers and their families have increased access to existing social protection mechanisms covering health and maternity risks

The **third result area** intends to increase access for workers and their families to improved social protecting schemes related to health insurance and maternity leave, particularly in the informal sector.

To achieve this, the intervention will firstly leverage on existing schemes covering health risks in order to enhance local impact and, at the same time, will make sure that the learnings and evidence from it can feed into the dialogue that is currently taking place at national level on the development of the Universal Health Coverage (UHC) (3.1).

The work with the Village and Savings Loans Associations (VSLAs) is included in result 1. While supporting the productivity of coffee and cocoa cooperatives, efforts will be made to strengthen the VSLAs and extend their services to cover health and maternity risks. So as not to overload the text, we will revert to the above section on this part (1.1).

The intervention will also stimulate stakeholders to generate innovative solutions to tackle the challenge of extending social protection mechanisms covering health and maternity risks to informal workers. The purpose is to contribute to internal, public and regional knowledge generation and policy development as well as direct implementation and follow-up of promising viable solutions, in close collaboration with the governmental, for institutional embedment and sustainability (3.2).

Activity 3.1 – Enhancing supply, demand and governance of health insurance

Enabel supports a system of Universal Health Coverage (UHC) and has a long and extensive experience in promoting the health sector in Uganda. However, in Uganda there is currently no national system in place to allow access and provide health services to the broad, informal and vulnerable population. The Ministry of Health (MoH) has developed a Roadmap towards UHC in Uganda. Nevertheless, this roadmap still has a long road to go before touching the local vulnerable workers. Therefore, the intervention will focus on enhancing beneficiaries' access towards existing

health services and insurance schemes whilst feeding learnings into the development process of UHC. It will work specifically on the supply, demand and governance of health insurance.

- Supply: access to health services and health insurance
 - The intervention will analyze existing systems in the region and identify local dynamics and best performing initiatives. This study will explore the desirability and feasibility of scaling up one or several systems, specifically for women and informal workers.
 - Identified systems will be supported with technical expertise for upscaling and enhancing the quality and management of their service, whilst drawing on the recommendations produced by the study.
 - The intervention will seek to identify initiatives that are close to or related to health facilities supported by the current Enabel Result-Based-Financing program. This provides some guarantees of the quality of the health service provided and its potential for capacity enhancement.
- Demand for health and health insurance
 - Once partnership opportunities have been identified, the intervention will invest efforts in increasing the outreach of these systems by mobilizing communities to enroll in these systems and removing specific barriers for access.
 - On a broader level, the intervention will sensitize the general community on health promotion and prevention, on health rights and on the benefits of health insurance, via the awareness campaign under activity 2.1 and more targeted activities under this activity. This way, it will empower vulnerable groups to invest in their health and come up for health rights.
- Governance towards UHC

Outputs of the previous activities will provide learning and partnership opportunities for the further development of the national system. The Ministries (MoGLSD and MoH) and Enabel's health unit will be closely involved in the learning process through joint monitoring for evidence-based policy dialogue. All main stakeholders, including workers' and employers' representatives, will be engaged through sharing of results and lessons learnt.

Evidence on how to integrate the existing schemes into the proposed National Health Insurance Scheme in Uganda will be of particular interest for the stakeholders and will allow the intervention to build upon the feasibility analysis that was funded by Enabel in 2020.

Activity 3.2 – Implement innovative solutions that cover health and maternity risks for informal workers

Innovative solutions to improve the access to social security for informal workers, focusing on risks related to health and/or maternity, will also be identified and implemented in collaboration with all the relevant stakeholders involved, following the principles of Human Centered Design and co-creation.

Step 1 Defining the innovation challenge

Together with the relevant stakeholders, the existing information on the challenges and opportunities for extending social security systems towards informal workers will be analysed and defined.

Through the implementation of innovative solutions that cover health and maternity risks for informal workers

- The main barriers of access will be identified.
- This process will be complemented by additional research performed under result 5

- Finally, the main ‘challenge’ or ‘question’ will be sharply defined collaboratively.

Step 2 Ideation of innovative solutions

Through an ideation process, stimulated by a hackathon or an innovation challenge, new and innovative solutions will be generated. Whilst a hackathon stimulates the collective generation of new ideas during a one or multiple-day event, an innovation challenge launches an open call for proposals to identify mainly existing innovations as solution to the predefined problem.

- Defining the format of the ideation process and preparation based on the previous phase
- Organization of the hackathon / launch of the call for proposals (phase 1)
- Selection of the best ideas/prototypes
- Award ceremony + follow-up (next phase)

Step 3 Implementation of innovative solutions

The best innovative ideas/prototypes will be further supported to develop their ideas into a desirable, viable, feasible and inclusive innovative solution. Through a process of continuous testing and adjusting, the most promising ideas will be scaled-up further.

- Identify and engage partners to support innovative solutions and further define the product/service-user-fit, the technical feasibility, financial viability and inclusion of their solutions
- Launch of the call for proposals (phase 2)
- Coaching and support of the innovation teams
- Engagement with the government for public support

Result 4: Tripartite representative actors engage in effective Social Dialogue for advancing the Decent Work Agenda

The **fourth result area** intends to capacitate the tripartite constituents to effectively and efficiently contribute to positive social dialogue and stronger tripartite relations.

This will include activities to strengthen the structures of the national unions federations at national level and the sectoral trade Unions within the selected sectors and regions (4.1). This will also include activities to strengthen the employers’ federation, at national and district level (4.2). A particular focus will be given to women’s organizations to enable them to be better represented and to take an active part in social dialogue (4.3). Finally, activities will be undertaken to invigorate social dialogue at central and at regional level (4.4).

Activity 4.1 – Labour Unions federations (NOTU/COFTU) and Sectoral Labour Unions are strengthened

At national level, the Labor Union Act of 2006 recognizes the National Organization of Trade Unions (NOTU) and the Confederation of Free Trade Unions (COFTU) as the two main union federations to represent workers in the tripartite dialogue. Given the sectoral focus of this intervention, four sectoral trade unions were also identified as key partners (see context).

Whereas the federations are the main interlocutors within governmental tripartite bodies at the national social dialogue, the sectoral trade unions are the main interlocutors of workers in the field. They assist workers with collective bargaining agreements, with violations of workers’ rights, with wage negotiations and with issues relating to health and safety. Strengthening the capacity of labour unions both at the local and national level is needed because trade unions in Uganda are currently facing a decline in membership and power due to, namely, the growth of informal employment and the COVID-19 pandemic.

The intervention aims to build a pool of trainers by training leaders of the union and representatives at the workplaces. The purpose is to enhance their effectiveness in terms of negotiation skills, mobilization skills and monitoring of the implementation of labour rights. Particular attention will also be given to the strategies unions can put in place to embrace and represent workers in the informal sector and promote gender equality. Finally, capacity building will also provide new skills like customer care, communication and advocacy to enable them to perform their roles better. Once leaders have been trained, unionists will be supported to train and sensitize workers and other unionists, especially from the informal sector, on Decent Work principles, social protection and social dialogue. This will enable them to be more visible, to reach out to more workers and increase their network and membership. Furthermore, the establishment of a one stop information and service center system, which is gender sensitive, will enhance the effectiveness of labour unions in responding to violations/disputes and supporting their members in a timely manner. Finally, the intervention will also take advantage of peer-learning and stimulate networking across districts, regions, at national level but also internationally. On this last point, the intervention will stimulate linkages with labour Unions in Rwanda, DRC and Burundi and with Belgian trade unions so they can share their knowledge and best practices.

Given the political nature of trade union work, specific expertise is required to navigate complex trade union dynamics. Therefore, the intervention will collaborate with **ILO** or, alternatively, with **specialized agencies** (e.g. Northern trade unions, or global union federations) to implement this activity.

Activity 4.2 – Strengthen the capacity of the Federation of Ugandan Employers (FUE) to better represent employers in Social Dialogue on the topics of decent work and social protection

The creation of Federation of Uganda Employers (FUE) dates to 1958. Nowadays, it has a membership of over 600 individual members and 19 sectoral associations and is affiliated to the East African Business Council and the Pan-African Association. FUE's mission is to enhance Employers' competitiveness through policy advocacy, fostering sustainable employment relations and provision of business support services such as legal advice, training, facilitation of engagements with Trade Unions and guidance on HR, Occupational Safety and Health (OSH), and Diversity and Inclusion policy.

FUE also performs labour law compliance checks and rewards the best Employers of the Year to promote best practices and champions.

FUE's has a central office in Kampala but also regional offices across the country, namely in Kasese and in Hoima. The main challenge for FUE is to extend their services upcountry as well as to reach out to SME's (employing up to 10-50 people), micro enterprises (employing up to four people) and to employers engaged in the informal sectors.

Therefore, the intervention will support FUE on several levels:

- The approach will start with providing a training for trainers and facilitators so that they have the capacity to create awareness to a larger audience.
- Second, the intervention will support FUE to train and sensitize informal employers in the Albertine-Rwenzori region on Decent work principles, rights and standards at works and on social dialogue.
- The intervention will also support FUE to scale up decent work audit checks. This will be coupled with the activities that will be performed by Ugandan Hotel Owners Association (who's a member of FUE) under 1.4. Once UHOA has strengthened and implemented best practices of hosting hotels, FUE would certify decent work practices and reward the best decent employer of the Year.

As mentioned above, specific expertise will be required to implement this activity which will be channelled either through **ILO**, or through **specialized (peer) agencies**.

Activity 4.3 Strengthen Women's networks to be better represented in Social Dialogue

Although, trade unions have a unique position to negotiate with employers and government within the Tripartite Act, women's movements and organizations also have a key role to play in the advocacy of women's economic, social and political rights, and remain key drivers of social change. Women's participation in social dialogue, including collective bargaining agreements, contributes to more diverse and democratic decision-making processes. The active participation of women in decision-making bodies is an important precondition for the pursuit of women's interests in the world of work.

By targeting gender discrimination, promoting inclusive wage determination, pursuing pay equality and enhancing women's representation in decision-making, women organizations can contribute effectively to addressing gender gaps. In this regard, this activity is broken down into the following steps:

- Provide **training of trainers** to key activists within the Women's Organization, on Decent Work principles, standards and rights, whilst linking them to studies that add more insights on gender equality and GBV at the workplace.

Enable them to sensitize communities and other stakeholders on the need to remove constraints that affect employment, standards and rights of women and girls. This will cover themes as equal access to training, female entrepreneurship, Decent Work principles, social protection for women workers, combating trafficking and enhance women's voice in social and political dialogue. The objective is to gain visibility and exert pressure for change, so that gender issues are visible and put on the agenda of tripartite institutions.

- Strengthen **women's 'soft skills' and their capacity for leadership**, organization and negotiation. The aim is to strengthen the capacity of a group of women leaders (ambassadors) to better defend women's rights and better organize themselves in order to achieve their goals. Those women can be women working within Unions or with leadership positions in companies. Intensive support is planned for a limited group of female leaders based on 'Leadership Trajectory' type methodologies that combine group training with individual coaching routes.
- **Address the Male Domination Culture in Social Dialogue**: Deliberate efforts will be undertaken to ensure inclusion of women decision-makers and women's issues in social dialogues.
- **Gender equality in leadership**: Increasing the number of women will be a deliberate effort in ensuring gender responsive social dialogue.
- **Building Male Champions**: Male decision-makers will be engaged to take deliberate and concrete steps to ensure that social dialogues are gender sensitive and responsive to women's issues. This implies that as all other efforts are taking place, men should step forward in solidarity with women leaders and promote an agenda that promotes women's issues.
- Build **capacity of women's organizations and associations at the organizational level** in political dialogue and negotiation, development of services and networking for better representation in the social dialogue. The process will cover a preliminary diagnosis of organizations in order to develop a tailored strategy and action plan for the organization identified and support to improve their functioning and implement this strategy.

Again, here, **ILO** or **specialized organizations** will have a key role to play.

Activity 4.4 – Social Dialogue at national and at local level is strengthened

Social dialogue, as defined by the ILO, includes all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and

workers, on issues of common interest relating to economic and social policy. Social dialogue, including collective bargaining, is a key mechanism for reducing social tensions in times of crisis and designing policies to fit national priorities. It provides a strong basis for building the commitment of employers and workers to joint action with governments to overcome the crisis and sustain recovery.

In addition to strengthening the capacities and the commitment of employers, workers and women to dialogue with each other and the government (see above activity 4.1; 4.2 and 4.3), this activity aims at invigorating social dialogue platforms, at central level and at district level.

- At central level, it will be a matter of making the social dialogue more structured and recurrent. Currently, social partners meet on an ad-hoc basis, when there is a crisis or hot topic on the table. This does not help to build trust, commitment, continuity and respect among partners; yet these are key pre-conditions for effective social dialogue. The portfolio will first aim to investigate and tackle structural challenges and propose supportive platforms embedded in the institutional landscape so that sustainability can be guaranteed.
- At district level, it will be a matter of creating space for social dialogue to happen. This will be done by supporting labour platforms where workers, employers and local authorities come together to discuss matters of decent employment and labour rights at sectoral level. Dialogues within the selected labour unions will also be promoted so workers are encouraged to align common issues and speak with a uniform voice. Where feasible, the outcome of those discussions should be formalized in collective bargaining agreements. This should foster a culture of consultation amongst members before their representatives engage on a higher level and enable the official platforms to give a better voice to vulnerable and informal workers.

Result 5: Policy Development and national dialogue on decent work is strengthened through evidence-based learning and regional networking and exchange

The **fifth result area** aims at strengthening the enabling environment at national level and at regional level.

At national level, the intervention will work together with stakeholders to promote policy development and dialogue related to decent work. To achieve this, the intervention will provide support in three action areas: (5.1) performing research for fact-based policy advice and guidance, (5.2) strengthening institutional bodies in their capacity to promote decent work (5.3) and operationalize public strategies for promoting Decent Work.

At regional level, the intervention supports knowledge sharing and exchange with Rwanda, DRC and potentially Burundi (5.4).

Activity 5.1 – Conduct research for evidence-based policy guidance

The MoGLSD envisions developing the current national social security fund for workers NSSF (National Social Security Fund) by enhancing its outreach to informal workers. In collaboration with ILO, the intervention will provide expertise to analyze the current NSSF, identify gaps and needs, and perform targeted research on open areas to support the successful development of this initiative. This would contribute not only to institutional strengthening (result 5), but also to Social Protection (result 3), and specifically the investigation for innovative solutions.

Second, the Ministry would like to create a National Productivity Policy. Studies have identified clear gaps in the productivity of the Labour Force in comparison to other (neighboring) countries. Therefore, the Ministry wishes to establish a National Productivity Centre to conduct trainings, research and analysis on labour administration and productivity in order to promote better policy and public awareness. The intervention will support the set-up of this policy, by performing research

and offering expertise with a direct link to one of its goals: “Increasing Decent Employment Opportunities”.

Activity 5.2 – Capacity building of national public Institutions for Decent Work

The intervention will build the capacity of the Ugandan Parliamentary Forum on Labour, Employment and Productivity, the Ugandan Parliamentary Forum on Social Protection and the Uganda Women Parliamentary Association. Engagement and support to the related Committee will be further explored. Hereby, the intervention aims to increase awareness and provide training on Decent Work and Social Protection to Members of Parliament and their collaborators. By enlightening them on prevalent issues and good strategies, they can become real agents of change by putting the topic on the political agenda and advancing supportive policy.

Besides, the intervention will also support the National Employment Council for direct policy submissions within their mandate, as well as statutory bodies such as the Labor Advisory Board, the Board of NSSF and the Minimum Wages Advisory Board. The support is foreseen as long as it has a clear link with objectives of the program and according to principles of sustainability⁵.

To enhance peer-to-peer learning, a partnership between the Ministry and the Belgian Federal Public Service “Labour, Employment and Social Dialogue” is envisaged.

Activity 5.3 – Operationalizing public strategies for Decent Work

First, the intervention aims to integrate lessons learnt from the roll out of the Ugandan National Apprenticeship Framework (UNAF) in the Tourism and Hospitality sector (A.1.4). As mentioned, this Framework is the national guide to the implementation of apprenticeships in Uganda, promoting skills development under the type of workplace-based-learning (WBL).

The Sector Apprenticeship Committee (SAC) on Tourism, constituting of key actors within the sector, is charged with operationalizing the apprenticeships based on requests of the PS. However, practical experience and insights are needed to stimulate this operationalization. Thereby, under result 1 the intervention will support the roll-out of a tourism apprenticeship in close consultation with the SAC, whilst building on experience from other partners (ILO). Harmonization with the TVET Council, coordinated by the MoES, and the Sector Skills Council for Tourism will also be sought to avoid duplication of efforts and for effective implementation.

A second identified operationalization challenge was the high need for administrative support towards the Labour Inspection. The intervention will help compile and establish the annual status of Labour Inspection, by offering expertise, training support and digital tools. In this context the intervention will also encourage Labour Inspection to offer gender disaggregated data in reporting and highlight gender impacts in its annual status. This is complementary with A. 2.4, where the intervention will support the Labour officer at district level to collect the information, and in A.5.3, where the Intervention will support the central office to compile all the information.

Activity 5.4 - Enhance participation of national stakeholders in regional networking and exchange

Regional networking, exchange and learning events will be organized across the region by the East African Community (EAC) with the support of the ILO and Enabel. These events aim to bring together national and regional actors (public, private and civil society) in order to network, exchange and learn with a focus on decent work and social protection as well as specific topics of mutual interest.

This intervention will enhance and facilitate the participation of national stakeholders in these events across the region by ensuring their inclusion and by facilitating their presence. Moreover,

⁵ However, as agreed with MoFPED, Enabel is not allowed to pay allowances such as sitting, participation, facilitation allowances, per-diem, transport costs and accommodation costs incurred by government officials while working for official purposes

these events are due to take place across the region in the different countries concerned. This intervention will therefore also allow for Uganda to host a number of these regional events throughout the five years of the portfolio.

3.1.4 Target group and intervention zones

This portfolio will be implemented at central level (MoGLSD) and at local level in the Western Sub-Region. The Western sub-region has a population of 5 million inhabitants. It has mostly rural areas but also encompasses 3 regional cities: Fort-Portal, Hoima and Kasese. Hence, specificities of both rural and urban areas will be taken into account in this Portfolio.

Firstly, the Western Sub-region has been selected as a focus area for this intervention because Enabel is already active in this region since 2015. Remaining in the region will enable Belgium to build on its achievements, expertise and existing partnerships. This coherence with the ongoing bilateral country programme is important to ensure the efficiency and impact of this thematic Portfolio. Without this synergy, the scope of the thematic Portfolio would be too limited to achieve its ambitions.

Secondly, within this selected sub-region, Agriculture and Tourism have been identified as the two main economic drivers. The ambition of the Portfolio is not to implement a comprehensive agricultural or tourism development approach, but rather to promote decent work for the youth and the women working (or looking for work) in economic sectors where there is a clear positive dynamic independent of the Belgian support. This potential has been identified in the agricultural sector – more specifically in the Cocoa and Coffee –, the green economy and the Tourism sector.

The following 14 districts were identified within 4 main zones in Rwenzori and Albertine regions:

Fort portal Zone	Kasese Zone	Kibale Zone	Hoima Zone
Kabarole Fort portal City Kamwenge Bundibugyo Ntoroko	Kasese Bunyangabu	Kibale Kagadi Kikube	Hoima City Kiryandongo Masindi Hoima

Result 1 primarily targets women and youth (16 to 30 years). These will be cocoa and coffee farmers; entrepreneurs in the green economy (beginners as well as established entrepreneurs); potential workers in Tourism and Hospitality and TVET graduates in targeted sectors. This result will reach a minimum of **10,000 beneficiaries**, of which at least 50% will be women.

Through **Result 2**, the portfolio will reach a minimum of **1,000,000 workers** and key stakeholders. First, the beneficiaries targeted in result 1 will be sensitized on principles and rights at work. Secondly, via the mass awareness campaign, the portfolio will reach 1,000,000 farmers and workers from the whole region. Thirdly, targeted awareness raising will be provided to beneficiaries of other programs. Finally, at least 2,000 beneficiaries will be impacted by actions reducing the gender gap and the GBV at the workplace.

Through **Result 3**, the intervention targets to improve access to social protection for at **least 2,000** beneficiaries. This includes beneficiaries covered against health risks and/or benefitting from protection measures during maternity.

Finally, under **Result 4**, the portfolio will build capacities of representatives of public institutions, workers and employers organizations, women organizations and CSOs. Training will be given in lobbying for Decent Work and social dialogue to key representatives, who will be encouraged to provide training towards affiliates: 200 workers by the trade unions, 200 employers by the Federation of Employers, and 300 women by the Women's Network. Thereby a total of **700 direct end-beneficiaries** will be targeted.

3.1.5 Partnerships and synergies

Institutional Partners

The portfolio will be anchored within the Directorate of Labour, Employment and Occupational Safety and Health of the **Ministry of Gender, Labour and Social Development (MoGLSD)**. The portfolio will support the ministry in capacity building and policy development, by delivering studies and expertise (peer-learning) and supporting the operationalization of public strategies related to Decent Work. Law enforcement and sensitization will also be supported through the capacity building of labour inspection and district development officers. **Other sectoral ministries** such as Ministry of Education and Sports (MoES), Ministry of Health (MoH), Ministry of Tourism, Wildlife and Antiquities (MoTWA), Ministry of Agriculture (MoA), Ministry of Local Government (MoLG) and Ministry of Finance, Planning and Economic Development (MoFPED) and national agencies active on these themes will be closely associated with the implementation (see pillar 5 of the intervention logic).

ILO has a global mandate and broad expertise in the area of Decent Work and Social Protection. The ILO has developed Decent Work Country Programmes (DWCP) to enhance impact and implement actions on the ground, tailored to the local context. The ILO can build from its experience from the first DWCP in Uganda 2013-2017, the second DWCP 2018-2022, and is currently designing the third DWCP.

Potential areas of collaboration with ILO are identified below and will be further explored during the implementation phase:

- ILO could implement or provide guidance for the provision of Decent Work trainings within the interventions of result 1 (training of cooperatives, green entrepreneurs, apprentices and graduates).
- ILO could implement or provide guidance for designing the mass awareness campaign on Decent Work principles under result 2.
- ILO could implement or provide guidance on capacity strengthening of representative actors in pillar 4 (TU, FUE, Women's Network). ILO could additionally support certification in collaboration with the Federation of Ugandan Employers under pillar 4.
- ILO could contribute towards policy support of common interests, like the development of the NSSF and the National Productivity Center.

This intervention will foster potential collaboration, the development of synergies and the pooling of resources with the **Team Europe Initiatives**, mainly on (i) Promoting sustainable/inclusive growth and (decent) jobs, (ii) Promoting democratic governance, social inclusion and protection and (iii) Promoting Green Partnerships, Green Cities.

Finally, the intervention will seek internal synergies with other Enabel programs, and collaborations with close partners:

- **Trade for Development Centre** beneficiaries (coffee cooperatives) have provided very valuable information through the identification phase and will be invited to apply for the call for proposals and considered as potential implementing partners for pillar 1. As a specific activity under pillar 2, we will target the **alumni of the skills development fund (SDF)** and provide them with additional training on Decent Work principles.
- **WeHubit initiatives** like Mama Rescue and BarefootLaw will be considered as potential innovative solutions for providing inspiration or support within this intervention. BarefootLaw will be considered as a potential replicable solution to take concrete action against GBV in collaboration with FIDA (pillar 2). The Mama Rescue project in collaboration with MTN will be considered as scalable innovation to build on under the social security pillar 3.

- Beneficiaries of the **SB4U program (EU), BIO, UNDP and the World Bank** will be invited to follow training on Decent Work principles and implement concrete actions against Gender Based Violence at the workplace. The World Bank is currently designing new programs where potential areas of synergies are still to be investigated. One of their new programs builds on “Women Economic Empowerment”, targeting female entrepreneurship and the fight against GBV. Their focus will lie on the component of access to finance and private sector involvement, which can perfectly complement our actions. Moreover, they have another program focused on private sector financing and aimed at boosting the tourism sector which can support our activities under result 1. UNDP is also joining the scene by investing budget for skilling youth involved in the Coffee sector. Synergies and complementarities in that area will surely be identified during implementation.

Belgian Partners

Belgian public institutions working on decent work and social protection will be closely engaged in this intervention. Identified partners are the Federal Public Service of Labour and Social Dialogue, the Federal Public Service of Social Security, Belgian Trade Unions and Belgian expertise and research centra on decent work and social protection (HIVA, Platform for Decent Work or others). This will allow peer-to-peer exchange and capacity building of national stakeholders

Private Sector

The intervention will collaborate with the **Ugandan Hotel Owners Association (UHOA)** for delivering the apprenticeship under pillar 3 within a grant arrangement. They are the unique partner for delivering this service since they are the representative organ of the hotel owners themselves, embedded in the community, for more ownership and reach. Besides, they are implementing a similar program with MoGLSD and ILO which allows for synergies. Finally, they have a positive reputation and track record of engaging in social projects related to the promotion of Decent Work.

The **Federation of Ugandan Employers (FUE)**, the highest representative organ of the employers, will be supported for Decent Work enhancement. Key enablers within the organization will be trained in decent work principles. Accordingly, they will be supported in training 200 employers in Decent Work principles, with a focus on the informal sector. Our teams will support them in providing compliance checks and “Decent Work” certification of their affiliated members. Key figures will also be trained in political dialogue, lobbying and advocacy in order to enhance their contribution towards effective social dialogue.

The **Private Sector Foundation Uganda (PSFU)** is a member of FUE. Its mandate is oriented toward advocacy for private sector growth, whereas FUE aims at fostering sustainable employment relations. Both actors nurture a positive dialogue with the Government on behalf of the private sector. Therefore, the Intervention will work with both organizations to strategically align and to enrich each other’s activities, specifically in relevant EU programs (SB4U).

Coffee and cocoa cooperatives will be identified as both beneficiaries and implementing partners through a call for proposal under the actions defined under activity 1.1.

Civil Society Actors

The **Trade Unions on Central Level**, namely the National Organization of Trade Unions (NOTU) and the Confederation of Free Trade Unions (COFTU), are identified as important partners. Key representatives will be trained and sensitized in Decent Work and put in contact with **Belgium Trade**

Unions for peer-to-peer learning. Thereby the Trade Unions will be supported in establishing a partnership agreement and train and sensitize at least 200 unionists within their organization.

The targeted **Sectorial Trade Unions**⁶ will similarly be trained and encouraged to co-organize and contribute actively to the big awareness campaign. As such they will give a voice to the campaign, within their direct mandate and responsibility, and support sensitizing workers on Decent Work principles.

The **Ugandan Association of Female Lawyers (FIDA)** is being identified as the leading Women's Network and activator within Uganda. They constitute of a membership organization of female lawyers whose mission is to increase the status of women using the law as a tool for social change. FIDA will benefit from a grant and training in social dialogue, lobbying and female leadership. The goal is to empower them to give women a bigger voice in social dialogue and enhance activism for gender equality and the fight against gender-based-violations in the workplace. Their membership base, consisting of highly educated female lawyers and broad network, enables us to build on their capacity and broad network. They also have long and practical experience in lobbying and awareness raising.

The **Kabarole Resource and Research Centre (KRC)** is a well-know and experienced CSO with technical capacities in Agribusiness, in farmers mobilization and in providing green skills. It has a privileged connection with final beneficiaries thanks to its presence on the ground and its own radio known as being the "farmer's voice". KRC has a strong local anchorage in the area of intervention and relies on a unique network of experts and partners which allow them to be in position to cover the whole targeted region. KRC also benefits from partnerships with other Belgian NGO, which will allow for leverage and complementarity.

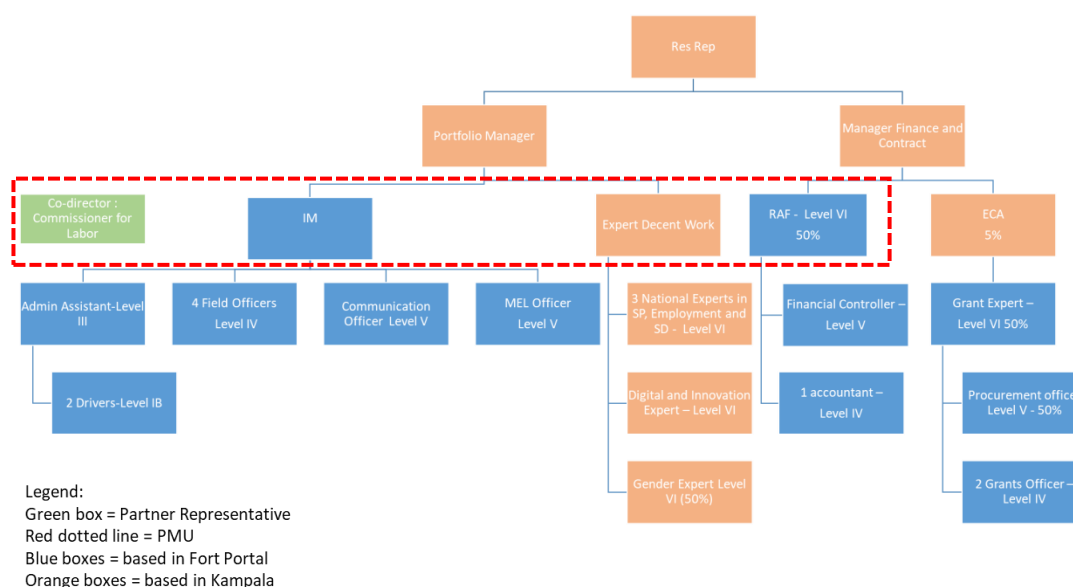
⁶ Uganda Hotels, Food, Tourism, Supermarkets and Allied Workers Union (i); Uganda National Union of Plantation and Agricultural Workers (ii); Uganda Hospitality, Leisure and Workers Union (iii) and Uganda Farm and Agro-based Workers Union (iv)

3.1.6 Budget and timing

Uganda intervention 1		Operational planning		Budget €	financial planning €							
SO	SO: Women and young people of working age in Uganda’s intervention zone have an increased opportunity to engage in decent work, are better protected by labour rights and benefit from social protection and more inclusive social dialogue	Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y 2	Y 3	Y 4	Y 5	
OPERATIONAL COSTS					10.893.160		526.900	2.984.200	3.579.200	3.018.200	784.660	
R1	R1. Decent employment is created and enhanced for youth and women in agriculture, tourism and the green economy				6.424.600		146.900	1.594.200	2.059.200	2.048.200	576.100	
Act 1.1	Support the productivity of the coffee and cocoa cooperatives						2.675.600	81.900	809.200	709.200	779.200	296.100
Act 1.2	Recovering decent jobs by boosting the attractiveness of Tourism and Hospitality						300.000	-	25.000	100.000	150.000	25.000
Act 1.3	Support green entrepreneurship						1.050.000	20.000	300.000	315.000	300.000	115.000
Act 1.4	Apprenticeship in the Tourism and Hospitality sector						1.050.000	20.000	300.000	315.000	300.000	115.000
Act 1.5	Roll out of Work Readiness Program						1.349.000	25.000	160.000	620.000	519.000	25.000
R2	R2: Fundamental Principles and Rights at Work for formal and informal workers are better respected, protected and fulfilled se principles and rights.				1.515.000		170.000	445.000	515.000	295.000	90.000	
Act 2.1	Global awareness raising on rights and standards at work across the districts						150.000	10.000	45.000	60.000	35.000	-
Act 2.2	Targetted awareness creation amongst Enabel beneficiaries and partners beneficiaries						250.000	20.000	50.000	100.000	80.000	-
Act 2.3	Gender inequality and GBV at the work place						510.000	80.000	150.000	190.000	90.000	-
Act 2.4	Capacity building of the DCDO, DCO, LO (25 persons)						400.000	50.000	150.000	115.000	40.000	45.000
	Consultancy						205.000	10.000	50.000	50.000	50.000	45.000
R3	R3: Increased access for workers and their families to improved social protection mechanisms, particularly in the informal economy, with a focus on health insurance and guaranteed income especially during maternity leave.				1.103.560		60.000	320.000	390.000	270.000	63.560	
Act 3.1	Increase access to social protection with focus on health insurance and maternity leave						500.000	10.000	170.000	190.000	120.000	10.000
Act 3.2	Support innovative solution for increasing access to social security for informal workers						400.000	-	100.000	150.000	100.000	50.000
	Consultancy						203.560	50.000	50.000	50.000	50.000	3.560
R4	R4: All workers are represented in social dialogue or other forms of structured dialogue at all levels. Their rights are defended, extended and acquired, with a focus on women and youth.				1.050.000		75.000	355.000	385.000	225.000	10.000	
Act 3.1	Capacity building of 2 Central and 4 Sectorial Trade Unions						300.000	10.000	90.000	120.000	80.000	-
Act 3.2	Capacity building of Federation of Ugandan Employers (FUE)						300.000	20.000	105.000	110.000	55.000	10.000
Act 3.3	Capacity building of Women's network						200.000	25.000	70.000	65.000	40.000	-
Act 3.4	Structural tripartite social dialogue structures supported at central level and at District Level						250.000	20.000	90.000	90.000	50.000	-
R5	R5: Policy development and national dialogue on decent work is strengthened through evidence-based learning, and regional networking and exchange (transversal)				800.000		75.000	270.000	230.000	180.000	45.000	
Act 5.1	Implement research supports evidence-based policy guidance and strategies						200.000	25.000	95.000	60.000	20.000	-
Act 5.2	Strengthen institutional bodies in their capacity to promote Decent Work						300.000	25.000	85.000	70.000	100.000	20.000
Act 5.3	Public strategies for promoting Decent Work are operationalized						100.000	-	40.000	50.000	10.000	-
Act 5.4	Regional networking and exchange						200.000	25.000	50.000	50.000	50.000	25.000
GENERAL MEANS					3.437.240		712.080	806.160	770.160	775.160	373.680	
Personnel (except internat. expertise, earmarked at portfolio level)					2.409.200		437.700	590.400	590.400	590.400	200.300	
Investments					184.000		160.500	6.000	7.500	8.000	2.000	
Functioning					559.040		83.880	124.760	137.260	136.760	76.380	
Monitoring and evaluation, audit, technical support					210.000		15.000	70.000	20.000	30.000	75.000	
Communication & Capitalization					75.000		15.000	15.000	15.000	10.000	20.000	
TOTAL BUDGET					14.330.400		1.238.980	3.790.360	4.349.360	3.793.360	1.158.340	
International Expertise					1.869.600		322.320	472.320	472.320	472.320	130.320	
GRAND TOTAL BUDGET					16.200.000		1.561.300	4.262.680	4.821.680	4.265.680	1.288.660	

3.1.7 Human resources

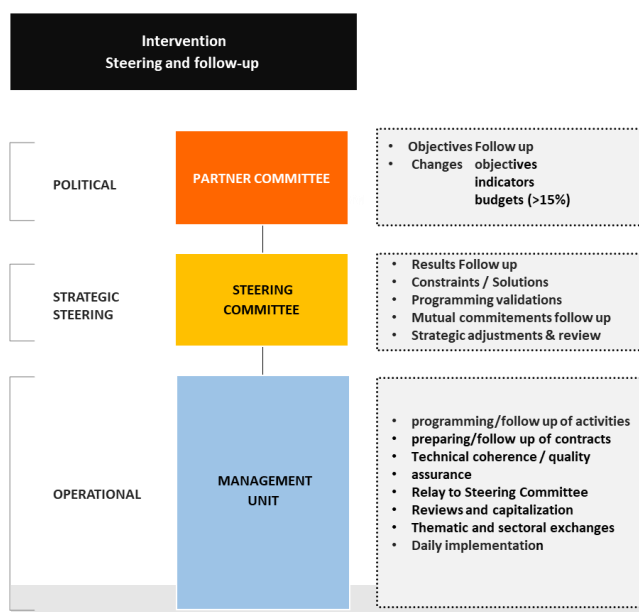
Figure 4 : HR set-up intervention Uganda



Job Title	National or International	Period	Allocation (%)
Intervention Manager	National / international	52	100%
Expert Decent Work	International	42	100%
International Finance and Administration Manager (RAF)	International	48	5%
International Grant and Procurement Expert (ECA)	International	48	5%
Expert in Employment and Decent Work Creation (Result 1)	National	48	100%
Expert in Labour Rights & Social Dialogue (Result 2 and 4)	National	48	100%
Expert in Social Protection (Result 3)	National	48	100%
Digitalisation and Innovation Expert	National	48	100%
Expert Gender and digitalisation	National	48	50%
4 Field Officers (1 in each zone)	National	48	100%
Monitoring, Evaluation and Learning Officer	National	48	100%
Communications Officer	National	48	100%
RAF	National	48	50%
Financial Controller	National	52	100%
Accountant	National	60	100%
Grants Expert (ECA)	National	48	50%
Procurement officer	National	48	50%
2 Intervention Officer – Grants	National	48	100%
Administrative Assistant	National	52	100%
2 Drivers	National	96	100%

3.1.8 Steering and follow-up

A balanced governance system will be put in place to ensure effective steering and monitoring of the intervention and adequate management of the established partnership relationships. It is part of the overall governance mechanism of the portfolio, developed in chapter 5.2. The political steering of the Ugandan component is ensured by the **Partner Committee (PC)** established in Uganda. The PC assesses the general state of progress of the intervention, ensures its overall strategic coherence (also relating to other Belgian cooperation interventions in Uganda) and, if necessary, takes all the necessary measures for its reorientation in accordance with the regulatory and legal framework (CS)^{7,8}



A **Steering Committee (StCom)** will be set up to ensure the monitoring and overall orientation of the intervention at the strategic level. Its precise responsibilities are listed in annex 2.

In addition to Enabel and Permanent Secretary, Ministry Gender, Labour and Social Development (MoGLSD) (co-chairs), the StCom brings together state, civil society and private sector stakeholders closely involved in the Ugandan component of the TPSP. Its composition⁹ is as follows:

- **Chair:** Permanent Secretary, Ministry Gender, labor and Social Development (MoGLSD)
- **Co-Chair:** Resident Representative, Enabel
- **Representative from Ministry of finance,** Planning and Economic Development (MoFPED)
- **Representatives from the Trade Unions (TUs):** The National Organization of Trade Unions (NOTU) and the Central Organization of Free Trade Unions (COFTU)
- **Representative from the Employers' organization:** Federation of Uganda Employer (FUE) and Private Sector Foundation (PSFU)
- **Technical Partners:** Representative of International Labour Organization (ILO), Ministry of Education and Sport, (MoES), Ministry of Tourism, Wildlife and Antique (MoTWA) and Ministry of Agriculture (MAAIF).
- **Secretariat:** Intervention Manager (ENABEL) and Intervention Director (Commissioner of Labor, MoGLSD)

⁷ The PC monitors the objectives targeted by the Intervention, decides on any changes in the overall and specific objectives and the related indicators, on budget shifts between the different interventions with a budgetary impact greater than 15% of the total budget of the portfolio, and on the allocation of the reserve.

⁸ The PC meets at least once a year or at the request of one of the parties (Belgium/Uganda). It is co-chaired by the Director-General of DGD (or by the one (s)he designates) for the Belgian part and by the Minister of Finance, Planning and Economic Development of Uganda (or by the one (s)he designates). A representative of Enabel is a member of the committee. Its final composition is agreed between the two parties.

⁹ In accordance with the Specific Agreement

The practical operating modalities of the StCom will be described in an internal regulations document, to be validated at the first meeting of the committee¹⁰.

A **Project Management Unit (PMU)** will be operationalized by Enabel to ensure the daily implementation of the operations of the Ugandan component.

Led by the intervention Director and Intervention Manager, the MU will be made up of a permanent technical team, experts mobilized on an ad hoc basis and an administrative, financial, and logistic support team. Its composition¹¹ is as follows:

- **Chair:** Intervention Director (Commissioner of Labour, Industrial, relation and productivity)
- **Co-chair:** Manager of the Intervention (ENABEL IM) - Co-director
- **Secretariat:** Administrative Assistant
- Members with a consultative role:
 - Technical team from MoGLSD: The staff in the following departments are foreseen: Employment and productivity, Labour Union, Labour Inspection, Apprenticeship, Social protection, Youth and children affairs and Culture.
 - Experts, procurement and finance team from Enabel.

Part of the human resources will be shared with other interventions (of the TPSP, Enabel's bilateral or third-party portfolios in Uganda). The complete composition of the implementation team is specified in the chapter 'human resources'.

As indicated in the organizational chart, part of the team will be based in Kampala, in MoGLSD's offices, to ensure close collaboration, support and steering of the Partner. The other part of the team will be based in Fort Portal, in Enabel's regional offices, close to the activities and the beneficiaries in the districts.

Finally, it should be noted that the stakeholders of the Ugandan component will also take part in the **coordination and consultation** mechanisms (political/strategic, technical) put in place by the Ugandan authorities and their partners in matters of social protection (e.g. Social Protection Donor Group).

¹⁰ The Steering Committee will meet semi-annually on an ordinary basis. Ad hoc meetings are organized when necessary. Enabel will ensure the secretariat of the meetings.

¹¹ In accordance with the Specific Agreement

3.2 Protection Sociale en RD Congo (intervention 2)

3.2.1 Résumé

L'intervention en RDC a pour objectif de permettre aux jeunes et aux femmes en âge de travailler de s'engager dans un travail décent, qu'ils soient mieux protégés par les droits du travail et bénéficient d'une protection sociale et d'un dialogue social plus inclusif. Les changements attendus se focalisent sur l'amélioration de la situation des différents publics cibles identifiés dans le secteur informel qui seront soutenus au travers des 5 résultats en faveur d'une évolution positive des 4 composantes du travail décent.

L'intervention consiste à mettre en œuvre et à soutenir des initiatives dans les secteurs de **l'économie verte et circulaire**, du **travail domestique** et de **l'agriculture**.

Les zones d'intervention, sont les **zones urbaines de trois provinces: Kinshasa, Kolwezi et Lubumbashi**. Ces trois zones d'intervention ont été identifiées en consultation avec les partenaires locaux et ont été choisies parce que ce sont les trois principaux bassins d'emploi dans le pays.

La complexité et la gravité de la situation du travail décent et de la protection sociale en RDC, imposent d'identifier des publics cibles et des leviers susceptibles de contribuer aux changements attendus sur les 5 résultats, interdépendants les uns des autres. Ces publics-cibles incluent (1) des **femmes maraîchères**, présentes dans les 3 régions en zones rurales et péri-urbaines, (2) des **femmes vendeuses de poisson** à Kinshasa et Lubumbashi, (3) des **femmes vendeuses de pains**, présentes dans les trois villes, (4) des **femmes transformatrices de produits d'élevage et agricoles**, présentes dans les trois villes et en zones péri-urbaines, (5) des **travailleuses domestiques**, présentes dans les trois villes, (6) les **professionnelles du sexe et les filles-mères** (contraintes à travailler), (7) des **conducteurs de motos**, et (8) des **creuseurs artisanaux**.

Ces publics-cibles sont autant de "portes" d'entrée pour avancer sur l'agenda du travail décent dans un pays où les engagements pris et l'application des textes légaux tardent à montrer des effets sur le terrain.

L'approche privilégiée prévoit de se focaliser sur des groupes (pré)organisés, structurés et représentatifs avec des leaders identifiés qui permet des effets multiplicateurs et la mise à l'échelle en termes d'impact.

Le premier pilier dédié à **l'emploi productif**, a pour ambition d'augmenter l'impact recherché par le portefeuille bilatéral en intégrant des prestations additionnelles orientées travail décent. Les résultats seront atteints en incluant à la dynamique déjà enclenchée au travers du dispositif "Centre de ressources", des thématiques, des publics cibles (majoritairement féminins et issus de l'économie informelle), des mécanismes et des acteurs additionnels afin d'assurer que les publics-cibles identifiés soient bénéficiaires de services publics garantissant leur employabilité et leur accès à un emploi décent (salarié ou auto-emploi) malgré leur éloignement du marché du travail.

La durabilité et l'impact des activités seront renforcés au niveau institutionnel, par des mécanismes de redevabilité issus du multi partenariat (FEC, ONEM), par l'expérimentation de mécanismes nouveaux et par la mise à l'échelle des dispositifs initiés dans le cadre du programme bilatéral. Ces nouveaux publics cibles bénéficiaires traversent la réalité des 4 piliers pour privilégier une approche systémique centrée sur les quatre composantes, indissociables, du travail décent.

Malgré l'importance de la contribution à des emplois décents et productifs, celle-ci n'est pas l'unique dimension du travail décent et n'est pas suffisante pour atteindre les objectifs. Il faut aussi s'assurer que les **principes fondamentaux et que les droits au travail** sont respectés (pilier 2), autant pour l'économie informelle que pour l'économie formelle. Ceci comprend, par exemple la santé et la sécurité sur le lieu de travail, le droit de négociation collective, et la non-discrimination dans l'emploi, entre autres. Pour cela, l'intervention prévoit des activités de sensibilisation, de formation et de plaidoyer.

Pour donner des exemples concrets, l'intervention vise à promouvoir les droits et normes du travail décent en sensibilisant 2.000.000 personnes par le biais de moyens audiovisuels, radiophoniques ou digitaux (activité 2.1). L'intervention prévoit aussi de sensibiliser les travailleurs et les employeurs sur les inégalités de genre et violences basées sur le genre sur le lieu de travail. Ces activités fourniront aux groupes cibles les connaissances et outils nécessaires afin de stimuler le changement.

Un autre aspect indispensable du travail décent est la **protection sociale** (pilier 3). Plus précisément, les travailleurs et leurs familles (en particulier dans le secteur informel) ont le besoin et le droit d'avoir accès à la protection sociale. Dans ce cadre, l'intervention est centrée sur une perspective de couverture santé universelle (CSU) en mettant un accent particulier sur le congé de maternité via les acteurs concernés par la promotion des mutuelles et de la santé.

La colonne vertébrale du dispositif s'articule autour de l'accompagnement de groupes et de personnes – en commençant par la sensibilisation, la promotion pour aboutir à la structuration de l'offre de service de protection sociale.

Le dernier pilier du travail décent est le **dialogue social** (pilier 4). Ce dialogue social permet aux acteurs et aux gouvernements de prendre des décisions et de développer des politiques. En outre, le dialogue social permet aux représentants des travailleurs et des employeurs de participer à ces discussions et de mettre en avant leurs droits, leurs besoins, et leurs revendications.

L'intervention visera essentiellement à renforcer les capacités des représentants de travailleur.euse.s de l'économie informelle pour leur participation dans les différentes structures du dialogue social dans les trois provinces. Une attention particulière sera portée sur la participation des femmes leaders et des jeunes leaders des secteurs ciblés.

Les activités des résultats 2,3 et 4 mobilisent la société civile et tout particulièrement, les acteurs de changement syndicaux et mutuellistes dont les efforts entrepris avec le soutien des ONG belges WSM et SOLSOC seront décuplés et mis à l'échelle pour un impact significatif dans les provinces visées en matière de promotion des droits du travail, d'accès à la protection sociale et de dialogue social dès lors qu'il s'agit de zones géographiques et/ou de public cibles qui ne sont aujourd'hui pas accompagnés par ces acteurs.

Le cinquième domaine de résultat vise à renforcer **l'environnement favorable aux avancées de l'agenda du travail décent et de la protection sociale au niveau national et au niveau régional**. C'est dans ce résultat que certaines activités mises en œuvre à travers l'intervention seront mises en avant avec le but d'être renforcées au niveau national. Par exemple, l'activité 3.3 s'agit d'un dispositif innovant et expérimental de protection et d'indemnisation de la période de grossesse des femmes enceintes en interruption de travail et du congé de maternité. Les résultats de cette activité les résultats fourniront un apprentissage fondé sur des preuves au niveau national et même aux activités régionales.

Des activités de capitalisation, d'évaluation des leçons apprises pour dissémination des meilleures pratiques, d'apprentissage, de réseautage et de renforcement des capacités y sont également reprises non seulement au niveau national mais aussi au niveau régional. Les activités et leurs résultats serviront de bases pour optimiser le développement des politiques.

Le niveau régional de ce domaine de résultat est complété par la facilitation régionale (et des activités régionales) qui est intégrée dans l'intervention du Rwanda, pays qui héberge l'aspect régional du portefeuille pour les trois pays de portefeuille.

Pour chaque résultat, un soutien particulier à l'exercice des prérogatives régaliennes des institutions publiques liées à une des composantes du travail décent est privilégié pour un accès amélioré à l'offre de services au niveau provincial: (1) l'ONEM pour la promotion de l'emploi productif et un meilleur fonctionnement du marché du travail, (2) l'Inspection du travail dans le cadre du respect du droit du travail pour le secteur (in)formel, (3) le Ministère de la prévoyance sociale comme relais de

la mise en œuvre de la Couverture Sanitaire Universelle, (4) le soutien à des processus d'amélioration organisationnelle, d'élaboration de textes liés à la création d'emplois productifs, au niveau national via l'ONEM et le Ministère du Travail.

Visant une approche systémique et intégrée du travail décent, les résultats interagissent entre eux et sont articulés via les groupes cibles qui sont positionnés sur les 4 piliers interconnectés. Une approche fondée sur la progressivité de la sensibilisation et la promotion du travail décent permettra de porter les voix des mêmes bénéficiaires sur l'ensemble des 4 piliers.

Au début de la mise en œuvre de la programmation en RD Congo, les équipes d'intervention seront susceptibles d'opérer d'autres choix en fonction des opportunités ou selon les conditions d'opérationnalisation qui se présenteront. Une attention toute particulière sera accordée pour assurer la faisabilité technique du projet et la maximalisation des impacts.

3.2.2 Contexte en RDC

Les secteurs de l'économie qui seront pris en considération ont été définis sur base des publics les plus vulnérables qui y travaillent (voir supra), le plus souvent dans l'informalité et la plus grande des précarités. Néanmoins, ces secteurs de l'économie sont susceptibles d'être accélérés via des initiatives résilientes d'économie sociale, génératrices de cohésion sociale et créatrices d'emploi plus décents.

Ce portefeuille s'aligne sur les grandes stratégies de protection sociale et de travail décent portées par les institutions congolaises. Les axes programmatiques et les priorités du Gouvernement de l'Union Sacrée de la Nation (2021-2023) au travers de son Programme d'Actions visant à créer un Etat fort, prospère et solidaire. En particulier les aspects dédiés à la « promotion du travail décent pour un développement durable, équitable, solidaire et inclusif » ont donc été pris en considération.

En effet, l'impact visé par cette intervention est en phase avec les ambitions politiques du gouvernement congolais. L'intervention a pour ambition d'opérationnaliser des politiques et des stratégies à ce jour formulées et validées mais dont l'exécution et la mise en œuvre sont interrompues, inachevées ou non démarrées, en particulier en faveur de publics vulnérables et dans l'économie informelle. Avec un focus tout particulier en faveur des jeunes et des femmes. En effet si leurs droits sont reconnus par les normes juridiques et conventions internationales ratifiées par la RDC, ils ne sont pas appliqués dans leur exercice et dans le respect de celles-ci.

La protection sociale et le travail décent sont des conditions préalables essentielles à la réalisation des objectifs nationaux de développement.

L'Agenda du travail décent de l'OIT est devenu le principal cadre normatif international, il s'impose également en RDC comme une référence incontournable. Il affirme que le travail décent doit fournir un revenu productif et équitable, la sûreté et la sécurité, protection sociale, de meilleures perspectives et opportunités pour les travailleurs/euses de participer aux décisions qui affectent leur existence. Le travail décent « résume les aspirations des êtres humains au travail. Il regroupe l'accès à un travail productif et convenablement rémunéré, la sécurité sur le lieu de travail et la protection sociale pour les familles, de meilleures perspectives de développement personnel et d'insertion sociale, la liberté pour les individus d'exprimer leurs revendications, de s'organiser et de participer aux décisions qui affectent leur vie, et l'égalité des chances et de traitement pour tous, hommes et femmes ».

Les éléments clés du contexte congolais à prendre en compte lors de la mise en œuvre de cette intervention sont résumés sous les points suivants.

Economie, démographie et emploi

La République Démocratique du Congo est classée 175^{ème} du classement de l'IDH. Il y a 10 ans, la RDC était classée en dernier au 189^{ème} rang et malgré l'augmentation du PIB de 320 à 556 \$/habitant, ces indicateurs restent faibles comparativement aux autres pays d'Afrique subsaharienne.

Elle abrite environ 95 millions d'habitants dont plus de 40% vit en milieu urbain. Avec en moyenne 6,1 enfants par femme, le pays possède un taux de fertilité nettement supérieur à la moyenne d'Afrique subsaharienne. Les prévisions démographiques estiment la population à 120 millions en 2030 et à 180 millions d'habitants en 2050. La « bombe » démographique constitue donc un enjeu central pour le développement et la croissance inclusive de la RDC. Combinée à un taux de croissance nominal autour de 5% du PIB, elle ne permettra pas, à moyen terme, une poursuite de la croissance du PIB réel par habitant.

La pauvreté est persistante (77,1 % de la population vit avec moins de 1,90 USD par jour). 85% au moins de l'économie est informelle et le taux effectif de chômage et de sous-emploi avoisine les 40 % de la population en âge de travailler. Il faut noter que les statistiques les plus récentes liées au taux de chômage, datent de 2012. L'Office National de l'Emploi (ONEM) est peu connu par les jeunes désœuvrés des milieux populaires. Seuls les diplômés des universités en quête de travail sont informés de ses missions et de sa vocation.

Genre

L'accès à l'emploi des femmes, et des autres groupes sociaux discriminés (jeunes, migrants, etc.) est très discriminatoire. Ainsi, très peu de femmes accèdent aux postes à responsabilité ou siègent dans les instances de prise de décision, et dans les espaces de dialogue social et de dialogue structuré entre la société civile et l'État, malgré leurs compétences. De ce fait, elles ne peuvent apporter une plus-value et/ou influencer pour que leurs préoccupations/besoins soient pris en compte. Par ailleurs, les femmes

Economie informelle

La RDC a ratifié les huit conventions fondamentales de l'OIT mais leur application et suivi posent souvent difficulté. Pour survivre, les demandeurs d'emploi (majoritairement des femmes (55%) et des jeunes (60 %) y compris les jeunes instruits) sont obligés d'accepter de travailler dans des dynamiques entrepreneuriales informelles ou familiales où les conditions de travail sont dégradées et les emplois précaires.

Protection sociale

Moins de 10% de la population a accès à des prestations de protection sociale en santé. L'Etat congolais est tout simplement incapable de procurer des services sociaux de base à sa population. Sans contrat formel ni salaire véritable, pas de garantie en matière de sécurité sociale et les travailleurs œuvrent majoritairement dans un régime de sous-traitance (agences de placement) qui n'offre pas la possibilité de dialogue entre les travailleurs et les chefs des entreprises. Tout cela sans observance des normes minimales du travail. Les microentreprises de l'économie informelle ne dégagent pas assez de revenus pour permettre des investissements, la priorité étant la survie de la famille. La RDC s'est engagée à poursuivre la mise en place d'une couverture santé à vocation universelle (CSU) en collaboration avec les mutuelles de santé et leurs structures d'appui, et dans des concertations, avec les acteurs sociaux et de santé. Cette volonté se traduit par une Stratégie de la Politique Nationale de Protection Sociale.

Economie Sociale¹²

Les différents textes de loi sur le Code de l'artisanat, de l'entrepreneuriat et des startups pour un cadre juridique révisé, ne sont toujours pas d'application. Les dynamiques économiques émergentes et plus spécifiquement les microentreprises d'économie sociale et solidaire, ne bénéficient pas d'un cadre législatif favorable ni d'une fiscalité qui tienne compte de leurs spécificités.

Dialogue social

Selon l'Indice de la Confédération Syndicale Internationale (CSI), en RDC, les droits syndicaux sont systématiquement bafoués, certaines entreprises s'opposant à l'organisation d'élections syndicales, favorisant certains syndicats ou licenciant des représentants syndicaux. A ce sujet, le rapport de la CSI a alerté en 2010 qu'un grand nombre d'organisations syndicales en RDC sont le fait des employeurs qui tentent à tout prix de dissuader l'activité des syndicats libres, de les diviser davantage et en les empêchant ainsi de parler d'une seule voix d'exercer un véritable contre-pouvoir. Il faut observer l'absence totale d'un cadre institutionnel et structurel qui permette la promotion et la protection des droits économiques et sociaux. Depuis l'abrogation unilatérale du Cadre du dialogue social (CPDS) en 2008, il n'y a plus d'engagement politique pour instaurer ce cadre garant de la paix sociale tout en instaurant une forme de bonne gouvernance des ressources aux différents niveaux (national, provincial, sectoriel, entreprise, ministère, secteurs informels, etc.). Or, ce cadre est nécessaire, comme l'a rappelé le BIT à propos de la RDC au début des années 2000 « considérant que l'instauration de la paix sociale dans un environnement politique démocratique retrouvé éloigne les sources de dysfonctionnements susceptibles de constituer des freins à la bonne gestion des ressources nationales ».

De manière complémentaire au dialogue social, notons aussi les déficits concernant les autres mécanismes de dialogue avec la société civile, dénommés « structurés » ou « institutionnalisés ». Ces derniers sont des formes inclusives et structurées de dialogue permettant à la société civile de contribuer de manière significative au développement durable des pays, en portant notamment la voix des travailleurs/euses de l'économie informelle. Il peut s'agir de dialogues structurés par exemple sur les thématiques liées à l'accès à la santé (dialogues avec les prestataires de soins de santé, les régulateurs de l'offre et de la demande) mais aussi sur la formalisation, l'identification de modes innovatifs visant à financer des prestations sociales, avec les commissions provinciales sur les dispositifs de protection sociale, etc.

Droits au travail

Les droits au travail en eux-mêmes sont peu ou mal connus des employeurs donc mal appliqués ou respectés. Les travailleurs/euses eux/elles-mêmes connaissent aussi mal leurs droits et peu sont syndiqué/es, ce qui ne contribue pas à leur respect ni à leur défense.

Défis au cœur de cette intervention

Pour espérer atteindre des résultats impactants en matière de travail décent, dans le contexte fragile de la RDC, **les défis suivants sont à mettre en exergue** dans le cadre de cette intervention. Et invitent aux choix stratégiques suivants:

- Accompagner le dynamisme entrepreneurial de l'économie informelle avec création d'un nombre important de Micros/Petites et Moyennes entreprises (MPME). Certaines d'entre

¹² Le concept d'économie sociale et solidaire (ESS) désigne les entreprises organisées sous forme de coopératives, mutuelles, associations, ou fondations, dont le fonctionnement interne et les activités sont fondés sur un principe de solidarité et d'utilité sociale. Ces entreprises adoptent des modes de gouvernance démocratiques et participatifs. Elles encadrent l'utilisation des bénéfices qu'elles réalisent.

elles font preuve d'un certain potentiel de résilience, de développement et de croissance créatrice d'emplois notamment en économie sociale. Le niveau de structuration de ces acteurs autour de chaînes de valeur, via des clusters ou des grappes sectorielles est assez prometteur, en particulier pour ce qui concerne les initiatives économiques portées par des femmes. Cette dynamique entrepreneuriale constitue l'épine dorsale de l'économie du pays et se développe dans les domaines les plus diversifiés, contribuant à la création des richesses et des emplois. Cœur de l'économie en RDC et en zone urbaine en particulier, elles constituent la plus grande partie du tissu économique et représentent plus de 90% de toutes les entreprises. Cette stratégie vise la mise à l'échelle du nombre d'emplois décents créés via des méthodologies de formation alternée, de coaching à l'emploi salarié, d'incubation et d'accélération, s'inscrira additionnellement et complémentirement à la stratégie de mise en œuvre des programmes bilatéraux en cours (Edukat et KinEmploi).

- Soutenir la mise en place progressive de mécanismes de régulation du marché de l'emploi formel avec le Service Public de l'Emploi – ONEM et la composante provinciale de l'inspection du travail.
- Se focaliser sur le (long) chemin de transition de l'économie informelle vers l'économie formelle pour un travail décent. Dans la plupart des cas, on entre dans l'économie informelle non pas par choix, mais par nécessité absolue, manque d'opportunités formelles et pour avoir accès à des activités génératrices de revenus. Si certaines activités de l'économie informelle permettent de s'assurer un revenu et un niveau de vie acceptables, la plupart des travailleurs/euses informels connaissent des conditions de travail inadaptées et dangereuses, des revenus irréguliers inférieurs aux standards et l'absence de toute protection sociale. En RDC, le taux d'emploi dans l'économie formelle est inférieur à 5%.
- Le pilier protection sociale du travail décent permettra de mieux protéger les personnes des différents chocs qu'ils peuvent subir tout au long de leur vie. Ce chemin vers une économie plus formalisée est déterminant pour stimuler la demande intérieure et la productivité, favoriser la transformation structurelle des économies nationales, promouvoir le travail décent et élargir l'assiette fiscale nationale. Le taux limité de pénétration des mutuelles de santé pourrait progressivement être conjuré via l'application des textes, la catégorisation de la population, l'adhésion obligatoire et la délégation de gestion.
- Faire le pari du positionnement de l'économie sociale et solidaire au cœur de la démarche systémique et de la stratégie de mise en œuvre. Ses principes fondateurs et les valeurs qu'elle constituent une troisième voie à explorer tout en contextualisant l'approche en fonction des normes anthropologiques locales. L'hypothèse posée est que l'économie sociale et solidaire constitue la clé de voute et le fil rouge de la stratégie en RDC. Elle contribuera à reconstruire du lien, à renforcer la cohésion sociale et le leadership des acteurs de changement.
- Favoriser et structurer l'accès à la santé via les mutuelles de santé, articulées avec les structures publiques de santé. Leurs approches assurantielles participatives, leurs activités de sensibilisation en santé permettent à la fois une responsabilisation des bénéficiaires quant à leur santé ainsi que les acteurs de la santé quant à leurs services aux populations. L'articulation entre des initiatives coopératives et mutuellistes sera également encouragée en vue de créer des cercles vertueux au service de l'emploi décent et de la protection sociale. La Plateforme des Organisations Promotrices des Mutuelles de santé du Congo (POMUCO) – représentant le mouvement mutualiste – offre un cadre pertinent de dialogue avec les prestataires de soins, les régulateurs de l'offre et de la demande, et permet la participation de la population à toutes les étapes de planification des interventions sanitaires et son implication active dans les interventions de prévention et de promotion de la santé, et de la formalisation du travail. Enfin, le réseau « International Network for Social Protection Rights » (INSP!R Congo), qui comprend une diversité d'acteurs parmi lesquels notamment des forces syndicales et mutuellistes, mènera également des actions de

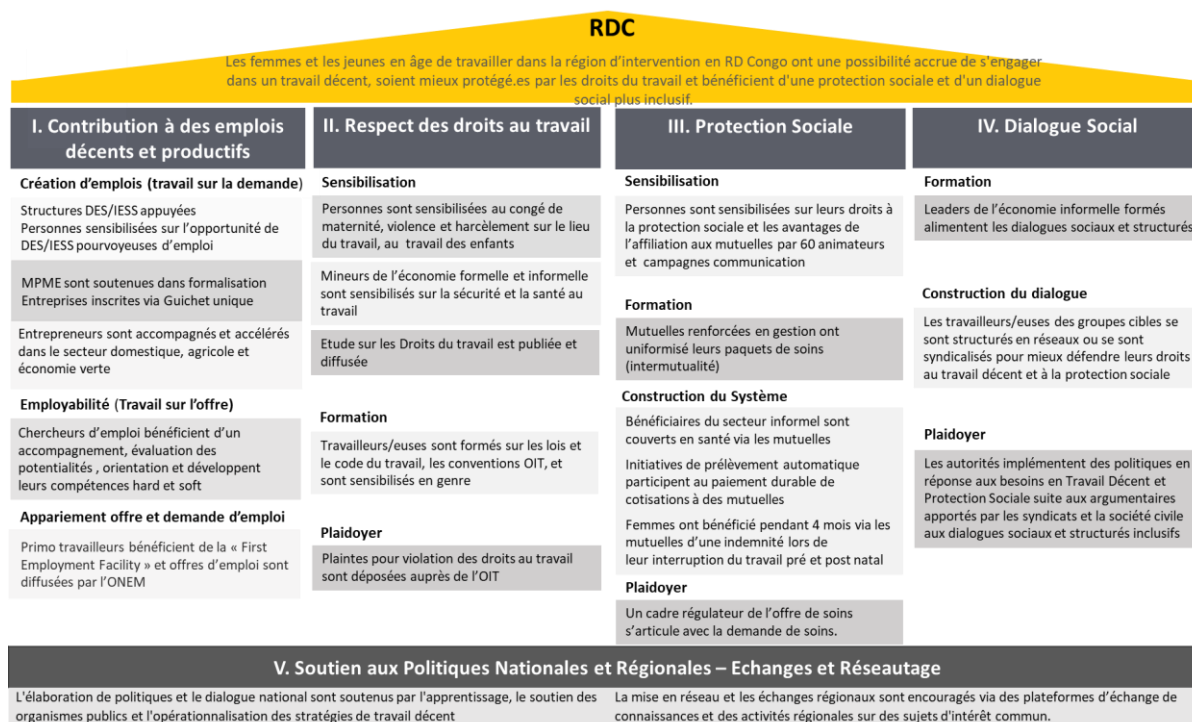
plaidoyer et de dialogue structuré en synergie d’actions, afin d’assurer que le droit au travail décent et à la protection sociale progresse dans le pays, et au-delà, grâce à son appartenance au réseau INSP!RAfrique.

- Il s’agira de renforcer à la fois le dialogue social, et les dialogues structurés ou institutionnalisés par des acteurs véritablement représentatifs des populations, capables de mener ces processus, et surtout articulés en réseaux pour plus d’impacts dans leurs dialogues et plaidoyers auprès des décideurs, tant aux niveaux provinciaux que national, et même au-delà des frontières du pays. Les confédérations syndicales CDT-CSC-COSSEP-UNTC travailleront en unité d’action et se compléteront mutuellement afin de représenter et défendre au mieux les intérêts de tous/tes les travailleur/euses avec ou sans emploi. Enfin, même si les données statistiques ne sont pas à jour et reste incomplètes, il y a lieu de reconnaître que la participation des femmes dans les différentes formes de dialogue social est très faible, et n’est pas à la mesure des aspirations des recommandations des organisations internationales. Cette intervention est l’occasion, vu son focus principal vers des femmes, d’accroître progressivement le pourcentage de représentation des femmes tenant compte de l’objectif de 30% fixé par l’ONU au départ, et 50% au final.

3.2.3 Logique d’intervention

Cette intervention vise à réaliser des activités et à obtenir des résultats qui contribueront aux **changements intermédiaires clés** qui ont été identifiés dans la stratégie thématique (voir ci-dessus), comme les principales voies visant à offrir aux femmes et aux jeunes en âge de travailler en RDC, des opportunités accrues de s’engager vers le travail décent, d’être mieux protégés par les droits au travail et de bénéficier d’une protection sociale et d’un dialogue social plus inclusif (Objectif spécifique).

Figure 5: Visualisation des résultats et activités



Cette intervention intégrera spécifiquement les **thèmes transversaux** suivants :

- L'égalité des genres est promue à travers toutes les activités de renforcement des capacités, et de formation en s'assurant que les bénéficiaires sont constitués d'au moins 50 % de femmes. Les campagnes de promotion et de sensibilisation intégreront explicitement des objectifs concrets en matière de genre. Enfin, des activités spécifiques sont intégralement dédiées à la promotion de l'égalité hommes-femmes sur le lieu de travail et à la lutte contre les violences basées sur le genre.
- La protection de l'environnement et la lutte contre le changement climatique sont également portées par cette intervention. La création d'emplois verts en économie sociale et solidaire sera stimulée par le programme d'accélération et de soutien aux entreprises actives dans l'économie verte et circulaire. La promotion de l'utilisation des énergies renouvelables, l'agroécologie, la gestion et valorisation des déchets occuperont une place de choix.
- L'innovation et les solutions numériques seront valorisées comme leviers pour atteindre les objectifs de cette intervention. Des solutions digitales innovantes seront promues pour l'indemnisation du congé de maternité. L'ERP scolaire sera adapté et modifié en fonction des besoins des Centres de Ressources. Il permettra de générer des données quantitatives et qualitatives essentielles pour l'analyse du marché de l'emploi et le rapportage de l'intervention.

Résultat 1 : Des emplois décents et productifs sont créés dans les secteurs de l'économie verte et circulaire, de l'autosuffisance alimentaire et du travail domestique via les CdR

Le portefeuille thématique est complémentaire au portefeuille bilatéral en cours en ce sens qu'il ancre la dimension de travail décent et de protection sociale dans les dispositifs existants et les intègre aux activités en cours d'exécution. Il ne s'agit pas seulement d'ajouter des budgets aux activités de projet en cours, mais bien de compléter le processus en intégrant des prestations et des partenaires additionnels. A ce titre, il s'agit d'une synergie solide en lien avec le portefeuille belge existant dans les trois pays.

L'orientation stratégique qui sous-tend le résultat 1 vise à créer des emplois décents, de meilleure qualité via 3 domaines d'action : (i) stimuler la demande de travail (davantage d'emplois et de meilleure qualité), (ii) stimuler l'offre de travail qui répond aux besoins du marché du travail (employabilité) et (iii) mettre en place un dispositif de rencontre entre l'offre et la demande.

Dans un contexte (très) fragile, l'option retenue consiste à valoriser l'existence des Centres de Ressources (CdR) existants, qui sont des dispositifs multi-partenariaux, lieux de rencontre entre l'offre et la demande d'emploi-- mis en œuvre dans le cadre des programmes bilatéraux Edukat (à Lubumbashi) et KinEmploi (à Kinshasa), en élargissant et diversifiant leurs offres de services et de formations de sorte à ce :

- Qu'elles répondent aussi aux besoins spécifiques du public ciblé (voir point 3.2.3 ci-dessous) majoritairement peu alphabétisé et féminin.
- Qu'elles soient adaptées au public ciblé (peu formé) dans leurs méthodes d'apprentissage (éducation populaire, partage de connaissance entre pairs, coaching, stages, formations pratiques, ...) et contenus (besoins prioritaires). De ce point de vue, les CdR pourront recourir à l'expertise d'ONG locales qui ont déjà des liens de confiance avec le public ciblé.
- Qu'elles soient accessibles financièrement.
- Qu'elles valorisent le modèle entrepreneurial de l'économie sociale et solidaire, combinaison d'un projet économique innovateur viable, d'une finalité sociale et d'une gouvernance participative impliquant toutes les personnes concernées par le projet : porteurs de projet, salariés, bénéficiaires...

- Grâce aux formations reçues et à l'accès aux services des CdR, le public ciblé bénéficie d'un renforcement de compétences managériales et technico-professionnelles (production, transformation, innovation) qui permet d'améliorer la rentabilité de leurs activités et la résilience de leur entreprise. La maîtrise des concepts du travail décent et l'augmentation des recettes contribuent à un meilleur respect des caractéristiques du travail décent (dont la contribution à un régime de protection sociale) et leur permet de répondre de manière autonome à leurs besoins sociaux de base.
- Des stratégies différenciées ciblant d'une part l'économie formelle via les dispositifs qui s'adressent aux employeurs - et donc à la demande d'emplois décents et d'autre part, des stratégies spécifiques dédiées aux acteurs de l'économie informelle, très largement majoritaires et visant à les accompagner sur le chemin de la formalisation.

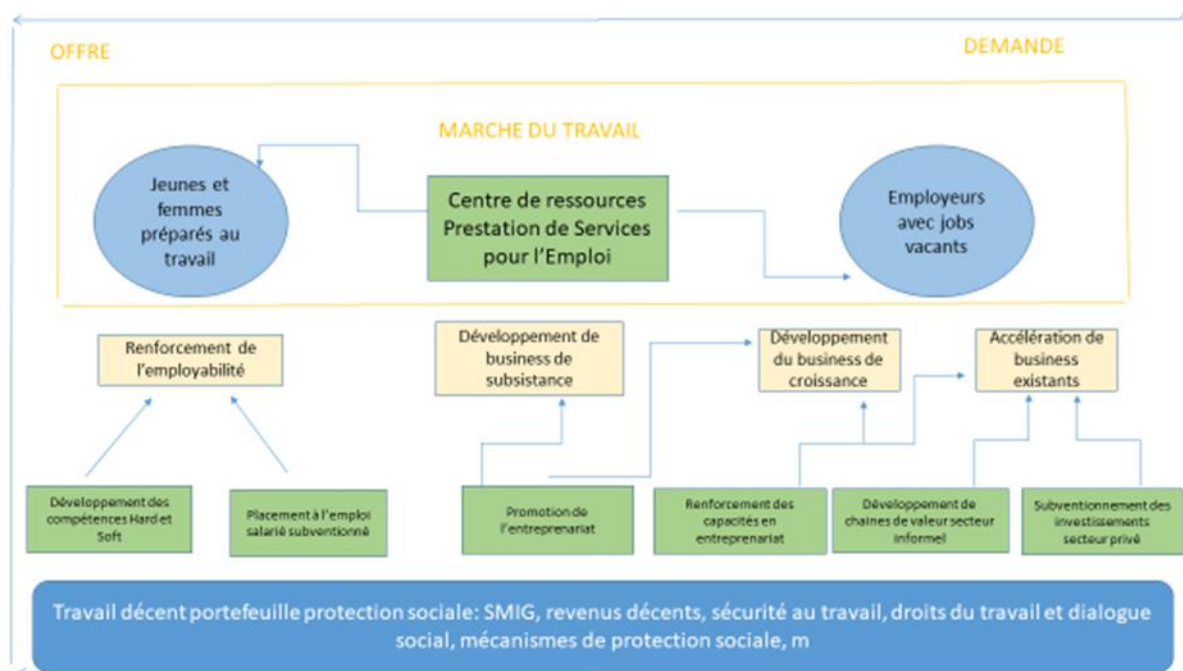
Les CdR, dont la version la plus aboutie est aujourd'hui implantée à Lubumbashi, sont ancrés au Ministère de l'Education Primaire Secondaire et Technique et au Ministère de la Formation Professionnelle à Kinshasa.

Clé de voûte de ce résultat 1, les CdR proposeront à travers cette intervention une offre de prestation additionnelle adaptée au public ciblé visant la création d'emplois productifs en économie sociale et solidaire en faveur de secteurs d'activités non pris en considération jusqu'à présent tout en intégrant en leur sein, des opérateurs et partenaires sociaux complémentaires. Ces partenaires contribueront à offrir un service intégré aux chercheurs d'emplois et aux entreprises tout en endossant les normes du travail décent et les principes de l'économie sociale et solidaire. Il s'agit donc d'une opportunité pour le ministère de l'Emploi, Travail et Prévoyance Sociale de rejoindre les Centres de Ressources avec un rôle important de l'ONEM mais également dans le cadre d'une tripartite.

Cette approche implique une révision des textes qui instituent les CdR selon une logique interministérielle, en endossant les principes d'une gestion et d'une gouvernance tripartite (qui feront l'objet d'activités dédiées dans les résultats 4 et 5) élargie aux acteurs de la société civile.

Dans chaque province ciblée, les activités entreprises viendront compléter les actions mises en œuvre par les interventions du programme de transition actuel.

Figure 6 : Stratégies pour la création d'emplois décents sur le marché du travail



Activité 1.1 – Renforcement de l’employabilité : soutenir le déploiement d’une offre de prestation complémentaire par des partenaires additionnels au sein des Centres de Ressources (services et formations) adaptée au public ciblé:

- Mettre en œuvre un dispositif d’évaluation des compétences et un premier conseil d’orientation à l’entrée du Centre de Ressources (via de l’expertise belge ACC Missions régionales - Forem et boîte à outils numérique de type Bibliothèques sans Frontières).
- Développer des compétences (hard et soft skills) additionnelles visant à combler le différentiel entre les profils d’employabilité pour les publics et secteurs ciblés (en lien avec les attentes des employeurs conventionnés dans le cadre de la First Employment Facility (voir ci-dessous).
- Développer une stratégie de création de curricula de formation courts et modulaires pour les filières visées et notamment, le « travail domestique¹³ », avec implémentation dans des centres pilotes d’ETFP ou dans les CdR. Trois centres de formation initieront un curriculum de formation en travaux ménagers pour doter 450 jeunes de compétences en lien direct avec leur vie économique. Mise en œuvre prévue en phase pilote dans les 3 villes avec un centre pilote par ville.
- Proposer des modules spécifiques additionnels visant les compétences d’alphabétisation, managériales, organisationnelles, techniques (“secteur économie verte et circulaire” par exemple), financières et numériques, sensibilisation environnementale et climatique pour les publics les plus vulnérables ciblés par le portefeuille. Prévoir des critères d’accès favorisant les femmes et adapter les horaires pour tenir compte des obligations des femmes par rapport à leurs charges de ménage ou aux heures de pointe de leurs activités. Des modules de formation spécifiques sur le travail décent seront organisés.

¹³ à noter que d’autres défis rencontrés par les travailleurs domestiques sont abordés dans le cadre des autres piliers (résultats) de ce portefeuille

- Intégrer les réseaux féminins et articuler les initiatives de la société civile au bénéfice des femmes les plus vulnérables.
- Etablir un dispositif pilote de « First Employment Facility » pour soutenir l’insertion dans l’emploi formel domestique, agricole et économie verte et circulaire ou dans des niches d’emplois porteurs du secteur formel pour des candidats souhaitant se réorienter. Il s’agira d’accompagner des employeurs d’une certaine taille et de financer de manière dégressive le salaire décent de jeunes ou de femmes pour faciliter leur insertion sur le marché du travail. L’employeur conventionné prendra progressivement en charge l’entièreté du salaire (sur une durée de 6 mois maximum) et assurera une formation au sein de l’entreprise sur les compétences clefs du métier visé. Les jeunes et femmes auront été sélectionnés sur base de compétences minimales telles que décidées dans la convention avec l’employeur. Ils/elles seront issus des dispositifs de formation professionnelle (y compris stages, soft skills et hard skills). Les plus petites entreprises bénéficieront en outre d’un accompagnement de première ligne pour les appuyer dans la médiation, la sélection, la définition du parcours de l’employé.e dans les 6 premiers mois. Cette activité sera mise en œuvre sous convention de subsides via un octroi direct à la FEC.
- Développer une charte gagnant-gagnant entre les employeurs et les candidats à la formation pour soutenir la structuration des engagements qui doivent être pris par les entreprises formelles et informelles en matière de travail décent. Etudier dans ce cadre, les modalités et la faisabilité d’un partenariat avec une ONG spécialisée (comme HIVE ou d’autres ONGs) visant à intégrer le travail décent dans le secteur minier artisanal.
- Appuyer l’acquisition d’équipements (en don ou location achat), en faveur d’une vingtaine d’entreprises d’économie sociale et solidaire par province. L’intervention facilitera l’accès à une technologie adaptée pour améliorer la productivité des chaînes de valeurs identifiées.
- Accompagner les plus vulnérables vers un entrepreneuriat qui intègre des éléments de travail décent pour contribuer progressivement à la formalisation et à la génération de revenus effectivement décents. Cette activité sera mise en œuvre via une convention de subsides via un appel à propositions.
- Compléter les infrastructures du CdR Kolwezi et Lubumbashi pour offrir des espaces additionnels permettant l’intégration des partenaires.
- Poursuivre, consolider et intensifier la mobilisation et le processus de concertation multi partenarial et en soutenant l’événement annuel du Salon des Métiers et de la Formation couplée à la dynamique WorldSkills¹⁴.

Activité 1.2 – Développer de nouvelles entreprises d’économie sociale : renforcer la vision et l’intégration de l’économie sociale et solidaire dans les dynamiques entrepreneuriales

Cette activité sera mise en œuvre sous convention de subsides via appel à proposition et octroi direct à la FEC.

- Déployer une offre additionnelle d’incubation et d’accélération pour les publics et entreprises afin de soutenir l’insertion dans l’emploi formel domestique, agricole et l’économie verte et circulaire et promouvoir l’entrepreneuriat innovant. Les porteur/euses d’idées accompagnée.s bénéficieront de formation (collective et individuelle), de coaching, de mentorat et – pour les entrepreneur.es sélectionné.es - d’un fonds d’amorçage permettant de démarrer leur activité.

¹⁴ WorldSkills organise les championnats du monde des compétences professionnelles et se tient tous les deux ans dans différentes parties du monde. WorldSkills rassemble les jeunes, l’industrie, le gouvernement, l’éducation et les institutions afin de promouvoir les avantages et les besoins des professionnels des métiers spécialisés.

- Mettre en place un service permanent d'appui conseil en Economie Sociale. Ce dispositif d'accompagnement comprendra les services suivants :
 - Sociaux, juridiques, de placement (détection et diffusion d'offres d'emplois)
 - Une boîte à outils digitale et physique comprenant par exemple, les statuts juridiques, les démarches à entreprendre lors de la formalisation d'une entreprise, les principes fondateurs de l'économie sociale et solidaire, des logiciels comptables, de faisabilité technique et de plan d'affaires, des informations structurées facilitant l'accès au financement,
 - Un service logistique-centrale d'achats afin de fluidifier l'accès à des équipements et des intrants de qualité.
- Promouvoir des modèles d'économie sociale (de type "coopérative") portés par les travailleur/euses domestiques et qui respectent les standards du travail décent.
- Réaliser une étude de faisabilité pour établir une liste de métiers verts viables avec un potentiel maximal d'emploi, enquêter sur les lacunes en matière de compétences des jeunes et des femmes, déterminer la capacité du secteur privé en termes d'apprentissage.
- Structurer les dynamiques d'économie sociale (DES) et les initiatives d'économie sociale et solidaire (IESS), en filières et réseaux (3 réseaux provinciaux et un réseau national dont les 3 réseaux provinciaux sont membres) pour susciter une communauté de mutualisation, de partage des valeurs de ce modèle économique en vue d'une meilleure professionnalisation et légitimité sectorielle.
- Renforcer économiquement les DES et IESS pour une rentabilité sociale et économique améliorée, par un accès facilité à des marchés plus rémunérateurs ancrés dans une même filière, une assurance qualité/volume pour mieux répondre aux exigences de la demande.
- Déployer une offre de formation en ECOSOC au bénéfice des entrepreneur/es, gestionnaires et travailleurs sectoriels des DES et IESS pour renforcer les capacités managériales, organisationnelles, techniques, et politiques avec une attention particulière aux questions de genre, au respect du travail décent (contractualisation, SMIG, sécurité et santé au travail, application du Code du travail, ...), aux impacts des activités sur l'environnement et sa conservation, aux causes et conséquences du changement climatique, aux droits et devoir des employeurs et aux rôles d'un syndicat.
- Via le résultat 5 de cette intervention, obtenir l'appui et l'aval des Ministère (s) de référence afin que les brevets ou attestations soient certifiés et reconnus sur le marché de l'emploi.

Activité 1.3 – Initier et renforcer la dynamique d'une prestation de service tripartite entre les acteurs publics, privés et syndicaux au sein du CdR dans une logique de trajectoire vers la formalisation

Cette activité sera mise en œuvre sous convention de subsides via appel à proposition et octroi direct à la FEC)

- Accompagner et renforcer l'Office National de l'Emploi (ONEM) dans l'opérationnalisation de ses missions statutaires et régaliennes au sein des CdR en proposant notamment via la digitalisation des processus, les services suivants : (i) l'inscription du demandeur d'emploi, (y compris pour les acteurs de l'économie informelle); (ii) un premier conseil d'orientation et d'évaluation des potentialités ; (iii) la diffusion systématisée et élargie des offres d'emploi, ; (iv) la génération de données statistiques fiables sur le marché provincial du travail pour une analyse contextualisée; (v) dynamique et prospective du marché de l'emploi. Le lien sera établi avec les services centraux pour valider l'offre de prestation et de service. Des primes dégressives seront financées par l'intervention pour le personnel ONEM affecté au CdR.
- Intégrer les syndicats dans l'offre de prestations des CDR pour appuyer la structuration des engagements des entreprises par rapport aux conditions d'emploi décent (dialogue avec les

employeurs, engagements dans le cadre de la “First Employment Facility”, informations de leurs membres sur les conditions de travail décent). Un point d’attention restera l’identification des représentants pertinents.

- Intégrer structurellement la Fédération des Entreprises du Congo (FEC) dans le dispositif CdR en lui permettant d’implémenter une offre de prestations alignée sur son plan Renaissance, en faveur des MPME et de leur formalisation. Notamment pour ce qui concerne l’incubation, l’accélération, des services “Business to business” adaptés aux caractéristiques des MPME et la RSE.
- Mettre en place une implantation délocalisée du guichet unique pour la création d’entreprise (par le Ministère de l’économie).

Résultat 2 : Les principes et droits fondamentaux des travailleur/euses de l'économie formelle et informelle sont respectés, promus et mis en œuvre

Le deuxième domaine de résultats vise à mieux respecter, protéger et réaliser les principes et droits fondamentaux au travail des travailleurs de l'économie formelle et informelle. Les normes et le droit au travail couvrent des sujets tels que la liberté d'association, le droit de négociation collective, l'interdiction de toutes les formes de travail forcé, l'élimination des pires formes de travail des enfants, la non-discrimination dans l'emploi, la santé et la sécurité au travail.

Activité 2.1 – Sensibiliser et promouvoir les droits et normes du travail décent

Cette activité sera mise en œuvre sous convention de subsides via appel à proposition.

La faible appropriation en matière de droits au travail impose un travail significatif de vulgarisation et de sensibilisation pour assurer l’appropriation et le changement d’attitude des travailleurs ciblés mais aussi de la population en général, en ce y compris les autorités et les entreprises.

Des moyens audiovisuels, radiophoniques ou digitaux sont envisagés à cet effet. Un accent spécifique sera prévu concernant les thèmes en lien avec le congé de maternité, la violence et le harcèlement sur le lieu du travail. **2.000.000 de personnes seront sensibilisées en 5 ans** via notamment des moyens audiovisuels de communication de masse. Plusieurs types de messages, méthodologies, canaux de communication pourront être testés afin de capitaliser sur les meilleures pratiques qui ont un impact significatif sur le changement de comportement des publics visés.

Des formations seront prévues envers les travailleurs et de grands employeurs ; divers textes légaux, réglementaires et conventionnels seront aussi vulgarisés, notamment concernant les conventions fondamentales de l’OIT, le code du travail et ses mesures d’application, la convention collective interprofessionnelle nationale du travail, les conventions d’entreprises. Plaider pour l’application des normes de santé et de sécurité au travail, pour la liberté d’association et d’autres éléments centraux de l’agenda du travail décent en veillant à ce que les sensibilisations et formations proposées soient accompagnées d’activités concrètes telles que notamment la mise en place effective de comités de santé et de sécurité au travail. **150 Comités seront mis en place sur 5 ans, et 5.000 personnes seront formées sur 5 ans**, aussi via des animateurs présents dans chaque province.

Des formations seront menées sur les mécanismes existants (OIT, Confédération Internationale des Syndicats) pour faire remonter des cas de violations des droits observées. 15 plaintes formelles seront déposées auprès de l’OIT avant la fin de l’intervention.

Dans le secteur minier, l’intervention accompagnera les acteurs informels sur les questions de sécurité au travail au sein des Comités de sécurité mis en place dans le secteur minier. Des formations de base sur la sécurité au travail seront dispensées dans ce cadre. Parmi les **20 actions spécifiques de plaidoyer** qui sont prévues, les autres aspects qui feront l’objet de sensibilisation et de plaidoyer sont : l’application des normes en matière de sécurité et de santé au travail,

l'application du Code Minier. Cette activité sera mise en œuvre via une convention de subsides via appel à proposition.

Activité 2.2 – Sensibiliser les bénéficiaires des autres programmes Enabel sur les droits et les normes au travail

L'ensemble des apprenants et chercheurs d'emplois mobilisés par les programmes Enabel (Edukat, KinEmploi et le futur programme de coopération) ainsi que les employés des entreprises et clients de BIO bénéficieront du package « droits au travail » implémenté par l'intervention dans le cadre de l'activité 2.1 ci-dessus.

Activité 2.3 – Soutenir le Ministère du Travail déconcentré au niveau provincial dans l'exercice de ses missions régaliennes de contrôle et d'inspection

Un système d'inspection du travail approprié est vital pour la bonne gouvernance car il peut faire du travail décent une réalité sur le lieu de travail en contribuant à améliorer les conditions de travail, la sécurité, la santé et la productivité. Les activités suivantes sont prévues:

- Accompagner le Ministère du Travail pour rendre les missions de l'Inspection effectives dans les 3 zones urbaines ciblées.
- Soutenir l'Inspection du Travail dans ses missions régaliennes avec des moyens logistiques permettant d'effectuer l'inspection et d'assurer la capitalisation digitale du reporting et de la collecte de données.
- Travailler avec les acteurs clés (Inspection du Travail et FEC) pour la mise en place d'une stratégie contre la corruption via une logique « d'îlots d'intégrité » en combinant une triple approche visant le renforcement des capacités, des mesures incitatives et de sensibilisation voire des sanctions.
- Piloter un mécanisme d'alerte précoce. Il existe plusieurs plates-formes open-source qui permettant l'intégration du système et le transfert de données par SMS. Ce message sera envoyé sur une plateforme ouverte visible par tous.
- Plaidoyer sur l'importance d'une meilleure allocation budgétaire à l'inspection du travail. En effet la quasi absence des crédits alloués aux fonctions des inspecteurs du travail au niveau provincial, a probablement des conséquences directes sur le niveau de corruption observé et la qualité des services dispensés.

Activité 2.4 – Contribuer à la formalisation du travail domestique

L'amélioration des conditions de vie des travailleurs domestiques en RDC nécessite une approche globale, multisectorielle et à long terme de formalisation du secteur. L'objectif est d'accroître la protection des travailleurs domestiques à travers la professionnalisation de la filière. Un meilleur encadrement de la profession permettra de diminuer les cas d'abus envers les enfants et de favoriser des conditions d'emploi décentes pour les adultes. Il s'agira, notamment, d'élaborer et d'appliquer un contrat type officiel, respectant la loi pour les travailleuses domestiques (cf. Arrêté du 16 août 1961).

Activité 2.5 – Sensibiliser sur les inégalités de genre et violences basées sur le genre sur le lieu de travail

Par l'intermédiaire d'un partenaire via appel à proposition en vue d'une convention de subsides, l'intervention prendra des mesures concrètes pour lutter contre la violence sexiste sur le lieu de travail. Les domaines d'action potentiels qui ont déjà été identifiés sont les suivants :

- Mener des sensibilisations pour la vulgarisation aux droits du travail dans le secteur informel. Il s'agira de soutenir un programme continu d'éducation et de promotion aux

droits pour s'assurer que les femmes et les hommes ont les connaissances et les compétences nécessaires pour promouvoir l'égalité des sexes sur le marché du travail.

- Plaidoyer pour la promotion d'espaces sécurisés pour les femmes qui travaillent dans le secteur formel. Ce qui implique de soutenir les efforts visant à introduire des lignes directrices et des pratiques novatrices en matière d'environnement de travail sûr qui encouragent le signalement de tout problème et veillent à ce que des mesures appropriées soient prises dès qu'un problème est soulevé.
- Détecter les abus, soutenir les victimes et les organisations dédiées à l'accompagnement des victimes. La formation de « contrôleurs des abus sexistes dans le secteur informel » constituera une opportunité pour s'assurer qu'il y a une compréhension constante de ce qui se passe et que des mesures d'atténuation sont mises en place.
- Promouvoir et soutenir des activités qui préconisent la responsabilité masculine en matière de soins partagés. Les hommes doivent davantage planifier et assumer un rôle plus fort et proactif dans l'économie des soins. Cela implique des activités qui démontrent les avantages découlant de la responsabilité partagée et sur la manière dont les soins partagés mènent à une productivité mutualisée en soutien à la prospérité commune pour les femmes et les hommes.

Résultat 3 : Les travailleurs ont un accès accru à la protection sociale avec un accent spécifique sur le congé de maternité.

Ce résultat sera mis en œuvre sous convention de subsides via appel à proposition.

L'orientation stratégique qui sous-tend ce troisième résultat vise, d'une part, à promouvoir le droit à la santé notamment en assurant un accès aux soins de santé de qualité aux bénéficiaires de nos interventions par une approche solidaire de partage des risques et, d'autre part, à mettre en place un mécanisme innovant et solidaire de protection et d'indemnisation de la maternité pour les femmes des secteurs ciblés.

Il s'agira donc d'assurer que les travailleurs et leurs familles, en particulier dans le secteur informel, aient un accès accru à la protection sociale (dans le cadre d'un système d'assurance sociale), dans une perspective de couverture santé universelle (CSU) voulue par l'Etat congolais et en mettant un accent particulier sur le congé de maternité via les acteurs concernés par la promotion des mutuelles et de la santé.

Pour un maximum d'impact, l'intervention s'appuiera sur les dispositifs mis en place par les acteurs de la société civile qui ont uni leurs forces, en coalition, au sein d'une plateforme représentative, la Plateforme Nationale de Promotion des Mutuelles de santé au Congo (POMUCO), disposant d'un accord-cadre avec le Gouvernement congolais. Dans le cadre de sa mise en réseau aux niveaux national, régional et international, la POMUCO est membre de la Plateforme des Acteurs Mutualistes de l'Afrique Centrale (PAMAC) et du réseau INSP!R (Réseau International pour le Droit à la Protection Sociale). Pour l'opérationnalisation des activités, la POMUCO fera appel à l'ensemble de ses membres, actuels et futurs (dans le cadre de son extension envisagée).

Certains groupes cibles très précaires aux besoins sociaux et en protection sociale très spécifiques, comme celui des professionnelles du sexe et des filles mères travailleuses, seront pris en charge par PASCO et SOLIDARCO. Ces publics requièrent des méthodes d'actions très spécifiques. Pour atteindre la couverture santé universelle et, *de facto*, soutenir l'extension de la protection sociale aux publics cibles du secteur informel, ce résultat comprend les activités visant le renforcement et la mise à l'échelle des actions existantes en matière de santé et de mutuelles, la structuration en vue de l'accès aux droits, ainsi que la connexion avec le gouvernement pour assurer l'ancrage institutionnel, la durabilité et une vision à long terme.

Activité 3.1 – Consolider les initiatives existantes en matière de droit à la santé, partie intégrante des socles de protection sociale, par le renforcement des acteurs et des actions de promotion des mutuelles et de la santé.

- Consolider et implémenter le dispositif légal pour les mutuelles de santé et leur passage à l'échelle (en référence aux recommandations clés de la Plateforme de Lomé : volonté politique, adhésion obligatoire, délégation de gestion) dans l'objectif à long terme de l'effectivité de la Couverture Santé Universelle, et d'accompagner la volonté de l'État Congolais vers l'Assurance Maladie Universelle.
- Accompagner les 20 organisations mutualistes/sections mutuellistes des 3 provinces, tenant compte des niveaux de pouvoir ; « Niveau État central et provinces pour la CSU » et des niveaux des villes - communes et Districts - territoires pour la structuration du mouvement mutualiste.
- Consolider le processus d'« inter-mutualité » porté par la POMUCO en ce compris :
 - Harmoniser la démarche : uniformiser les paquets de soins, se répartir des zones géographiques.
 - Standardiser des outils de gestion (y compris dans sa dimension numérique).
 - Organiser des formations communes pour l'ensemble des membres de la POMUCO.
 - Plaidoyers et sensibilisation pour accroître la légitimité et renforcer la position du mouvement mutualiste dans la mise en place de la CSU.
 - Mettre en place des mécanismes de répartition des risques sur le plus grand nombre par des caisses de solidarité inter-mutualistes.

Activité 3.2 – Organiser les publics cibles et promouvoir auprès de ces groupes ainsi organisés le modèle mutualiste comme mécanisme d'accès aux soins de santé.

- Soutenir les processus de diffusion, de promotion des droits à la protection sociale par des moyens de communication de masse, dédiés aux actions d'information et de sensibilisation (1,2 millions de personnes sur 5 ans) et à l'encadrement des mutuelles pour leur passage à l'échelle et leur ancrage dans les communautés organisées en vue de leur professionnalisation et de l'installation à terme de mécanismes d'assurance maladie universelle.
- Assurer une plus grande pénétration du secteur informel par les mutuelles, en collaboration avec les leaders locaux disposant d'une légitimité, d'une reconnaissance et d'une confiance. 150.000 bénéficiaires additionnels couverts en santé sont prévus sur 5 ans.
- Développer un système de prélèvement automatique à partir des groupes pour le paiement régulier et pérenne des cotisations. 5 initiatives de prélèvement automatique de cotisations sont planifiées.

Activité 3.3 – Expérimenter un dispositif innovant de protection et d'indemnisation de la période de grossesse

Comme expérience pilote via appel à proposition, il s'agit d'un dispositif innovant et expérimental de protection et d'indemnisation de la période de grossesse des femmes enceintes en interruption de travail et du congé de maternité, transitant par les mutuelles. Ces dernières assureraient un rôle de prévention et de promotion en santé en ciblant et en accompagnant les femmes enceintes. Le montant de la subvention devrait permettre de payer les cotisations de la mutuelle et de subvenir à d'autres besoins vitaux de la famille partant de l'hypothèse que les femmes enceintes actives dans l'économie informelle éprouvent des difficultés à maintenir leur activité en fin de grossesse et donc ont des difficultés pour supporter les coûts vitaux d'entretien de la famille. Un mécanisme durable et solidaire et contributif sera recherché. Les modalités exactes du dispositif devant encore faire l'objet d'une concertation, notamment la définition du montant octroyé et de la durée de la couverture, le

nombre de femmes couvertes n'est pas encore défini. Le choix innovant de travailler sur cette thématique en plus de la santé dans le pilier 3 a été fait au niveau de la stratégie du portefeuille dans son ensemble. Les déterminants de sa faisabilité technique et financière seront analysés et capitalisés pour une éventuelle recommandation de dissémination dans les 3 pays du portefeuille thématique.

Activité 3.4 – Promouvoir un cadre de régulation de l'offre de soins en articulation avec la demande de soins.

- Renforcer les compétences du régulateur de la demande et de l'offre de soins, entre autres, par des formations des fonctionnaires des Ministères compétents.
- Former les prestataires de soins sur le système mutualiste pour améliorer la qualité des services et des soins.
- Plaider pour l'engagement de l'État en faveur de l'amélioration de l'offre de soins dans les structures sanitaires (garantie de la disponibilité et du conditionnement des médicaments et des vaccins) et sa responsabilité en tant que régulateur de l'offre de soins.
- Organiser le suivi des risques via la reconnaissance et l'institutionnalisation du rôle des médecins-conseils dans la gestion des soins de santé (lutte contre la surconsommation, la surfacturation). 8 médecins conseils seront opérationnels, ce qui est prévu pour couvrir approximativement entre 40.000 et 60.000 affiliés.

Activité 3.5 – Mettre en place un dialogue structuré dans les zones et secteurs visés, pour contribuer au processus de formalisation visant un mécanisme d'Assurance Maladie Universelle

- Définir en concertation multi-acteurs (État, prestataires, société civile) un paquet de soins de base obligatoire et garantir une sécurité tarifaire (respect des protocoles thérapeutiques, élaboration d'une nomenclature).
- Défendre, au sein des instances de concertation, les droits en santé des bénéficiaires à plusieurs niveaux (gestion des plaintes, garantie d'une primauté de la santé des bénéficiaires dans toutes les politiques) et mettre en place des dispositions de résolution des conflits.
- Reconnaître les mutuelles, représentées par la POMUCO, comme interlocuteur et partenaire social de l'État dans le domaine de la santé afin de veiller à l'adéquation avec les besoins des bénéficiaires et à l'appropriation du système.
- Demander d'assortir l'obligation d'adhésion aux mutuelles de moyens dont les frais de gestion des mutuelles et les subventions des cotisations du secteur informel (incitations à la formalisation).
- Entreprendre des dialogues pour concevoir des mécanismes solidaires de financements innovants de la santé, en veillant à l'équité des mesures (par ex. % de taxations, par exemple de parkings, etc.), ainsi que des méthodes de prélèvement automatique en vue de financer les cotisations aux mutuelles.
- Veiller à des mécanismes de bonne gouvernance (perception, redistribution, contrôle).

Activité 3.6 – Développer des services sociaux, sanitaires, de conseils juridiques dans des centres conviviaux (droits humains, droit à la santé) et des infrastructures d'accompagnement - de prise en charge - d'orientation pour les citoyens en situation de rupture familiale (professionnelles du sexe, filles-mères travailleuses).

- Développer et mettre en œuvre des parcours intégrés (coordination des dispositifs, systèmes de référencement et de contre-référencements, services publics) pour l'amélioration des conditions sociales des groupes vulnérables dans le cadre d'une prise en charge globale.

- Financer des investissements en infrastructures dans les structures de prise en charge socio-sanitaires et conviviales, associatives, et structures mutualistes.
- Plaider pour l'inclusion des droits et de la santé de la reproduction dans la CSU, avec l'éducation dès le plus jeune âge.

Résultat 4 : Les travailleurs/euses vulnérables et les chercheurs/euses d'emploi sont représentés dans les organes du dialogue social à tous les niveaux ; leurs droits sont protégés, respectés et mis en œuvre

Ce 4^{ème} résultat visera essentiellement à renforcer les capacités des représentants de travailleurs/euses de l'économie informelle pour leur participation dans les différentes structures du dialogue social, et dans les cadres des dialogues structurés/institutionnalisés sur les thématiques du portefeuille, dans les 3 provinces. Un axe central de l'approche est donc de faciliter l'accès à ces dialogues spécialement des femmes leaders et des jeunes leaders de ces secteurs informels, afin de mieux assurer que leurs besoins soient pris en considération dans les revendications et les concertations prévues. Plusieurs confédérations syndicales CSC-CDT-COSSEP-UNTC, partenaires des membres de la Plateforme belge de Coordination Travail Décent, disposent d'une expérience d'appui aux travailleurs de l'économie informelle, de secteurs de travailleuses, et disposent de fédérations de jeunes. Ces 4 acteurs proposent une unité d'action dans cette intervention, tout en assurant une coordination avec l'intersyndicale composée de 12 membres, et qui dispose de la légitimité pour participer au dialogue social. Il s'agit de donner un cadre permanent à ce dialogue, mais en attendant, certains organes comme le Conseil National du Travail – même si perfectibles – sont les lieux pour discuter des matières socio-économiques comme la transformation de l'économie informelle.

Activité 4.1 – Promouvoir la syndicalisation et l'organisation des travailleurs/euses de l'économie informelle et formelle vulnérables, auprès des 8 groupes de bénéficiaires finaux.

Cette activité sera mise en œuvre sous convention de subsides via appel à proposition.

Le dialogue social est une conséquence de l'organisation collective des secteurs informels visés. Dans ce sens, au démarrage de l'intervention, une évaluation de la qualité du dialogue social dans l'économie informelle pour chacun des secteurs retenus sera approfondie pour permettre l'identification des points d'entrée et des leviers pour le soutien au dialogue social et aux acteurs concernés. La perspective retenue prendra en compte tant les représentants des employés que des employeurs afin de renforcer le dialogue social par le renforcement des parties autour de la table.

1) promouvoir/sensibiliser sur les droits TD/PS dans les 8 groupes 2) sensibiliser sur l'importance de s'organiser 3) identifier et former les leaders 4) concertation/incorporation dans les structures syndicales/OSC pour documenter, structurer les demandes/revendications à inclure dans les dialogues sociaux et structurés. 5) tenue et suivi des dialogues

Activité 4.2 – Former 250 leaders de l'économie informelle (50% de femmes et de jeunes) et les informer sur les droits.

Cette activité sera mise en œuvre sous convention de subsides via appel à proposition.

Les secteurs ciblés dans les 3 provinces seront visés pour cette activité et les formations porteront sur les thèmes de la création d'emplois, des droits au travail, de la protection sociale et du dialogue social, et aborderont les mécanismes de dialogue, le plaidoyer, les techniques de négociation, le renforcement de la structuration de leurs mouvements ou secteurs. Les Centres de Ressources permettront à leur tour une mise en contact entre les travailleurs/euses s'y présentant et les syndicats pour des (in)formations, pour identifier certaines violations des droits, et pour la syndicalisation.

Activité 4.3 – Renforcer les capacités du travail en synergie d’action, entre les acteurs syndicaux CSC-CDT-COSSEP-UNTC, avec l’intersyndicale, et avec les mouvements de la société civile,

Cette activité sera mise en œuvre sous convention de subside via appel à proposition

Cette activité sera menée, notamment avec POMUCO. Elle vise un meilleur travail en synergie entre acteurs syndicaux, avec la société civile, pour une meilleure transversalité et unité d’action en faveur des travailleurs/euses du secteur informel. Cette stratégie permet aussi un renforcement de l’impact transversal auprès des décideurs dans les différents espaces de rencontres et de négociation.

Activité 4.4 – Tenir des dialogues sociaux structurés

En appuyant notamment les thèmes au bénéfice et en représentation des +500.000 bénéficiaires finaux, spécialement les femmes et les jeunes:

- Stratégie Nationale de Formalisation, mise en œuvre de politiques de formalisation, reprenant notamment la dimension genre (allaitement, congés de maternité, harcèlement,), identification des goulots d’étranglement entre les lois et leur application sur le terrain
- Renforcement de l’inspection du travail
- SMIG
- Dispositifs de protection sociale (renforcement des commissions provinciales de concertation sur les dispositifs de la protection sociale)
- Systèmes innovants de financement de la protection sociale (par ex. taxes, prélèvement ou cotisation pour les personnes travaillant dans les secteurs informels...)
- Mesures de protection sociale et Couverture Santé Universelle, notamment pour l’économie informelle
- Obligation de contrat de travail (par ex. pour les travailleuses domestiques)
- Normes minimales de santé et de sécurité au travail (par ex. secteur minier artisanal).
- Selon les thèmes, les étapes de préparation des dialogues et de négociations, des unions d’action seront nécessaires entre les forces syndicales et les autres composantes de la société civile.

Résultat 5 : L’élaboration de politiques et le dialogue national sur le travail décent sont renforcés grâce à l’apprentissage fondé sur des données factuelles, la mise en réseau et les échanges régionaux

Le cinquième domaine de résultat vise à renforcer l’environnement favorable aux avancées de l’agenda du travail décent et de la protection sociale au niveau national et au niveau régional. Au niveau national, l’intervention travaillera avec les parties prenantes pour promouvoir l’élaboration de politiques et le dialogue national liés au travail décent.

Ce résultat intégrera les actions de plaidoyer ciblées sur les autorités et interlocuteurs au niveau national, renforçant ainsi les actions présentées dans les précédents résultats qui concernent le niveau provincial.

Des activités de capitalisation, d’évaluation des leçons apprises pour dissémination des meilleures pratiques, d’apprentissage et de renforcement des capacités y sont également reprises, que ce soit au niveau national, impliquant selon les actions les acteurs étatiques, privés et de la société civile et syndicats de la RD Congo, tout comme au niveau régional comprenant cette fois des acteurs et institutions de l’Afrique Centrale et des pays voisins, notamment le Rwanda, l’Ouganda, le Burundi et d’autres pays comprenant des initiatives intéressantes sur les mêmes thèmes provenant d’Afrique de l’Ouest. Au niveau de la société civile et des syndicats, les plaidoyers tout comme les apprentissages s’appuieront sur des dynamiques de réseaux multi acteurs.

Activité 5.1 – Soutenir les processus d’élaboration de textes liés à la création d’emplois productifs, au niveau national

- Elaborer des propositions de textes de loi, d’amendements pour un cadre juridique et une fiscalité adaptée aux dynamiques entrepreneuriales d’économie sociale et solidaire et un système de contrôle et des mécanismes qui permettent d’éviter les abus.
- Soutenir les activités du processus de formalisation des secteurs informels. Une commission mixte de transition de l’économie informelle vers l’économie formelle sera mise en place par un arrêté interministériel (Ministère de l’Economie et Ministère de l’Emploi, Travail et Prévoyance Sociale). Sur la base de la Recommandation OIT 204, il est prévu de soutenir la commission pour viser la formalisation de l’économie informelle, notamment via les initiatives d’économie sociale et solidaire.
- Capitaliser et évaluer, dans le cadre d’une recherche action mise en place dès son démarrage, le dispositif pilote de “First Employment Facility” dans les provinces de Lualaba, Katanga, Kinshasa en vue de sa mise à l’échelle au niveau national.
- Contribuer à la réalisation d’un audit organisationnel, fonctionnel et financier tout en soutenant l’ONEM dans l’élaboration et la conceptualisation de son offre de prestation au niveau provincial et national. Un plan de développement stratégique de l’ONEM visera à soutenir l’implémentation de son plan d’action au niveau national et provincial pour une mise en œuvre effective des prérogatives prévues par la convention OIT. Les bonnes pratiques expérimentées avec l’appui de la présente intervention dans les 3 provinces ciblées seront capitalisées pour dissémination.
- Soutenir l’ONEM pour procéder avec les acteurs tripartites, à des analyses instantanées et prospectives du marché du travail, sur base des éléments quantitatifs et qualitatifs « prémâchés » transmis par les CdR. Ces méthodes d’analyse seront capitalisées pour dissémination éventuelle dans les autres implantations provinciales de l’ONEM.
- Assurer le soutien au Ministère National du Travail, pour les aspects liés aux normes, méthodes et rapportage de l’inspection du travail sur le terrain provincial. Une étude additionnelle visant l’analyse des pratiques et des processus organisationnels sera commanditée, dans une optique de recherche action. Les bonnes pratiques et les leçons apprises issues des processus expérimentés dans les 3 provinces seront capitalisées.
- Assurer le soutien à l’élaboration d’un cadre juridique interministériel pour les Centres de Ressources ainsi que leurs modalités de gouvernance et de gestion tripartite

Activité 5.2 – Mettre en place un dispositif de rapportage national basé sur les faits en matière de respect des droits au travail.

- Mettre sur pied un Observatoire des Droits au travail et du Droit à la Protection Sociale, ancré dans la connaissance de la réalité du terrain par la société civile, les représentants des employeurs (FEC) et les syndicats. L’observatoire permettra capitaliser les leçons apprises issues de l’ensemble des stratégies mises œuvre sur le terrain. Il permettra de générer de manière régulière et tout au long de l’intervention, des informations fiables sur le respect ou les violations des droits au travail, l’accès ou non à la protection sociale des secteurs prioritaire de l’intervention. Cet observatoire mènera des diagnostics sectoriels qui alimenteront les stratégies communes d’actions en matière de services aux travailleurs/euses, ou de plaidoyer envers les autorités. L’observatoire mènera des études de cas de violations et les documentera (100 cas seront analysés sur l’ensemble de la programmation), et collectera des informations, des témoignages, et éditera un rapport annuel qui fera l’objet d’une restitution envers les autorités, les parties prenantes de l’action, et d’autres acteurs nationaux et internationaux. Son rapport sera également diffusé auprès de forums et d’instances supranationales, en articulation avec la CSI-Afrique et l’OIT, notamment via le Réseau INSP!R. Cet observatoire comptera sur la participation des acteurs

tripartites ainsi que de la société civile impliqués sur le thème. Une concertation sera menée également avec les Centres de Ressources, étant eux-mêmes également en contact direct avec les bénéficiaires et leurs besoins.

- En lien avec les activités menées dans le R2, réaliser une étude dédiée aux droits au travail et ciblant les secteurs de bénéficiaires du portefeuille. Ses résultats feront l'objet de restitutions et d'une campagne de diffusion.
- Apporter un appui technique au ministère du Travail concernant le respect des conventions ratifiées, l'élaboration et la présentation de rapports sur l'application des conventions ratifiées.

Activité 5.3 – Soutenir la stratégie nationale de mise en œuvre de la politique de protection sociale

- Capitaliser et élaborer des notes techniques et documents de guidance destinés à soutenir au niveau national les stratégies de mise en œuvre du partenaire bilatéral (via les ressources humaines de l'Intervention; Intervention Manager et experts (inter)nationaux)
- Plaidoyer et échanges d'expériences pour le droit à la santé, comprenant l'accès à la protection sociale et aux soins de santé et les politiques intersectorielles agissant sur les déterminants de santé. Cette action vise aussi l'intégration de la protection de l'environnement dans l'éducation à la santé dans une logique de santé positive (prenant la personne dans sa globalité), et dans une perspective de « Santé dans toutes les politiques ».
- Réaliser une étude dédiée à la santé sur les lieux de travail des travailleurs/euses informels en lien avec la pollution et l'environnement. Les données générées alimenteront l'identification de stratégies adaptées de services et de plaidoyer. Les résultats de l'étude feront l'objet de séminaires de restitution et de campagnes de diffusion.

Activité 5.4 – Soutenir l'endossement et l'application par la RDC des normes et conventions internationales de l'OIT

Etablir un partenariat coordonné avec l'OIT sur ces questions avec mobilisation d'un accord spécifique Enabel– OIT portant sur les activités suivantes :

- Accompanyer la finalisation de la réforme institutionnelle de l'ONEM
- Accompanyer la ratification des conventions de l'OIT principalement orientées vers les conditions de travail des femmes de l'économie informelle, à savoir: la C.155 (sécurité et la santé des travailleurs-euses), la C.176 (sécurité et santé dans les mines), la C.183 (protection de la maternité), la C.189 (travailleuses domestiques) et enfin la C.190 (violence et harcèlement sur les lieux du travail).
- Soutenir la redynamisation du Conseil National du Travail, en particulier sur l'agenda de la généralisation de l'application du nouveau SMIG
- Plaidoyer auprès de l'Etat afin de renforcer les capacités des inspecteurs du travail et améliorer leurs conditions de vie.
- Plaidoyer contre le travail des enfants, et pour l'application du plan national de lutte contre le travail des enfants.
- Sensibiliser et renforcer les connaissances des partenaires sociaux (syndicats, employeurs et gouvernement) ainsi que des travailleurs/euses sur les droits au travail.

Activité 5.5 – Soutenir des processus d'intégration régionale de la protection sociale

- Plaidoyer pour l'adoption d'une directive sur les mutuelles à l'EAC comme moteur d'intégration de l'Afrique centrale (sur le modèle de l'Afrique de l'Ouest et la réglementation sur les mutuelles sociales).

- Plaidoyer visant la reconnaissance dans l'espace sous-régional de la PAMAC, la Plateforme des Acteurs Mutualistes d'Afrique Centrale, qui regroupe les plateformes et fédérations nationales mutualistes du Burundi, de la RD Congo, du Tchad et du Cameroun en cours de structuration.
- Déployer un dispositif d'appui et orientation « études - juridique » pour un cadre de référence et de développement du mouvement mutualiste dans la sous-région, conformément aux engagements de la « Plateforme de Lomé ».
- Réaliser une étude sur la portabilité de la protection sociale, appliquée aux travailleurs transfrontaliers entre la RD Congo, le Rwanda, le Burundi, et l'Ouganda. Plaidoyer auprès des institutions régionales sur la portabilité de la protection sociale concernant ces mêmes travailleurs/euses. Séminaire d'échanges entre ministères nationaux à ce sujet.
- Capitaliser des expériences entre les initiatives existantes semblables aux Centres de Ressources en Afrique Centrale et des expériences pertinentes fonctionnant en Afrique de l'Ouest, en vue de construire un modèle d'intervention multi acteurs au service de la création d'emplois.
- Capitaliser des expériences en matière d'initiatives productives d'économie sociale et solidaire dans la sous-région.
- Échanger des expériences entre plateformes de mutuelles de santé de RD Congo, d'Ouganda et du Burundi (par ex. la POMUCO et PAMUSAB -Plateforme des Acteurs des Mutuelles de Santé au Burundi-) concernant l'harmonisation de la gestion et de ses outils, les mécanismes de suivi des risques (institutionnalisation du rôle des médecins-conseils, lutte contre la surconsommation, la surfacturation).

Activité 5.6 – Promouvoir au niveau national un environnement social propice aux mécanismes de dialogue social et de concertation en faveur de de l'économie informelle et formelle vulnérables et tout spécialement les femmes.

- Mener des actions de plaidoyers en faveur d'un cadre réglementaire pour mieux entourer la création et l'existence de syndicats, et ainsi lutter contre la prolifération syndicale au niveau national.
- Soutenir les changements normatifs nécessaires au secteur des travailleuses domestiques, afin de leur obtenir un contrat type de travail, et d'amener leurs demandes aux divers niveaux politiques décisionnels. Des arrêtés provinciaux sont aussi visés les concernant, permettant de viser une loi nationale.
- Assurer la promotion et l'application du devoir de vigilance dans les chaînes d'approvisionnements et les chaînes de sous-traitance, notamment dans le secteur minier.

Activité 5.7 – Renforcer les capacités des acteurs des institutions publiques, de la société civile, des syndicats et de la Fédération des Entreprises du Congo (FEC) dans les domaines thématiques du portefeuille, en méthodologie de plaidoyer et de mise en place des actions, en facilitation du travail en réseau et en synergie d'acteurs, en méthodologie de gestion et de suivi-évaluation.

Il s'agit aussi d'appuis spécifiques de la société civile et des syndicats partenaires nationaux dans les domaines suivants :

- Réaliser des revues périodiques participatives du portefeuille et de ses activités.
- Assurer une information des autorités nationales et provinciales quant aux activités menées, motivant leur implication.
- Partager des expériences de mise en œuvre localement, entre les provinces.

- Diffuser des apprentissages et capitalisations au sein de réseaux d'acteurs de la société civile et syndicats dans la région et au niveau continental en Afrique, ainsi qu'au niveau de la Plateforme de Coordination Travail Décent Belge et ses 9 membres, et auprès des acteurs belges membres du cadre stratégique national RD Congo.
- Mettre en lumière des expériences clés, des témoignages des bénéficiaires visés, des « best practices », des expériences innovantes, et démontrer qu'une action efficiente et durable pour les bénéficiaires est possible grâce à un effort conjugué de Enabel, des représentants des employeurs, des syndicats et des acteurs de la société.

Activité 5.8 – Participer activement avec les parties prenantes au réseautage et aux échanges régionaux

Des événements régionaux de réseautage, d'échanges et d'apprentissage seront organisés à travers la région par la Communauté d'Afrique de l'Est (EAC) avec l'appui du OIT et Enabel. Ces événements visent à rassembler les acteurs nationaux et régionaux (public, privé et société civile) afin de faire du réseautage, d'échanger, et d'apprendre davantage sur le travail décent et la protection sociale ainsi que des sujets d'intérêts communs spécifiques. Cette intervention va permettre et faciliter la participation active des parties prenantes aux événements prévus à travers la région en garantissant leur inclusion et facilitant leur présence. Par ailleurs, ces événements vont se tenir à au niveau régional, dans les différents pays concernés. Cette intervention permettra à la République Démocratique du Congo d'accueillir un certain nombre de ces événements pendant les cinq années d'exécution du portefeuille.

3.2.4 Groupes cibles et zones d'intervention

A Kinshasa, dans le Haut Katanga (ville de Lubumbashi), au Lualaba (ville de Kolwezi), les bénéficiaires finaux de l'action sont surtout des femmes membres de dynamiques entrepreneuriales solidaires ou en cours de structuration, et travaillant dans le secteur de l'économie informelle, sans contrat de travail et sans protection sociale. Leurs voix sont portées de manière très limitée aux tables de concertation et de dialogue social avec les autorités du pays, rendant difficile la prise de mesures adéquates en leur faveur.

Les types de bénéficiaires sont au nombre de 8 :

- **Femmes maraîchères, présentes dans les 3 régions, en zones rurales et péri-urbaines.** Souvent considérées comme main d'œuvre familiale non rémunérée, et n'ayant souvent accès à la terre que par l'entremise de leurs parents masculins, elles font l'objet de discriminations en matière de genre. Elles travaillent seules ou en unités familiales et font parfois partie d'associations ou de coopératives. Leur niveau scolaire dépasse rarement le primaire, et l'analphabétisme est répandu. Leurs revenus sont faibles et irréguliers. Elles bénéficient de plus en plus des appuis d'organisations de la société civile en techniques agricoles mieux adaptées aux changements climatiques, plus productives et respectueuses de l'environnement, pour améliorer la gouvernance et la gestion de leur organisation et coopératives, pour créer des alliances (par exemple avec des associations de femmes transformatrices ce qui facilite l'écoulement de leurs productions) et synergies ou pour structurer des plaidoyers visant le respect de leurs droits dont celui de l'accès aux services sociaux de base desquels elles sont actuellement exclues.
- **Femmes vendeuses de poisson (mareyeuses), présentes à Kinshasa et Lubumbashi** (où le poisson est un aliment de base). Elles achètent le poisson aux pêcheurs auprès de grossistes locaux (poissons surgelés à Kinshasa, fumés à Lubumbashi) et les revendent dans les marchés où elles tiennent environ 60% des étals à poisson. Leurs revenus faibles et irréguliers leur permettent juste de cuisiner le soir, de payer la scolarité d'au moins un enfant (sur une moyenne de 3 enfants) et de participer aux frais de logement. Elles ne disposent pas de protection sociale, ni pour elles ni pour leurs familles. Leur niveau scolaire

dépasse rarement le primaire, et l'analphabétisme est répandu. Certaines travaillent en associations. Leur environnement de travail est non-assaini et les expose aux maladies liées aux mains sales (par ex. la fièvre typhoïde) et d'autres infections (urogénitales) par manque de toilettes, malgré qu'elles payent quotidiennement la taxe d'étalage de leurs produits.

- **Femmes vendeuses de pains, présentes dans les 3 villes.** Dès 4 heures du matin, elles parcourent les rues en vendant du pain acheté souvent à crédit et à plusieurs boulangeries qui leur payent mensuellement des commissions. Elles travaillent aussi dans des marchés et/ou livrent à des clients réguliers. Elles font partie de l'économie informelle et arrivent ainsi à participer aux frais de leur ménage, mais n'ont accès à aucun droit ni à la protection sociale. Ce secteur est surtout féminin et elles travaillent souvent seules. Pour écouler rapidement leurs pains, elles sont obligées d'ajouter de la pâte d'arachide qu'elles fabriquent dans des conditions peu hygiéniques et avec des ingrédients de base régulièrement avariés, entraînant des maladies pour les consommateurs. A Kinshasa, elles commencent à s'organiser en mutuelles de santé, ce qui constitue une opportunité pour les organiser en coopérative pour améliorer la qualité de la pâte d'arachide et ainsi augmenter leurs revenus.
- **Femmes transformatrices de produits d'élevage et agricoles, présentes dans les 3 villes plutôt en zones péri-urbaines** Leur niveau scolaire dépasse rarement le primaire et l'analphabétisme est répandu. Elles s'organisent de plus en plus en coopératives pour mutualiser l'achat (en gros) des produits de base et équipements de transformation. Elles sont en relation avec les femmes maraîchères avec qui elles ont des accords qui garantissent leur approvisionnement et de là, la régularité de leur production. La transformation des produits donne une valeur ajoutée en termes de conservation et de prix de vente qui devient élevé et permet ainsi à cette catégorie sociale de répondre à minima aux besoins sociaux de base de leurs ménages.
- **Travailleuses domestiques, présentes dans les 3 villes.** L'action se concentrera sur les travailleuses domestiques travaillant dans des ménages. Leurs revenus très limités (40-60 USD/mois), le manque de respect et les humiliations, les violences qu'elles subissent, en font une activité très précaire. Une présence majoritairement féminine la caractérise et la moitié d'entre elles a moins de 28 ans, tandis que de nombreux enfants sont travailleurs/euses domestiques. Le harcèlement sexuel est fréquent, tout comme le salaire impayé ou retardé. Leur niveau d'éducation dépasse rarement le primaire et la grande majorité n'a jamais eu accès à une formation. La quasi-totalité ne dispose pas de contrat de travail et n'ont souvent pas de congé sauf si la maladie les y oblige. Quand elles tombent malades, elles doivent se débrouiller pour se faire soigner. L'horaire de travail n'est pas respecté ; elles travaillent plus de 8 heures par jour et la notion d'heures supplémentaires ou de weekend n'existe tout simplement pas chez elles. L'encadrement des syndicats commence à les aider mais il est difficile de trouver des moments de rencontre avec elles. Une initiative récente avec les aumôniers du travail permet de sensibiliser à travers les paroisses les employeurs des travailleurs domestiques pour qu'ils soient attentifs à la réglementation du travail pour améliorer tant soit peu leurs conditions de travail. Ces appuis devraient se poursuivre en collaboration avec l'Etat, particulièrement l'Inspection Générale du Travail notamment pour les questions qui concernent le contrat du travail.
- **Les professionnelles du sexe et les filles-mères (contraintes à travailler)** sont identifiées comme « populations-clés » en raison du fait que ces populations sont celles qui n'ont pas accès à la protection sociale ni aux soins de santé du fait de facteurs interconnectés dont la situation de pauvreté, l'absence de prise en charge et d'accompagnement disponibles, le rejet social, la discrimination et la stigmatisation. Afin de lever les obstacles et de créer davantage de cohésion sociale et d'inclusion sociale, il est impérieux de soutenir le développement de services répondant aux besoins de ces populations, tout en dépassant

une approche en silos - référencements, et d'investir dans les actions visant à remédier aux causes sous-jacentes de l'atteinte aux droits humains à laquelle elles sont confrontées. Par ailleurs, pour y parvenir, il faut faire participer les « populations-clés » à l'élaboration, à la mise en œuvre et à la surveillance de ces services de santé, de même qu'aux décisions politiques qui les concernent.

- **Conducteurs de motos.** Il s'agit d'un métier essentiellement masculin, leur effectif total regroupe plus de 350.000 travailleurs seulement à Kinshasa, vu que ce transport est fort plébiscité pour se mouvoir dans les embouteillages. Ils gagnent en moyenne environ 20 USD/jour, mais de ce chiffre il faut déduire les frais de fonctionnement et le remboursement d'achat de la moto. Leurs horaires sont variables et ils sont régulièrement sujets à des accidents avec des conséquences multiples et coûteuses, suite à de longues hospitalisations. Ils sont organisés en association avec de fédérations dans les différentes provinces. Depuis quelques mois, les organisations membres de POMUCO les organisent en mutuelle de santé, ce qui constitue une opportunité de sensibilisation pour la prévention contre les accidents de trafic routier.
- **Creuseurs artisanaux :** En RDC, le secteur minier artisanal compte environ 1 million de travailleur/euses dont plus de 1/5 au Lualaba et Haut Katanga. Majoritairement clandestins (ils travaillent sans licence et autorisations d'exploitation, sans contrat et protection sociale) ils mènent leurs activités sur des concessions dont les droits d'exploitation ont été attribués à des sociétés privées avec lesquelles ils doivent trouver « un accord ». Leurs conditions de travail y sont extrêmes : ils extraient le minerai souvent à mains nues et sans équipement de sécurité, dans des tunnels qui peuvent descendre jusqu'à moins 80m, sans structure sécurisée, sans circulation d'air, sans mesure d'hygiène et éclairés par le faisceau d'une lampe de poche. Leur revenu est fonction du négociant à qui ils vendent et du nombre d'intermédiaires (police privée, police publique, propriétaire du puits, etc.) qui ponctionnent leur travail. Ils vivent dans des villages de toiles ou de sac récupérés, sans eau et condition d'hygiène et avec la menace constante d'être expulsés. Leur niveau de formation est très variable, beaucoup d'universitaires sans perspectives d'emploi, deviennent creuseurs pour survivre.

3.2.5 Partenariats et synergies

Partenariats institutionnels avec les structures publiques congolaises

Le portefeuille sera ancré au Ministère de l'Emploi, Travail et Prévoyance Sociale. Le portefeuille soutiendra le ministère, notamment au niveau de ses entités déconcentrées en provinces, dans le renforcement des capacités et le soutien à l'élaboration de politiques en soutenant l'opérationnalisation des stratégies publiques liées au travail décent, via l'ONEM par exemple. L'application de la loi et la sensibilisation seront également soutenues par le renforcement des capacités de l'inspection du travail au niveau provincial.

D'autres structures publiques directement ou indirectement concernées par la mise en œuvre de cette intervention Protection Sociale :

- Centres de Ressources de l'Enseignement Technique et de la Formation Professionnelle
- Ministère du Travail Emploi et Prévoyance Sociale
- Ministère de l'Education Primaire, Secondaire et Technique (EPST)
- Ministère de la Formation Professionnelle,
- L'Office National de l'Emploi
- Ministère de l'Entreprenariat et des Petites et Moyennes Entreprises via le Guichet Unique de création d'entreprises,

- L'Institut National de Préparation Professionnelle (INPP)
- Le Conseiller Spécial de la Présidence en charge de la CSU (Coordonnateur Technique de la CSU)
- Groupes parlementaires (Commissions Socio-culturelles des deux chambres du Parlement)
- Les Délégations provinciales de la santé et autorités locales des 3 provinces seront également impliquées.

Avec les structures issues de la société civile et ONGI

- Les membres de la Plateforme de Coordination Travail Décent Belge WSM/ANMC/CSC et SOLSOC/IFSI/SOLIDARIS ont contribué, dès la transmission de la Lettre d'Instruction, à éclairer l'élaboration de la Stratégie. Plusieurs notes et de nombreuses interactions ont permis de cibler les grands défis et enjeux de la protection sociale et du travail décent en RDC. Ces apports en expertise ont justifié, après deux marchés d'appui infructueux, une négociation directe pour un appui à la formulation du portefeuille. Les conventions de subsides directement liées au cœur de métier de ces deux ONGI, feront l'objet d'un appel à proposition excluant tout octroi direct pour écarter le risque potentiel de conflit d'intérêt. Même si ces ONGI belges et leurs partenaires représentatifs de la société civile nationale congolaise et des syndicats sont particulièrement positionnés sur leur cœur de métier et susceptibles de répondre avec succès à des appels à proposition pour conventions de subsides par lots et via consortium. En effet, des synergies approfondies et des complémentarités s'imposent avec le programme commun 2022-2026 (CSC/ACV-BIS/MSI-WSM/ANMC et IFSI-Solidaris/Solsoc), mais également avec le Cadre Stratégique Commun géographique en RD Congo.
- Les réseaux: POMUCO, CDT-UNTC-CSC-COSSEP, INSP!R Congo et PRODDes et leurs membres respectifs affiliés.
- L'Inter-syndicale en RDC
- CENADEP, CONAPAC, MOCC, CGAT, PASCO, SOLIDARCO, et divers acteurs locaux liés à ces organisations et/ou membres.
- Les ONGI Dynamo International, IDAY et HIVE

Avec les structures issues du secteur privé

- Fédération des Entreprises du Congo (FEC) et COPEMECO,
- La Chaire de l'Économie sociale de l'Université de Kinshasa,
- Centre de Recherche Agro-Alimentaire (CRAA) de Lubumbashi
- Ladyagri asbl

Agences multilatérales et bailleurs de fonds

- Organisation internationale du Travail (OIT) – BIT
- Les partenaires techniques et financiers impliqués à travers les deux Groupes Inter-bailleurs (Santé et protection Sociale) notamment sur les thèmes liés à la pérennité et la responsabilisation des pratiques, aux réflexions sur les achats stratégiques des soins et dynamiques mutualistes

Synergies, collaborations et complémentarités potentielles ou avérées

Programmes bilatéraux Enabel et Contrats pour tiers

- Synergie approfondie : KinEmploi - Programme d'insertion économique des jeunes dans des emplois décents à Kinshasa (BE)
- Synergie approfondie : EDUKAT - Programme de formation et d'insertion professionnelle dans le Haut Katanga et Lualaba (BE)
- EDUMOSU, EDUT et EDUKOR : Programme de formation et d'insertion professionnelle en Tshopo, Sud Ubangi et Kasai Oriental (BE)
- Projet VET TOOLBOX 2 – réponse aux besoins en capital humain issus des investissements européens (UE)
- AFD TSHOPO – programme de renforcement des Instituts Techniques Agricoles (ITA) (AFD via Enabel)
- DEVRUR : développement rural et formation professionnelle (UE – RCA)
- Formation des travailleurs domestiques - VET Toolbox (UE)
- Programme Entrepreneuriat Féminin et lutte contre les VS à Bukavu (UE)

Opportunités de mobilisation d'ASC via ACC

Des partenariats actifs avec des institutions publiques belges travaillant sur le travail décent et la protection sociale seront facilités par l'intervention. Les partenaires identifiés sont le Service public fédéral du travail et du dialogue social, le Service public fédéral de la sécurité sociale, les agences régionales pour l'emploi (FOREM et ACTIRIS notamment) et un centre d'expertise et de recherche belge sur le travail décent et la protection sociale (HIVA ou autre). D'autres accords sont en préparation comme avec les Missions Régionales Pour l'Emploi (MIRE) pour l'appariement emploi salarié

Ces partenariats permettront l'échange entre pairs et le renforcement des capacités des parties prenantes nationales.

TEI/UE

Domaine prioritaire, du programme MIP RDC 2021-2027 d'un budget de 207 MEUR est « Le Développement humain, couvrant la santé, la protection sociale, la réduction des inégalités, la promotion économique sociale et politique des femmes et la jeunesse ».

Un projet « Unis pour la santé et l'éducation » sera focaliser sur le système de santé en élargissant aux secteurs connexes, comme l'eau et la nutrition, non seulement dans les formations sanitaires, mais aussi dans les écoles et dans les communautés avec épidémies. -La composante d'état-civil intégrée à titre expérimental au programme permettra notamment un meilleur suivi des enfants pour leur prise en charge sanitaire et scolaire.

La Direction Générale au Développement encourage une approche multi – acteurs belges. Ces types de partenariats sont multiples dans les actions d'Enabel ou d'autres intervenants belges en santé en RDC. Il peut s'agir d'exécution de financement octroyé par des régions belges, comme ce fut le cas pour l'octroi d'un financement de 70.000 euros par la région de Bruxelles capitale pour la lutte contre la COVID dans la ville de Kinshasa ; de mobilisation d'expertise académique pour un accompagnement scientifique comme c'est le cas pour le PLVS, où sont associées les Universités de Gand, de l'UCL et de Kisangani ; de mobilisation d'expertise belge à travers des accords cadre, comme ce fut le cas des études actuarielles réalisées par l'Institut National de Maladie Invalidité pour l'ULB Coopération à Goma ; ou encore la mobilisation d'un consultant belge pour la digitalisation du bureau de ZS, de l'hôpital et de la DPS de Gemena. Une plateforme société civile, le

‘Hub Santé’, a été mise en place en 2015 en RDC à l’initiative de quelques ONG. Elle est ouverte à tous les acteurs de la coopération belge et à Enabel. Ses buts sont le partage de l’information et l’apprentissage mutuel et le renforcement de complémentarités et de synergies. Elle comprend actuellement 19 membres et 4 thématiques de travail : la digitalisation du secteur santé, l’appui au secteur hospitalier, le droit à la santé, et, l’intégration des programmes verticaux et soins palliatifs.

Un projet « Unis pour l’égalités des genres » de 20 millions d’euros sur 4 ans contribuera à l’éradication des VGB (Violences Basées sur le Genre) en RDC, notamment par le renforcement de l’autonomisation socio-économique et du leadership des femmes dans le pays. Des alliances stratégiques seront créées et/ou renforcées à travers, notamment, les initiatives *Team Europe* et *Spotlight*, afin de fournir une réponse globale et complète à cette thématique. L’approche territoriale visant à concentrer les actions de l’UE (police, justice et santé) sera privilégiée, notamment au Kasai et partout où cela est possible.

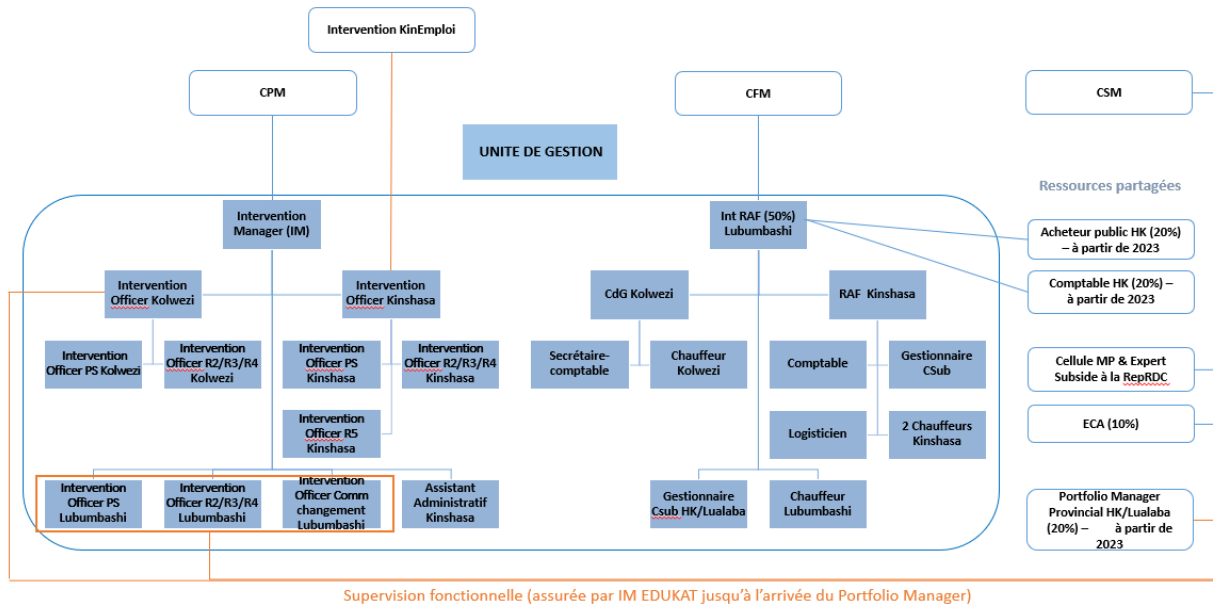
3.2.6 Budget et chronogramme

RDC intervention 1		Operational planning	Budget €	financial planning €				
SO	SO: OS: Les femmes et les jeunes en âge de travailler dans la région d'intervention en RD Congo ont une possibilité accrue de s'engager dans un travail décent, soient mieux protégés par les droits du travail et bénéficient d'une protection sociale et d'un dialogue social plus inclusif.	Y 1	Y 2	Y 3	Y 4	Y 5		
OPERATIONAL COSTS			9.839.300	959.600	2.908.000	2.600.350	2.269.050	1.102.300
R1	R1 : Des emplois décents et productifs sont créés dans les secteurs de l'économie verte et circulaire, de l'autosuffisance alimentaire et du travail domestique via les CdR		4.296.300	471.000	1.278.300	1.107.000	972.000	468.000
Act 1.1	Soutenir le déploiement d'une offre de prestation complémentaire par des partenaires additionnels au sein des Centres de Ressources (services et formations) adaptée au public ciblé:		2.679.300	350.000	901.300	715.000	595.000	118.000
Act 1.2	Renforcer l'intégration de l'économie sociale et solidaire dans les dynamiques entrepreneuriales		770.000	20.000	195.000	195.000	195.000	165.000
Act 1.3	Initier et renforcer la dynamique d'une prestation de service tripartite		847.000	101.000	182.000	197.000	182.000	185.000
R2	R2 : Les principes et droits fondamentaux du travail des travailleurs.euses de l'économie formelle et informelle sont respectés, promus et mis en œuvre		1.001.700	80.500	256.900	299.400	264.400	100.500
Act 2.1	Sensibiliser et promouvoir les droits et normes du travail décent		439.200	30.500	124.400	124.400	114.400	45.500
Act 2.2	Sensibiliser sur les droits et les normes au travail les bénéficiaires des programmes Enabel en cours		150.000	30.000	30.000	30.000	30.000	30.000
Act 2.3	Soutenir Ministère du Travail déconcentré dans l'exercice de ses missions de contrôle et d'inspection		265.000	20.000	70.000	80.000	70.000	25.000
Act 2.4	Contribuer à la Formalisation du travail domestique		100.000	-	30.000	40.000	30.000	-
Act 2.5	Sensibiliser sur les inégalités de genre et violences basées sur le genre sur le lieu de travail		47.500	-	2.500	25.000	20.000	-
R3	R3 : Un accès abordable pour les travailleurs vulnérables et leurs familles à une protection sociale de qualité (assurance santé et revenu garanti pendant le congé de maternité) est promu et implémenté		2.128.800	175.250	565.150	603.750	479.150	305.500
Act 3.1	Consolider les initiatives existantes en matière de droit à la santé, partie intégrante des socles de protection sociale, par le renforcement des acteurs et des actions de promotion des mutuelles et de la santé		275.500	14.300	76.300	76.300	64.300	44.300
Act 3.2	Organiser les publics cibles et promouvoir auprès de ces groupes ainsi organisés le modèle mutualiste comme mécanisme d'accès aux soins de santé.		499.400	33.950	193.950	172.550	68.950	30.000
Act 3.3	Expérimenter un dispositif innovant de protection et d'indemnisation de la période de grossesse des femmes enceintes en interruption de travail et du congé de maternité - via mutuelles		487.600	3.600	77.000	137.000	137.000	133.000
Act 3.4	Promouvoir un cadre de régulation de l'offre de soins en articulation avec la demande de soins.		345.800	62.400	77.400	77.400	77.400	51.200
Act 3.5	Mettre en place un dialogue structuré dans les zones et secteurs visés, pour contribuer au processus de formalisation visant un mécanisme d'Assurance Maladie Universelle		175.500	36.000	40.500	40.500	31.500	27.000
Act 3.6	Développer des services sociaux, sanitaires, de conseils juridiques dans des centres conviviaux (droits humains, droit à la santé		345.000	25.000	100.000	100.000	100.000	20.000
R4	R4 : Les travailleurs.euses vulnérables et les chercheurs.euses d'emploi sont représentés dans les organes du dialogue social à tous les niveaux; leurs droits sont protégés, respectés et mis en œuvre		731.700	102.350	179.350	185.000	175.000	90.000
Act 4.1	Promotionner la syndicalisation et l'organisation des travailleurs.euses de l'économie informelle et formelle vulnérables		371.700	65.350	77.350	83.000	83.000	63.000
Act 4.2	Former des leaders de l'économie informelle (au - 50% de femmes et de jeunes) et les informer sur les droits.		105.000	15.000	30.000	30.000	30.000	-
Act 4.3	Renforcer les capacités du travail en synergie d'action, entre les acteurs syndicaux CSC-CDT-COSSEP-UNITC, avec l'Intersyndicale, et avec les mouvements de la société civile,		60.000	12.000	12.000	12.000	12.000	12.000
Act 4.4	Tenir des dialogues sociaux et structurés		195.000	10.000	60.000	60.000	50.000	15.000
R5	R5 : L'élaboration de politiques et le dialogue national sur le travail décent sont renforcés grâce à l'apprentissage fondé sur des données factuelles et à la mise en réseau et aux échanges régionaux		1.680.800	130.500	628.300	405.200	378.500	138.300
Act 5.1	Soutenir les processus d'élaboration de textes liés à la création d'emplois productifs, au niveau national		567.500	17.500	309.500	101.500	119.500	19.500
Act 5.2	Mettre en place un dispositif de rapportage national basé sur les faits en matière de respect des droits au travail :		233.400	23.400	90.000	40.000	40.000	40.000
Act 5.3	Accompagner la stratégie nationale de mise en œuvre de la politique de protection sociale		126.000	-	54.000	9.000	54.000	9.000
Act 5.4	Soutenir l'endossement et l'application par la RDC des normes et conventions internationales de l'OIT		204.200	9.600	74.800	65.000	50.000	4.800
Act 5.5	Soutenir des processus d'intégration régionale de la protection sociale		240.000	55.000	25.000	95.000	25.000	40.000
Act 5.6	Promouvoir au niveau national un environnement social propice aux mécanismes de dialogue social et de concertation en faveur de l'économie informelle		44.700	-	10.000	19.700	15.000	-
Act 5.7	Renforcer les capacités des acteurs de la société civile et des syndicats dans les domaines thématiques du portefeuille		65.000	-	15.000	25.000	25.000	-
Act 5.8	Participer activement avec les parties prenantes nationales aux échanges et aux réseautage régionaux.		200.000	25.000	50.000	50.000	50.000	25.000
GENERAL MEANS			3.759.300	700.950	875.750	896.250	844.250	442.100
Personnel (except internat. expertise, earmarked at portfolio level)			2.598.000	392.000	661.000	661.000	619.000	265.000
Investments			192.700	192.700	-	-	-	-
Functioning			688.600	100.250	161.250	169.250	171.750	86.100
Monitoring and evaluation, audit, technical support			200.000	6.000	33.500	46.000	33.500	81.000
Communication & Capitalization			80.000	10.000	20.000	20.000	20.000	10.000
TOTAL BUDGET			13.598.600	1.660.550	3.783.750	3.496.600	3.113.300	1.544.400
International Expertise			2.601.400	310.000	745.200	745.200	558.000	243.000
GRAND TOTAL BUDGET			16.200.000	1.970.550	4.528.950	4.241.800	3.671.300	1.787.400

3.2.7 Personnel

Job Title	National / International	Period	Allocation percentage (%)
Intervention Manager ¹	International	48	100%
Intervention Officer RDC Kolwezi	International	24	100%
Intervention Officer RDC Kinshasa	International	24	100%
Portfolio Manager RDC	International	36	20%
RAF RDC	International	48	50%
Expert Contracting RDC (ECA)	International	40	15%
Intervention Officer Protection Sociale Kinshasa	National	48	100%
Intervention Officer Protection Sociale Lualaba	National	48	100%
Intervention Officer Protection Sociale Katanga	National	48	100%
Intervention Officer R2/R3/R4 Kinshasa	National	48	100%
Intervention Officer R2/R3/R4 Lualaba	National	48	100%
Intervention Officer R2/R3/R4 Katanga	National	48	100%
Intervention Officer R5 Kinshasa	National	48	100%
Intervention Officer Genre Lualaba	National	42	100%
RAF Kinshasa	National	52	100%
Contrôleur de gestion Kolwezi	National	48	100%
Comptable Kinshasa	National	52	100%
2 Gestionnaires Convention de Subsidés (f.g. acheteur public)	National	36	100%
Assistant Administratif Kinshasa	National	52	100%
Secrétaire-comptable Kolwezi (f.g. Assistant Administratif)	National	48	100%
Logisticien Kinshasa	National	52	100%
4 Chauffeurs	National	48	100%
Acheteur public à la coordination HK/Lualaba	National	40	20%
Comptable à la coordination HK/Lualaba	National	40	20%

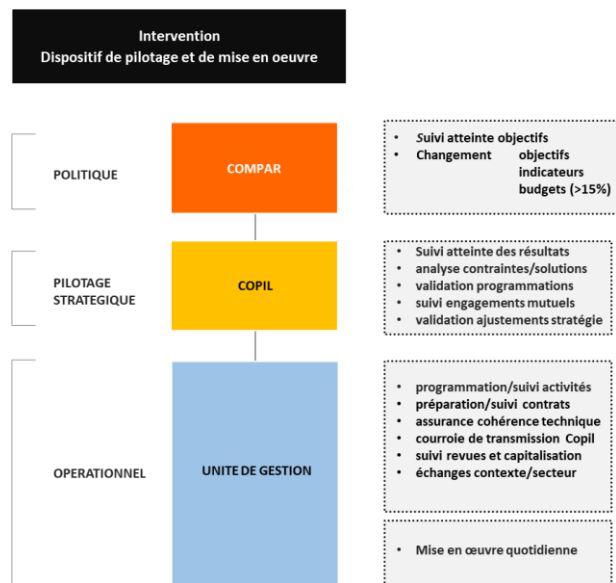
Figure 7 : Set-up RH intervention RD Congo



3.2.8 Pilotage et suivi

Un dispositif équilibré de gouvernance sera mis en place pour assurer un pilotage et un suivi efficaces de l'intervention et une gestion adéquate des relations partenariales établies. Il s'inscrit dans le mécanisme de gouvernance global du portefeuille.

Le pilotage politique du volet congolais du portefeuille protection sociale est assuré par le **COMPAR, Comité des Partenaires** mis en place en RDC, présidé par le Secrétaire Général à la Coopération Internationale. Il apprécie l'état d'avancement général de l'intervention, veille à sa cohérence stratégique globale (aussi relative aux autres interventions de la coopération belge en RDC) et prend, le cas échéant, toutes les mesures nécessaires à sa réorientation en conformité avec le cadre légal défini (CS)¹⁵



Un **Comité de Pilotage (CoPil)** sera mis en place pour assurer le suivi et l'orientation globale de l'intervention au niveau stratégique. Ses attributions précises sont reprises en annexe 2

Outre Enabel et le Ministère de l'Emploi, Travail et Prévoyance Sociale (coprésidents), le CoPil regroupe des parties prenantes étatiques, de la société civile et du secteur privé, étroitement impliquées dans le volet RDC du portefeuille régional protection sociale et travail décent. Sa composition est la suivante :

- Un représentant du Ministère du Travail, Emploi et Prévoyance Sociale, Président ;
- Le Portfolio Manager d'Enabel, Co-président
- Un représentant des Syndicats
- Un représentant de la société civile
- Un représentant des Entreprises (FEC)

Les modalités de fonctionnement du CoPil seront décrites dans un ROI, à valider lors de la première réunion du Comité.

Une **Unité de Gestion de Projet (UGP)** sera opérationnalisée par Enabel pour assurer la mise en œuvre quotidienne des opérations du volet RDC. Dirigée par l'Intervention Manager, l'UG est composée d'une équipe technique permanente, des experts mobilisés ponctuellement et d'une équipe de gestion administrative, financière et logistique. Une partie des ressources humaines sera mutualisée avec d'autres interventions du portefeuille bilatéral ou pour tiers en RDC. La composition complète de l'UG est spécifiée dans le chapitre ressources humaines.

3.3 Social Protection in Rwanda – incl. regional facilitation (intervention 3)

3.3.1 Executive Summary

In Rwanda, the labour market is characterised by high levels of informality, a large number of poorly qualified workers (50 % did not finish primary education), and most jobs are created in informal micro and small enterprises.

The intervention in Rwanda takes a contextualised approach of each of the 4 pillars of decent work, whereby the activities in each pillar are interconnected to assure that the jobs created under pillar 1, will be truly decent by adhering to the three other pillars. In addition to this, through the implementation of the decent work agenda, existing workers will see the quality of their work upgraded to respond better to the aspirations of poverty alleviation and decent work. This is of particular importance as the objective of the intervention is that women and young people of working age in Rwanda have an increase opportunity to engage in decent work, are better protected by labour rights and benefit from social protection and more inclusive social dialogue.

The country intervention targets **tripartite actors** in the **manufacturing sector**, the **construction sector**, the **mining sector** and finally, the **trade sector** (with particular focus on cross-border trade and women). Within these sectors, particular attention will be attributed to youth and women, with the latter being at least 50% of the final beneficiaries. Throughout its implementation the portfolio will explore mutual partnerships between national and regional partners and Belgian partners working in decent work and social protection.

The intervention zone consists of the **City of Kigali** as well as the **Kivu belt**, focusing on five border districts: Rubavu, Karongi, Rusizi, Rutsiro and Nyamasheke). That being said, certain activities such as radio campaigns to raise awareness of decent work, the capacity building of institutional actors, and the development of sectoral collective agreements will by their nature cover the whole country.

Following this first pillar of decent work, the intervention aspires to **create more decent job opportunities** by supporting both, the further growth of existing Micro and Small Enterprises (MSE)'s and the creation of new Micro and Small Enterprises (MSE). The creation of decent jobs will be complemented by increasing the work readiness and employability of both existing and future workers.

In order to support and enhance workers employment in MSEs, long-term coaching will be provided (through calls for proposals). This coaching will ensure that the proposed business development services are adapted to the capacities and needs of the beneficiaries, all while integrating attention to standards and rights at work (aligned with pillar 2). Furthermore, improved access to finance will complement the development of soft skills.

The investments to improve the work readiness and employability of both future workers and existing workers that do not reach their full potential through up-skilling or re-skilling, will be operationalised through a tripartite approach (aligned with activities in pillar 4) steered by a technical committee composed of concerned trade unions, Private Sector Federation and Rwanda TVET board.

Decent job creation and increased employability are not sufficient to achieve the decent work agenda as they are only one aspect of the big picture. Once decent employment is achieved, **the fundamental principles and rights at work for workers in the formal and informal economy need to be better respected, protected and fulfilled** (pillar 2 decent work).

For this, the intervention aspires to support ongoing efforts to assure overall compliance to the rights embedded in the national labour law and international labour standards as well as international labour conventions ratified by Rwanda. To operationalise this result area, activities will focus on strengthening the tripartite understanding and dialogue on the challenges in respecting labour rights and standards. The intervention will also work on strengthening the labour inspection services, and

increasing awareness and access to reliable information and services on labour rights. This will allow workers (and employers) to be informed of their rights and enable them to stimulate change.

Supported Micro and Small Enterprises (MSE) and workers targeted in result area 1 will be accompanied to ensure that rights of workers are integrated and observed. However, the aspirations go further as the intervention will support the roll out of workers' representations at company level in the manufacturing, construction, mining and trade sectors in the different intervention zones. Moreover, the intervention seeks to provide the needed capacity building to assure that the social dialogue at company level becomes a reality. These dialogues will feed into the fourth (pillar 4) and fifth result areas of the intervention.

The third important aspect of decent work is **social protection** (pillar 3). Workers and their families have the right and the need to increased access to social protection mechanisms, particularly those working in the informal economy. To achieve this, the intervention will focus on increasing access to social services by supporting the roll out of the parasocial workers system that was piloted in one sector of each of the district in Rwanda. The parasocial workers are voluntary staff whose primary role is understanding extremely poor households' needs and linking them to relevant proximity advisory services in communities. They will work to improve the overall coverage of existing social protection mechanisms in the selected districts. Their mobilisation will support the uptake of vulnerable households targeted in pillar 1 by not only ensuring that households with limited access to information are oriented towards job creation support activities but also by ensuring linkages with trade unions and other civil society actors (as identified in pillars 2 and 4).

In order to inform policy formulation and empirical decision making in social protection, in partnership with the Rwanda Social Security Board (RSSB) the intervention will also pilot an approach to offer maternity leave to mothers in the informal sector. The results of this activity and lessons learned will be used in result area 5, feeding national policy development and regional networking and exchange.

The fourth pillar of the decent work framework is **social dialogue**. The aim of this pillar is to ensure that all workers are represented in social dialogue or other forms of structured dialogue at all levels. Here, their rights are defended, extended and acquired, with a focus on women and youth.

To achieve this the intervention aims to enhance social dialogue mechanisms in the four priority sectors (construction, trade, mining, and manufacturing), creating links with pillars 1 and 2. The aspiration is to develop collective bargaining agreements in 3 of the 4 sectors: mining, construction and manufacturing, which will support the collective bargaining agreements at company level (as mentioned in pillar 2) and the actual working conditions of workers (pillar 1). Labour unions will be supported to expand their services, particularly to women and youth, to improve their outreach. This has the potential to be supported by parasocial workers, who will have the capacity to access and reach out to potential members (link pillar 1 and 3).

In order to capitalize from the different activities, result area 5 of the intervention will aim to strengthen the enabling policy environment on decent work at national level and at regional level. The intervention will work with national stakeholders **to promote institutional and policy development for decent work and social protection**. Activities from the other pillars of the intervention will play a role in feeding this result area with evidence-based learning. For example, increased access to social services through the operationalization of parasocial workers and the piloting of maternity leave approaches for women in the informal sector could be core activities to influence and stimulate national and regional discussions and decisions.

Finally, as Rwanda is hosting and facilitating the regional component of the portfolio, the Rwanda intervention includes an additional result area. **Result 6 (Regional initiatives)** has been developed to anchor the regional facilitation and initiatives. Although integrated into the Rwanda intervention, result 6 initiatives concern all the countries included in this portfolio.

At regional level, the portfolio aims at developing regional networking through peer-to-peer learning and exchange of best practices and expertise in the Great Lakes region (Rwanda, DR Congo, Uganda

and potentially Burundi and other EAC member countries) which will in turn strengthen the role of national and regional stakeholders to carry out the decent work agenda.

These national and regional activities are important as they would facilitate positive change and increase access to decent work for more people, beyond the scope of the portfolio. National dialogue and regional networking and exchange for evidence-based policy development will produce an enabling environment in which everybody at some point will be able to benefit from decent work.

3.3.2 Context

To become a middle-income economy by 2035, Rwanda is implementing a set of policies and interventions that address the systemic challenges the economy faces. Key among these challenges are labour market and social protection gaps that constrain youth from sustainably achieving the desired welfare status.

Employment

The labour market in Rwanda is characterized by (i) major labour underutilization, (ii) a high unemployment rate (14.5%), and (iii) time-related underemployment (estimated at 28.9%). Unemployment is higher among youth (19%) and women (15.3%), with women predominantly active in subsistence agriculture.

Formal employment in Rwanda, representing fairly remunerated jobs, accounts for less than 10% of the labour force, whereas most workers still derive livelihoods from low productive small-holder farm jobs. These are mostly poor people living in rural areas with low education levels. Informal employment is estimated to account for slightly more than 80% of off-farm work due to shortfalls in job creation, as most jobs are created in Micro, Small and Medium Enterprises (MSMEs). Related, the majority of the workforce is employed in small-holder agricultural occupations with low earnings and employment vulnerability.

Low qualification of labour force

The challenge related to the low levels of education and training and the low qualifications is vast. Currently, 49.7% of the labour force has not attended or finished primary school, 29.6% has finished primary school, 8% has finished low secondary education, 8% has completed secondary education, and 4% has finished university studies¹⁶.

Job creation

At the level of private sector development, the vast majority of businesses operate informally (92% of the 181,737 business-orientated enterprises¹⁷), with limited capital and low turnovers. About 75% have a capital estimated to be less than 500,000 Rwandan francs (approximately 436 EUROS). In terms of turnover, 42% of these informal enterprises reported a turnover of less than 300,000 Rwandan francs (262 EUR) per annum. However, the lack of books of accounts and financial literacy render it challenging to have correct data.

National strategies for transformation, social protection and decent work

To mitigate the above challenges, the government of Rwanda has evolved from poverty reduction strategies to the current strategy for transformation of the country. The **National Strategy for**

¹⁶ Revised National Employment Policy, 2019

¹⁷ NISR, 2018

Transformation (NST) runs from 2017-2024 and has three pillars, of which two respond to economic and social transformation. The priorities of the economic transformation pillar are (i) creating 1.5 million decent jobs by 2024 (at least 200,000 decent annual jobs); (ii) promoting industrialization and attaining a structural shift in the export base to high-value goods and services, with the aim to grow exports by 17% annually; and (iii) increasing domestic savings among others.

The priorities of the social transformation pillar are promoting resilience to shocks and enhancing graduation from poverty by improving and scaling up the core and complementary social protection programs. In addition, the social pillar seeks to eradicate malnutrition through prevention and management of all forms of malnutrition and enhance the demographic dividend through ensuring access to quality health for all.

In line with the priorities of the NST, the **Social Protection Graduation Framework** has seven pillars (MINALOC, 2021) that seek to enhance and ensure graduation from extreme poverty. The pillars include (i) cash transfer pillar (ii) livelihood enhancement support pillar, (iii) access to complimentary services pillar, (iv) a wider enabling environment for graduation pillar, (v) understanding and effectively supporting client realities pillar, (vi) alignment of policy and institutional arrangements pillar, and (vii) ongoing lesson learning and adaptive management pillar. The overall objective of the pillars is to ensure graduation from the extreme poverty¹⁸ of persons needing social protection in Rwanda.

Among other initiatives addressing precarious working conditions in the country is the five-year (2018/22) **country decent work program** supported by the International Labour Organisation. The decent work program covers strategies to create quality employment opportunities, extend social protection for all, promote social dialogue, and promote rights at work.

The role of private sector-led growth is at the forefront of addressing the systemic labour market and social protection gaps. Among the essential policies is the **Entrepreneurship Development Policy** (EDP). The policy orients the transformation path that enterprises should be adopting to achieve the NST agenda. The EDP supports entrepreneurship, innovation, and enterprise growth. It seeks to augment support at all stages of the enterprise growth lifecycle; from start-ups to existing micro, small, and medium-sized enterprises (MSMEs) and large enterprises (MINICOM, 2020). The EDP policy enhances the **Made in Rwanda** (MiR) agenda in which priority sectors have been selected by the government. These sectors include mining, agro-processing, construction, light manufacturing (incl. furniture, textiles and garments), horticulture, knowledge-based services, and logistics and transportation.

In consultation with national stakeholders, the Belgian funded social protection portfolio implemented by Enabel will be limited to four Made in Rwanda sectors: Mining, Construction, Manufacturing and Trade.

Mining

The mining sector is the second-largest export revenue earner, making it essential to Rwanda's economic transformation agenda. Before the covid-19 pandemic, the sector experienced an average growth of 10.6% in five years. Of the existing 270 mining enterprises, 55% are operating informally¹⁹. The sector employs between 75,000-100,000 people, with women accounting for 11.4% of total employment²⁰. Informal employment is predominant, with an estimated 79% working as informal

¹⁸ Extreme poverty refers to a household whose per adult equivalent per capita consumption is below the official 'extreme poverty line' (RWF 105,000/year in 2013/14 prices).

¹⁹ Establishment Census Report, 2017

²⁰ Rwanda Labour Force Survey, (NISR, 2020)

workers. While mining in Rwanda is mainly artisanal, the government supports private sector agents to formalize and improve operations. The Rwandan Extractive industry Workers Union (REWU) brings together all workers in Mining, Quarry Companies and cooperatives and was established in 2014. On the other hand, The Rwanda Mining Association (RMA) as an employer's Organization from the mining industry was created and got its legal entity in August 2012. The Association is currently operating under the umbrella of the Private Sector Federation (PSF) and is composed of large exporting companies, artisanal and small-scale mining companies and cooperatives.

Manufacturing

The government is implementing Made in Rwanda as a path to sustainable industrialization. Through light manufacturing and agro-processing, the sector is at the heart of the intervention. The sector accounts for 47% of the total industry in the country. In the five years before the pandemic, the sector experienced an average growth of 5%²¹. The sector employs approximately 200,000 people; women account for 41% of the total employment. Informality is predominant in the sector, with 92% of enterprises operating informally while 80% are informal workers (NISR, 2021). Rwanda Association of manufacturers (RAM) is an organisation focused on enhancing business opportunities and environment for Rwanda manufacturers. The association mandate is advocacy, and it is the pillar of all RAM's operations and ensures that the key issues affecting businesses are well researched and presented and raised through formal communication channels. The association was established in December 1990 as Association des Industriels du Rwanda (AIR).

Construction

The construction sector is one of the vital sectors in the Made in Rwanda campaign. The sector accounts for 39% of the industry. Before the pandemic, the sector recorded an average growth rate of 5% annually. The sector employs 435,720 workers, with women accounting for 19%. While 78% of the enterprises are operating formally, most of the workforce (98%) are informal workers (NISR, 2021). Construction workers in Rwanda are organised under a trade union called "Syndicat des Travailleurs de Entreprises de Construction, Menuiserie et Artisanat (STECOMA)".

Trade

Trade as a sector constitutes whole and retail trade in Rwanda. The sector accounts for 8% of the National GDP. It is one of the fastest-growing sectors averaging 9% annually before the covid-19 pandemic. The sector employs 466,569 workers, of which 54% women. Despite its positive contribution, the sector is predominated with informality. Among the 95,136 enterprises operating in the sector, 93% are operating informally. The informality is portrayed in employment, with 94% of the employees working as informal workers (NISR, 2021). A vital component of the sector is cross-border trade.

For decades, cross-border trade (CBT) has been essential for the survival and growth of landlocked communities in Rwanda and the Democratic Republic of Congo (DRC). Each day, thousands of small-scale traders from both countries cross the Goma/Rubavu and Bukavu/Rusizi borders to facilitate the transfer of goods and services. The majority of the traders are women operating either individually or in cooperatives. By 2020, exports from Rwanda to DRC were 386 million USD²². In Rwanda, the vast proportion of all exports are transiting through these border crossings of Goma/Rubavu and

²¹ GDP National Accounts, NISR 2021

²² Formal External Trade in Good Report, NISR, 2021

Bukavu/Rusizi, with the former accommodating a more significant proportion. The major products exchanged between the cross-border communities are agriculture produced. Yet despite its role, the informal nature of the trade comes with precarious working conditions for the persons participating in the trade.

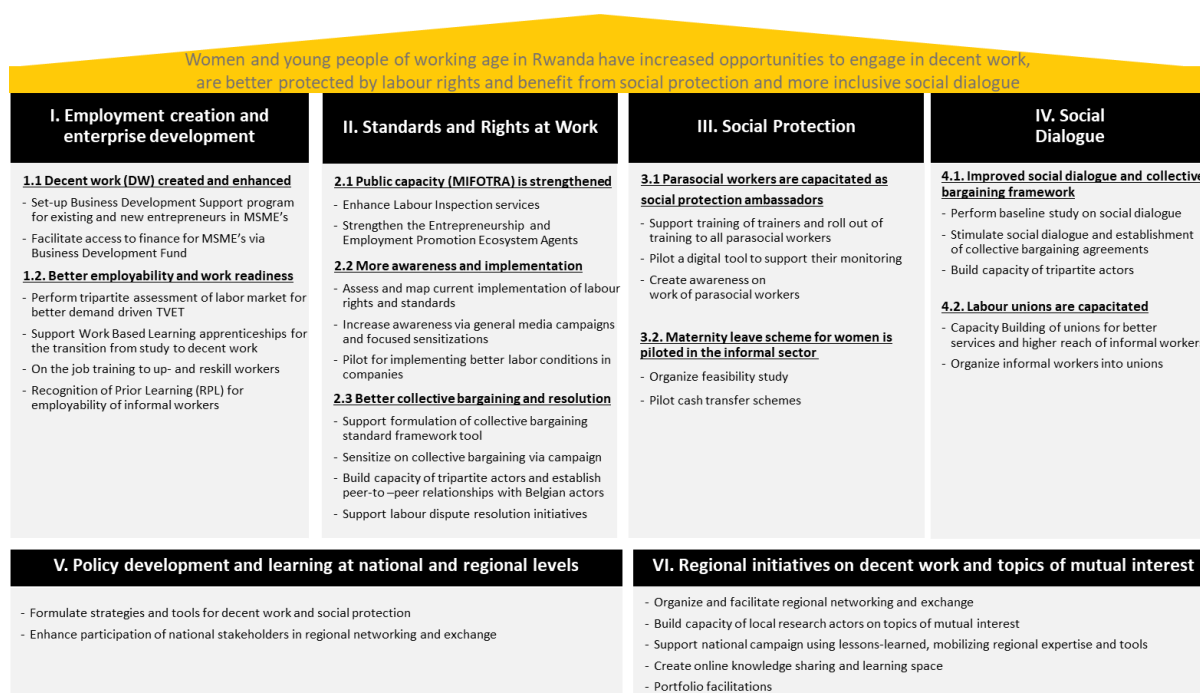
3.3.3 Intervention Logic

This intervention aims at realizing activities and achieving outputs that will contribute to the 5 strategic axes that were identified in the thematic strategy as the main pathways to provide women and young people of working age in Rwanda with increased opportunities to engage in decent work, to be better protected by labour rights and to benefit from social protection and more inclusive social dialogue (Specific Objective). The Rwanda intervention will also be hosting and facilitating the regional component of the portfolio, on behalf of Rwanda, DR Congo and Uganda (and potentially Burundi). Although integrated into the Rwanda intervention, result 6 concerns all the countries included in this portfolio.

The six results areas of the Rwanda intervention are:

- Result 1: Increased access to decent work through (i) enterprise development of micro and small enterprises through business development services and supporting access to finance; and (ii) improving employability of individuals faced with skills gaps;
- Result 2: Improved working conditions of informal workers employed in precarious employment in mining, construction, manufacturing and trade through strengthened institutional actors, improved awareness and roll out of collective agreements at enterprise level;
- Result 3: Increased access to social services through the operationalization of parasocial workers and the piloting of maternity leave approaches for women in the informal sector;
- Result 4: Enhanced social dialogue mechanisms in the four priority sectors, through improved capacity of all tripartite actors and increased trade union representation at grassroots level;
- Result 5: An improved enabling environment at national level and at regional level for decent work and social protection through supporting research and strategy formulation
- Result 6: Regional initiatives on decent work and topics of mutual interest are strengthened through evidence-based learning and regional networking and exchange

Figure 8 : Overview of activities, Rwanda and regional activities



Consistent with the **transversal themes** and principles, the intervention will ensure that at least 50% of the beneficiaries are women to achieve gender equality. Secondly, the intervention zones are aligned with poverty hotspots and informality to ensure vulnerable groups take a central position in the portfolio. Thirdly, the intervention will be implemented through national structures in government, trade unions and the private sector to ensure strong partnerships are in place. Fourthly, the sectors of selection, namely mining, construction and manufacturing, are the significant contributors to environmental degradation; the intervention aspires to support the respective sectors to create green jobs while protecting the environment. Lastly, the intervention aspires to support new technologies in the country, including developing digital platforms and utilising science orientated approaches to conduct the individual evaluations and activities.

Result 1: Increased access to decent work through enterprise development and improving employability of individuals faced with skills gaps

Considering the challenge identified in the National Employment Strategy, of creating jobs for final beneficiaries with limited basic trainings and with major constraints of access to finance, result one seeks to support both the creation of new and further growth of existing Micro and Small Enterprises (MSE), and to ensure better employability of vulnerable youth by improving work readiness.

The support to MSE's ambitions both to increase decent self-employment as well as the creation of new decent jobs in the MSE's. Expansion and enhanced productivity in these enterprises is to increase both the quantity and quality of jobs in the market.

The employability support (skills development) will be done through building on the positive results of the existing dual learning approach and by on-the-job training programs under the bilateral program and will, through this approach, assure that skills development matches real and decent job opportunities.

The intervention will focus for this first result on a limited number of geographical zones and sectors. For the support to MSE's (1.1) the sectors identified are construction, trade, and manufacturing, which according to the national employment strategy have the highest output elasticity of employment. Trade and particular cross-border trade are important considering the high level of

women participation. 60 % of cross border trade is done by women, 15 % by disabled persons, while overall 70 % is done through cooperatives²³.

For the second activity under this result (1.2), the mining sector will also be integrated since mining is becoming one of the key growth sectors for Rwanda. The option to not support MSE's in the mining sector is linked with the aspiration of Rwanda to gradually restrict the mining sector to formal duly registered companies. The key focus of the intervention as far as mining is concerned will be to improve employability for decent jobs and respect of labour rights as far as the mining sector is concerned.

The geographical focus will be on the City of Kigali, and the districts of Rubavu, Karongi, Rusizi, Rutsiro and Nyamasheke. The rationale for these geographic zones is a combination of: (i) employment potential, (ii) poverty levels of youth and women, (iii) economies of scale with existing Enabel programs, and (iv) cross-border aspects. These districts are also in the geographical scope of the ongoing bilateral program, which allows for building synergies during implementation.

Activity 1.1 – Supporting existing entrepreneurs and new MSE's

To support both existing and new entrepreneurs, the intervention will (i) offer Business Development Services (BDS) in the broad sense, and (ii) address number of the institutional constraints in access to finance for entrepreneurs.

1.1.1 – Support through a comprehensive BDS package of existing and new entrepreneurs

Through a competitive call for proposals or tender the intervention will identify the best suited actor to develop and provide a holistic support program to the MSE's (new and existing). The offered services will include initial entrepreneurship trainings, inclusive financial literacy, but the key focus will have to be – considering the low levels of basic training – on longer term regular coaching and mentorship on the workplace to support real-life changes.

The BDS services will be tailored to the capacity of the operators, such as (i) introducing sound basic bookkeeping, (i) integrating the practice of keeping business funds separated of family funds, (iii) support to connecting to markets and obtaining market information. The aspiration is to lay gradually the foundation for growth and formalization.

Programs will include awareness on the importance of contributing to mutual health insurance (*mutuelles de santé*) for health coverage, and saving schemes like Ejo Heza (the voluntary pension scheme for the informal sector). Where possible, support will be given to further formalization for micro and small enterprises that would achieve sufficient turnover to take this step to register at Rwanda Revenue Authority and RSSB.

The call for proposal/tender will define the criteria which will be applied by the service provider(s) to select the final beneficiaries, but awarding criteria in geographical zone of intervention will integrate:

- The need to have minimum 50 % of beneficiaries to be women;
- The need to focus on youth (16-30 years);
- Focus on those social groups in need for support to graduation out of poverty (based on the national social stratification policy);
- Support actors in the construction, manufacturing or trade sector.
- The selection of final beneficiaries will be done by the service provider, in consultation with local authorities.

²³ Cooperatives are considered informal, since they are often not formally registered at Rwanda Revenue Authority and Rwanda Social Security. But they are considered a first step towards formalization.

The first year of intervention will serve to identify the service provider (s) and allow the service to roll out the implementation. The aspiration is to reach 2,000 MSE's and to assure that they will receive business development support during 3 consecutive years. An average cost of 500 EUR per year per MSE is used to budget the activity.

Borders between the Democratic Republic of Congo (DRC) and Rwanda are among the busiest in the world in terms of informal cross-border trade. It is reported that about 50,000 people cross the Petite Barrière border post between Rubavu and Goma to trade foodstuff and basic services on a daily basis. Between November and December 2020, Initiatives for Peace and Human Rights (iPeace) and Pro-Femmes Twese Hamwe (PFTH) identified about 6,500 women who permanently rely on informal cross-border trade through Bukavu/Rusizi, Goma/Rubavu and Kamanyola/Bugarama border posts as their main source of income. All these women have been involved in informal cross-border trade for 2 years at least with a capital of less than 50\$. Every day, when they cross the border on both directions to buy or sell goods, these women face various challenges including payment of non-gazetted taxes, sexual and gender-based violence, harassment, arbitrary arrests, confiscation of their goods, etc.

Empowering Women in Informal Cross-Border Trade in the Great Lakes Region (EWICBT) project funded by the Ministry of Foreign Affairs of the Kingdom of the Netherlands implemented by a local non-governmental organisation Pro-Femmes Twese Hamwe to improve safety, security and enabling environment for cross-border trade while increasing income and social economic welfare of women who do informal cross-border trade between DRC and Rwanda.

Through this portfolio, a grant will be signed with the Dutch Embassy in Kigali or Pro-Femmes Twese Hamwe to build complementarities in the region of operation and reach an increased number of women in cross border trade. This would avoid duplication in the similar region of operation but ensure working together to enhance social economic welfare of women who do informal cross-border trade between DRC and Rwanda.

1.1.2 – Facilitate access to finance for new and existing entrepreneurs

Several surveys indicate that access to finance in Rwanda continues to pose a major challenge to micro and Small Enterprises' operations in the country. The obstacles to access finance are both financial literacy (aspired to be tackled by the previous activity) and the high cost of credit combined with the high level of collateral required by financial institutions.

To increase access to finance for youth, the intervention will support MSE's to access capital in an effort to address the access to credit challenges that micro and small enterprises face in the market. The purpose will be to facilitate enterprises to access funding and acquire machinery to enhance their productivity and to sustainably operate as formal entities.

During the set-up, the intervention will analyse the possibility to tie the potential support to specific requirements, including enrolment with community health insurance, Ejo Heza saving scheme and social security for employees. This will be developed in the grant development phase in close coordination with the grantee(s).

The implementation of this component will be done through a grant to the government of Rwanda presented by both the Ministry of Trade and Commerce (MINICOM) and the Ministry of Economic Planning and Finance (MINECOFIN), with the Rwandan Business Development Fund (BDF) as grantee and/or subgrantee, who will manage the actual access to finance component.

The **Business Development Fund** is a government owned institution, established to promote SMEs development through eased access to finance. BDF's main product is the **credit guarantee**, replacing the need for collateral. BDF works with the financial institutions (commercial Banks, Microfinance Institutions (MFIs) and Savings and Credit Co-operative Societies (SACCOS)) to cover between 50% and 75% of collateral required by the lending institution to support small and medium enterprises grow and sustain their businesses. Women and youth are provided a credit guarantee of up to 75%

collateral required by the lending institution, while those aged above 30 years old as well as associations and cooperatives, get credit guarantee of up to 50%.

BDF also manages specific programs with grants or direct lending to targeted beneficiaries and sectors. BDF has developed specific products for agribusiness, for young university and TVET graduates, and specific products for women.

The proposed approach is to develop a balanced mix of tools, with (i) subsidized lending conditions (interest rates subsidies), (ii) assuring collateral, and (iii) specific windows for women and youth. Considering the target group of the intervention, the actual implementation is expected to be done mainly through MFIs and SACCOs, where the average range of credits lies between 300,000 RWF and 5 million RWF. The access to credit will be operationalized in the same regions and focusing on the same sectors as the BDS support but will not be exclusively linked to the BDS beneficiaries. Not all BDS beneficiaries are expected to request for loans, while potentially other beneficiaries who did not benefit from the BDS support could introduce bankable proposals while responding to the priority criteria proposed in the intervention.

The intervention aspires to support 2,000 MSE's in their access to finance. For budgeting an average support of 1.500 € per beneficiary is used.

Activity 1.2 – Increasing employability and work readiness

Under this activity the intervention aims to improve the work readiness and employability of both future workers, and of existing worker that do not reaching their full potential (up-skilling/re-skilling).

1.2.1 – Tripartite assessment of skills leading directly to decent employment

An assessment will be made at the start of the program to identify the most relevant skills for the chosen districts, related to their respective labour market potential, current and future, and the offer of the TVET centers in the respective districts. The assessment must assure that the program will work on skills which can be translated in jobs in the near or immediate future and will, where the potential is confirmed with a focus on green jobs (e.g. solar power installers, production of improved cooking stoves, repair of e-bikes, maintenance of e-charging stations in Kigali). The assessment will also identify TVET centers and companies the intervention can partner with, especially for the workplace learning component, as well as to identify jointly gaps in the training offer.

The result will of the assessment will be followed up by a tripartite technical committee consisting of private sector representatives, workers' representatives, the Ministry of Labour (MIFOTRA), Rwanda Development Board (RDB), and RTB (Rwanda TVET Board). This technical committee will also steer the actual implementation of the training activities and will lead for activity 1.2.2 the selection of the beneficiaries (TVET institutions, MSE's and Employers)

1.2.2 – Provide Workplace Learning scholarships to facilitate transition from training to decent work

Based on the positive experiences of introducing Workplace Learning (WPL) in the construction sector through the bilateral portfolio 2019-2024, the decent work portfolio will broaden the scope of WPL to the sectors of manufacturing, mining, and trade, and assure additional support to WPL in the construction sector, beyond the ongoing bilateral portfolio.

Selected training centers will be supported with the roll-out of a WPL program focusing on (i) introducing WPL in the curricula for the supported economic sectors, (ii) training of trainers in training institutes and companies, and supporting officers in training institutes who are in charge of WPL, (iii) facilitate the training of apprentices in supported sectors, (iv) setting up networks with the business community of the district, and (v) facilitation of transport for trainers and mentors in charge of follow up of WPL students on the work floor.

To ensure local anchorage of the WPL component, a set of complementary activities will be conducted:

- Raise awareness amongst local enterprises on WPL, in partnership with the private sector;
- Provide key equipment and training materials to the selected TVET centers to facilitate the training on the selected trades and sectors;
- Train “master craftsmen” who will be the coaches of the apprentice/intern;
- Support curricula development/adaptation of supported value chains according to WPL guidelines;
- Facilitate direct costs for trainees (around 750 students during 4 years) in WPL;
- Support development of a proper M&E mechanism, while conducting a “tracer survey” to measure the effective employment of youth and women having followed the WPL trajectory.

The ambition of the intervention is to train around **750 students** in four years. This target will depend on the capacity of the intervention to attract companies into the WPL activity and their capacity to absorb and coach the annual cohort.

During the implementation of the WPL activities, the intervention will assure that awareness raising on decent work, labour rights, safety standards, sexual and reproductive health and family planning will be integrated in the training program. The intervention will also work with RTB and MIFOTRA to develop a decent work charter to integrate in the agreements between TVET institutions and workplaces facilitating the WPL. The actual WPL will assure that the trainees benefit from decent working conditions (in terms of protective gear, insurance for trainees, working conditions, ...). The activity will be implemented through a grant to RTB with subgrants to the selected schools.

1.2.3 – On the job training support to workers in the focus sectors (up-skilling, re-skilling)

This activity is intricately linked with the next one (1.2.4), that on the recognition of prior learning, as both ambition to support informal workers in attaining skills that increase their chances for better and formal employment.

The trainings will be determined in function of the economic potential they represent in the different intervention zones, and aspire to increase both the competitiveness of the supported employees of MSE's, as well as the access to decent work for trainees.

Through a grant to RTB, public and private TVET institutions will offer training to 1,000 workers, of which 50 % minimum will be women.

1.2.4 – Recognition of Prior Learning (RPL)

RPL is a process of acknowledging learning that was acquired earlier, in different contexts, especially at work (like traditional apprenticeship), without considering how, when or where the learning occurred. The function of RPL is "to recognise and validate competencies of a certain individual obtained through formal, informal and non-formal training systems for certification in conformity with national qualification framework (MIFOTRA, 2021)". The mechanism gives informal employees a path to formal employment through providing certificates of competence to employees. The certificates put informal employees in a better position to attain employment informal firms with related formal benefits, namely social security, medical insurance, contracts, among other better working conditions.

Through a grant to respective trade unions (STECOMA and REWU), RTB and NESA, the intervention will support informal workers in mining and construction sector towards achieving the recognition with support from Private Sector Federation (PSF), Rwanda TVET Board together with National Examination and School Inspection Authority (NESA).

Result 2: Improved working conditions of informal workers employed in precarious employment

Under this result area, the intervention aspires to support ongoing efforts to assure overall compliance to the rights embedded in the national labour law and international labour standards as well as international labour conventions ratified by Rwanda. To operationalise this result area, activities will focus on strengthening the tripartite understanding and dialogue on the challenges in respecting labour rights and standards, strengthening the labour inspection services, and increasing awareness and access to reliable information and services on labour rights.

Activity 2.1 – Strengthen institutional capacity of MIFOTRA to ensure access to decent work

This component integrates the reality of the decent work challenges in the country. The institutional framework includes (i) labour inspectors and (ii) employment and entrepreneurship promotion ecosystem agents. The ecosystem agents support the MIFOTRA to promote employment and entrepreneurship in all districts in the country. The intervention aspires to support the two in the following way.

2.1.1 – Enhance Labour Inspection services

Apart from districts in Kigali, which have two labour inspectors, each district in Rwanda has one labour inspector responsible for labour law enforcement and effective compliance. Through a grant to the Ministry of public service and labour (MIFOTRA)/ILO, the intervention shall enhance labour inspection services.

An initial SWOT-assessment of the labour inspectors will assist in understanding the actual strengths, weaknesses and opportunities. The assessment findings shall inform initiatives for the intervention and other stakeholders seeking to support labour inspectors in Rwanda. Among the identified initiatives are capacity building and upgrading the labour administration platform.

The intervention will support the capacity building of labour inspectors. The type of capacity building will be informed by the labour inspectors' assessment. The findings from the assessment will inform possible mutual partnerships between MIFOTRA, ILO and, Belgian partners to determine a capacity-building package and provide capacity building to labour inspectors in Rwanda.

The intervention will support the upgrading of the Integrated Labour Administration Information System. This will involve integrating new modules, improve the performance and structure of the system, and add information currently missing on the platform. Further, the intervention will support decentralizing the platform to users in the public, private and civil society.

2.1.2 – Strengthen the Entrepreneurship and Employment Promotion Ecosystem Agents

The ecosystem agents are staff responsible for employment and business development promotion from district to grassroot or sector level in the country.

Each district has five staff members in the business development unit: two employment promotion officers, a start-up capital officer, a district business development director and employment unit director.

At sector level, there is one entrepreneurship officer in public service and two private business development advisors, whom are not on a fixed remuneration but funded through a voucher system, based on the actual services delivered. They assure the first point of contact at the grassroots level, to promote entrepreneurship and self-employment within districts and sectors in the country.

To strengthen the institutional capacity the intervention will through a grant with MIFOTRA:

- Develop and roll out training to all districts for improved services in employment and entrepreneurship. The type of training offered will be determined through skill needs assessments among the ecosystem agents. The aspiration of the trainings is to enhance their capacity to support mainstreaming sustainable change towards entrepreneurship, rights at

work, support mentoring and coaching services to entrepreneurs in the districts of operation.

- For the selected districts, the support will integrate training at sector level, both for the civil servants as for the private sector business development agents. Capacity will be enhanced through continuous periodical training to support mainstreaming of decent work, business development interventions, including coaching and mentoring of entrepreneurs in the respective

Activity 2.2 – Improve awareness and knowledge of Labour Rights and Standards

In Rwanda's legal framework Social Protection and Decent work have progressively received more attention. However, the awareness and application of the regulations can be further improved. Dissemination of knowledge is a pre-condition or first step towards compliance with the law. At the same time, employers may not be aware of research findings indicating that improved working conditions lead to higher productivity, satisfaction and retention of qualified employees.

To improve the knowledge and commitment to labour rights and standards, the portfolio will support the tripartite partners in better understanding the actual context through an assessment, support awareness campaigns, but also pilot success stories on how decent work can impact well-being.

2.2.1 – Mapping implementation of labour rights and standards, and conflict resolution

To better understand how the regulatory framework is respected in the reality of the workplaces, the intervention will support the tripartite actors in developing a mapping of where the actual implementation of labour rights and standards stands, with a specific focus on the 4 sectors of concentration. This mapping will integrate a specific focus on how conflicts around labour rights are settled and how workers can be supported in having their rights better addressed.

The findings will inform the design of relevant intervention strategies for the four sectors.

2.2.2 – Increase awareness of labour rights and standards through media campaigns and focused actions

The mapping study will not only help to capture the actual reality but also provide in-depth knowledge of labour rights and standards in the four intervention sectors. A communication campaign will be developed, where both general awareness through media campaigns (radio, television and social media) as more focused sensitization through Private Sector Federation (PSF) and Trade Unions will be organized. These campaigns will be an ongoing activity and evolve based on feedback and learning loops.

2.2.3 – Pilot mechanisms to document the positive effects of respecting labour conditions

To build positive examples how basic respect of labour rights and standards can change the dynamics in the workplace and contribute to well-being, the intervention will work with tripartite representatives in the focus sectors to pilot improved labour conditions with committed entrepreneurs.

These pilots will cover improved working condition and access to and use of protective equipment, they will also integrate a specific focus on improved working conditions for women, by integrating basic accommodations like separate dressing rooms and toilets at workplaces for women, access to day care facilities and facilitations for breastfeeding mothers.

Through a tender, a pilot will be developed in dialogue with concerned partners. Potentially these will be linked with the integration of WPL in companies.

Activity 2.3 – Support the rollout of the new labour law’s provision on workers representation and collective bargaining at enterprise level

The Rwandan labour law of August 2018 foresees the election of workers representatives in companies from 10 workers onwards, these elections are to be organised in collaboration with the labour inspection. A ministerial order of March 2020 has further defined the process. The covid pandemic has delayed these social elections, but they are expected to be formalised in the first months of the portfolio.

The worker representatives will play a vital role both in settling labour disputes as in the development of collective agreements at company level

Through grants to MIFOTRA trade unions, and Private Sector Federation chambers, the intervention will support the roll out of elections of employee representatives in supported districts and focus sectors, and the development of framework collective agreements for these economic sectors, which can facilitate the development of agreements per enterprise in the sectors. The activities under the grant will include also the broader awareness raising on the role of worker representatives in collective bargaining and the modalities foreseen in the law for conflict resolution.

Finally, the grants will include capacity building of private sector representatives and worker representatives on their role in conflict resolution. The following actions are planned:

- **Collective bargaining standard framework tool.** Through a grant to MIFOTRA, the intervention will support the formulation of a collective bargaining standard framework tool. The purpose of the tool is to guide trades unions and employers’ organisations to utilise collective bargaining as one of the means for ensuring fair employment relations and a source of workplace innovation
- **Awareness Campaigns.** Through a grant to the three confederations (CESTRAR, COTRAF and COSYLI) representing the 35 trade unions in the country and PSF, the intervention will support sensitising campaigns about collective bargaining. The campaigns will target employers and employees in the four priority sectors in the respective establishments/enterprises.
- The intervention will support the **capacity building** of trades union leaders and members and employers in **negotiating collective agreements** from the four priority sectors. The support will be through a grant to MIFOTRA. The nature of training will be related to the formulated collective bargaining guiding tool.
- **Labour dispute resolution.** Through a grant to three confederations (CESTRAR, COTRAF and COSYLI) and subgrants to trade unions, the intervention will support labour resolution initiatives at the establishment level and enhance the representation of workers as stipulated by the new labour law in Rwanda.
- The intervention will support **mutual partnerships** between national partners and Belgian partners working in decent work and social protection. The activities shall include study tours, trainings, workshops and conferences informing decent work and social protection.

Result 3: Increased access to social services

Under this result area, the intervention aspires to support the Local Administrative Entities Development Agency (LODA) in the roll out of the parasocial workers system to improve the overall take up of existing social protection mechanisms. Parasocial workers are voluntary staff whose primary role is understanding extremely poor households' needs and linking them to relevant proximity advisory services in communities. With positive contribution in the piloted district areas, efforts are underway to expand their services to the rest of the country.

Complementary to supporting the increased uptake, the intervention aspires also to pilot with the Rwanda Social Security Board (RSSB) an approach to offer maternity leave to mothers in the informal

sector, in order to support a broader reflection on the possibility to broaden the offer of social protection services.

Activity 3.1 – Support the operationalization of parasocial workers

Among the major impediments for members of poor households to access existing social protection schemes, the lack of knowledge and information on the available opportunities to leverage their livelihoods is seen as a major bottleneck.

To tackle this, LODA piloted with support of UNICEF an approach of working with proximity voluntary agents to help the most vulnerable to connect to social services. The parasocial worker mechanism was envisaged as a delivery instrument to break barriers of capacity and information gaps to existing services. They are to provide proximity advisory services at the household, group and community level. Parasocial workers are expected to strengthen the coordination of service delivery to impoverished households through the delivery of sensitization and of referral pathways to other service providers (including community health workers, farmer facilities). Through a grant to LODA, the intervention will support the following activities

3.1.1 – Training of trainers and roll out of training for parasocial workers in the supported districts

For the voluntary parasocial workers to understand their new role, LODA has developed a comprehensive training module based on the pilot phase. In the roll out phase, the training will have to be extended to all parasocial workers, estimated to be at least 15,000.

The intervention will support LODA to roll out the training of 1,200 trainers among the 15,000 who will then train the rest. The beneficiaries of the train-the-trainer program will be identified by LODA.

In the districts of operation, the portfolio will support LODA in covering the training of all parasocial workers. The purpose of the training will be to capacitate parasocial workers, to mobilize all beneficiaries from districts of operation to join and utilize government social services including community-based health insurance, maternity leave schemes and ejoheze to mention but a few.

3.1.2 – Pilot a digital tool to support the work and the monitoring of parasocial workers

The work of the 15,000 parasocial workers will potentially create a bulk of information on the type of challenges of the poorest households and the effectiveness of the existing social protection services in tackling these challenges. In order to allow LODA to capture this information to feed into policy making, the intervention will support the development of a parasocial workers application or digital platform.

The development of an application and platform will be followed by a support in the districts of implementation to roll out the use of the platform. Parasocial workers will be given 'Made in Rwanda' mobile phones and capacitated to utilize the phones for data sharing with the developed platform. The phones provided will at the same time support the parasocial workers in their day-to-day communications with social services and the population.

3.1.3 – Create awareness of work of parasocial workers for population and local actors

Since the approach of working through parasocial workers is new, it will be important to assure that both the public and the actors in social protection are aware of their mandate. Parasocial workers will work with local government employees in administrative structures, including districts, sectors, cells and villages.

To this end, the intervention will support awareness campaigns and support capacity building of local governments employees supporting social protection in the five districts.

Activity 3.2 – Pilot a maternity leave scheme for women in the informal sector

Rwanda Social Security Board, RSSB, is in charge of maternity leave, sick leave and pension schemes in the formal sector. RSSB aspires to broaden the coverage of maternity leave to the women working in the informal sector.

To this end, a grant agreement will be concluded with RSSB to organize a feasibility study, which shall propose an approach to support women working as informal employees to benefit from maternity leave schemes. The study will examine the existing maternity leave schemes, identify gaps and propose best practices that could be adopted in the institutional framework of the country.

The findings of the study shall be used by RSSB to inform a cash transfer pilot project funded by the intervention, targeting pregnant women working as informal workers in districts of operation.

Through a testing approach, the intervention will support research to compare beneficiaries (treatment group) to those who would not have benefited (reference group) from maternity leave. The objective of this will be to inform policy formulation and empirical decision making in social protection. The treatment group will receive unconditional transfers through a grant to RSSB.

Result 4: Enhanced social dialogue mechanisms in the four priority sectors

Under this result area, the intervention aspires to improve economic and social cohesion and good workplace governance. The objective is to support national efforts to promote harmonious labour relations, fair and decent working conditions in the four priority sectors. The major stakeholders shall include trade unions, Private Sector Federation and MIFOTRA. In addition, the intervention shall support the following actions to improve dialogue structures between employers and employees.

Activity 4.1 – Improve social dialogue and collective bargaining framework in four priority sectors

4.1.1 – Social dialogue Baseline study

Through a grant to MIFOTRA, the intervention will support a national baseline survey on the status of social dialogue in Rwanda. The objective of the survey will be to understand the context of social dialogue in Rwanda and provide recommendations vital to improving social dialogue between workers and employees in both the formal and informal sectors.

4.1.2 – Collective bargaining agreements

Through a grant to MIFOTRA, using the finding of the above study, the intervention will support nurturing a social dialogue environment towards establishing collective bargaining agreements in the mining, manufacturing and construction sectors.

4.1.3 – Capacity building

Through a grant to MIFOTRA, the intervention will support capacity building of employees and employers' representatives, including private sector chambers, associations, child labour and health committees. The training will be related to social dialogue and collective bargaining, and workers' rights. It is envisaged the training will be offered by ILO or other international partners in decent work with expertise in social dialogue and collective bargaining. The rationale for this will be to improve rights at work and support safety and security at workplaces of informal workers.

Activity 4.2 – Labour unions are supported in expanding their services to women and youth

To achieve this activity, grants shall be given to all the three registered confederations in Rwanda namely CESTRAR, COTRAF and COSYLI and two trade unions representing the priority sectors namely STECOMA and REWU. The two are selected because STECOMA is the only trade union for workers in the construction sector while REWU is the only trade union of extractive workers. The aspiration of these grants is to facilitate unions to expand their services to employees (youth and women) in the mining and construction, trade and manufacturing sectors.

Furthermore, confederations and unions will propose their approaches to reach out to informal workers, develop better representation and assure that capacity to represent is increased for their members.

Public awareness campaigns about labour rights. Through a grant to MIFOTRA, the intervention will support public awareness campaigns to educate informal workers about their rights at work. The campaigns shall target informal workers in the identified priority sectors of Mining, Manufacturing, Construction and Trade.

Result 5 – An improved enabling environment at national level and at regional level for decent work and social protection through supporting research and strategy formulation

The fifth result area aims at strengthening the enabling policy environment on decent work at national level and at regional level. At national level, the intervention will work together with stakeholders to promote institutional and policy development for decent work and social protection. The intervention will provide support in two action areas: (i) performing research for evidence-based policy advice and guidance, and (ii) formulating strategies identified as vital to decent work and social protection.

At regional level, the intervention will complement the regional initiatives (result 6) by enhancing the participation of national stakeholders in regional networking and exchange.

The regional initiatives are intricately linked to result 5. However, as Rwanda is hosting the regional component on behalf of the entire portfolio (Rwanda, DR Congo, Uganda and potentially Burundi), an additional result area (result 6) has been developed to anchor the regional initiatives. These initiatives will focus on developing regional networking, learning and exchange in order to strengthen national and regional stakeholders in the realisation of the Decent Work Agenda. These are further explored in result 6.

Activity 5.1 – Formulating strategies and tools identified as vital to decent work and social protection.

National stakeholders have identified the following area vital to improving decent work and social protection environment:

- Strategy for National labour council.

The intervention will support the achievement of the above action area through availing technical expertise and supporting dissemination campaigns among relevant stakeholders.

Activity 5.2 - Enhance participation of national stakeholders in regional networking and exchange

Regional networking, exchange and learning events will be organized across the region by the East African Community (EAC) with the support of the ILO and Enabel. These events aim to bring together national and regional actors (public, private and civil society) in order to network, exchange and learn with a focus on decent work and social protection as well as specific topics of mutual interest.

This intervention will enhance and facilitate the participation of national stakeholders in these events across the region by ensuring their inclusion and by facilitating their presence. Moreover, these events are due to take place across the region in the different countries concerned. This intervention will therefore also allow for Rwanda to host a number of these regional events throughout the five years of the portfolio.

Result 6: Regional initiatives on decent work and topics of mutual interest are strengthened through evidence-based learning and regional networking and exchange

Result 6 concerns the regional component of the portfolio which will be hosted by Rwanda on behalf of the three countries of the thematic portfolio. Therefore, although result 6 is present in Rwanda's

intervention, it will cover activities for the entire portfolio, thus including Rwanda, DR Congo, Uganda (and potentially Burundi).

Result 6 of the portfolio aims to develop regional networking, learning and exchange of best practices and expertise in the Great Lakes region (Rwanda, DR Congo, Uganda and potentially Burundi) which will in turn strengthen the role of national and regional stakeholders to carry out the decent work agenda.

Through improved learning, monitoring and regional benchmarking, strengthening regional collaboration will play a role in improving the policy and institutional framework, government capacity and service delivery in decent work (system strengthening).

Regional networks offer effective opportunities for peer-to-peer exchange and mutual learning for policy makers, civil society actors and the private sector. Regional networking will help support building government capacity and social partners' capacity, contribute to better national and regional coordination and governance of decent work at system level and allow partner countries to make progress on the implementation of the Decent Work Agenda.

Each participating country has their own Decent Work Agenda, adapted to their specific contexts. In addition to this, each country has different priorities, varying activities and is at different stages of implementation of the ILO's Decent Work Agenda. Despite this, the Great Lakes region is lacking regional collaboration relating to decent work and social protection. As of now, there is little, if any, existing strong networks, shared spaces and activities between the different countries and regional actors relating to these core areas. These networks and discussions need to be reinforced and given capacity to organize to make concrete decisions and execute clear actions to produce tangible results. Furthermore, this would play a role in South-South Cooperation, where knowledge sharing, and peer mechanisms have proven to be a driving force to find successful solutions across the globe.

More specifically, topics of mutual interest have been identified by regional stakeholders, such as the portability of social rights and benefits, cross-border trade and labour migration and refugees, the recognition of prior learning, skills, certificates and diplomas, and effective lobbying for developing minimum labour rights and standards.

The regional activities planned for the portfolio aim to bring together a number of national and regional actors for conversations relating to Decent Work and Social Protection. There will be networking and exchange between and within each group of actors (i.e. national trade unions/ East African Federation of Unions, CSOs etc.) as well as tripartite discussions and initiatives.

Result area 6 also includes the participation of national and regional research institutions in regional research which will be mobilized to further study these topics within the region. Learning from innovations and improvements that are tested under the four pillars of the decent work agenda will be key. Furthermore, research and improved monitoring of decent work will be able to feed into the national policy level with evidence-based policy advice.

A variety of actors will be engaged to implement, coordinate and oversee the regional initiatives.

The Ministries of Labour of each participating country will be the national point of contact for the regional initiatives. On a regional level, The East African Community (EAC) has proven to be a motivated regional actor to advance the Decent Work Agenda and will therefore undertake a coordinating role with the ILO to manage the regional initiatives of the portfolio. The Belgian Coordination Platform on Decent Work (CPDW) will be a key partner for result area 6. In addition to these, the Ministries of Labour of each participating country will be the national point of contact.

In addition to these actors, this result area includes a national Expert working on the regional facilitation and a Monitoring, Evaluation and Learning (MEL) Officer. The Expert will be hired to oversee and input expertise regarding the regional activities of the portfolio. The MEL officer will monitor the regional initiatives and compile information and analysis' regarding initiatives in the three concerned countries. These two functions will work on behalf of Rwanda, the DRC and Uganda (and potentially Burundi) and will be hosted by the Rwanda intervention of the portfolio.

Activity 6.1 – Organize and facilitate regional networking and exchange

A core change domain within the portfolio is to strengthen regional networking and exchange. The objective is to bring together regional and national actors (public, private and CSOs - the three groups together but also each separately) and to strengthen regional networking and exchange in order to support each other to carry out the Decent Work Agenda. Regional networking, exchange and learning events will be organized across the region by the EAC with the support of the ILO and Enabel. The CPDW will provide support for ensuring that the necessary and relevant civil society actors within the region are present. These events will include workshops, conferences, roundtable discussions as well as networking events.

These activities, which will be hosted in turn by Rwanda, Uganda and DR Congo will create a space allowing the different stakeholders to voice their priorities and concerns, identify potential synergies and facilitate regional collaboration. In tripartite discussions, stakeholders will reach a unified vision, co-construct action plans and make important joint decisions. More importantly, the different stakeholders will be able to learn from each other, share success stories as well as good and bad practices.

Events organized for specific actors (i.e. only for trade unions and informal workers' organization) will allow the actors to harmonize their approaches, share their experiences and strengthen their future action plans. By doing this, actors across the region will have aligned visions and goals as well as strong evidence-based discourses for national policy advocacy.

Research and studies conducted nationally as well as regionally will provide discussion material for the events as well as evidence to be used in decision making. This will permit the dissemination of results, key findings and lessons learnt across the region and among important national and regional actors.

These events will therefore create spaces for discussions on and raise awareness of topics of mutual interest. These include: (i) the portability of social rights, (ii) recognitions of prior learning, skills, certificates and diplomas, (iii) cross-border trade, labour migration and refugees, (iv) collective bargaining, (v) minimum wage and minimum labour standards, (vi) labour rights, (vii) the importance of social dialogue and social protection, (viii) creation of green jobs for youth and women, (ix) child labour, and (x) human trafficking, among other topics. Gender issues will remain a transversal topic throughout the activities.

Furthermore, this intervention will facilitate and ensure the participation of actors beyond Rwanda, Uganda and the Democratic Republic of Congo, such as Burundi and other members of the EAC.

This intervention will be complemented by the regional activity *enhance participation of national actors in regional networking and exchange* implemented by each participating country. This activity will facilitate the participation of the national actors in these regional events as well as facilitate the hosting of some events, as the aim is to have these across the region.

Activity 6.2 – Support and enhance regional research on topics of mutual interest and on innovations

This intervention will have two components: i) capacity building of local research actors to conduct regional research on topics of mutual interest ii) Action research on innovations across the portfolio.

The first component is of importance as increasing regional research capacity and regional research within national research institutes and encouraging collaboration and networking between these will strengthen evidence-based policymaking at regional level and at national level. Regional research not only has the potential to facilitate national and regional collaboration on carrying out the Decent Work Agenda but also has the potential to encourage and facilitate regional collaboration on topics of mutual interest.

Local universities, think-tanks and national research institutes will be mobilized and provided with support to conduct research on decent work, social protection and topics of mutual interest (as listed

under activity 6.1) within the region. This support will include pairing local research actors with Belgian research actors who have experience and expertise in the field of decent work and social protection.

Studies and research findings produced from this intervention will be shared widely, published and made accessible (including via the online platform, activity 6.4). Moreover, specific sessions will be organized around these research findings at the different regional events detailed in activity 6.1, in order to feed and focus discussions. This also includes bringing together the results and findings produced from national research conducted in each country in order to capitalize on these and share them across the region.

The second component will consist of mobilizing a Belgian research actor to perform action research of the innovations being implemented across the portfolio. The aim of this is not only to allow Enabel to enhance the innovations throughout the five years of implementation but also to provide specific research findings regarding these which can then be capitalized on in future portfolios.

Activity 6.3 – Support national campaigns using lessons-learned, mobilizing regional expertise and tools

Throughout the length of the portfolio, national campaigns and regional campaigns will be run by a variety of actors (including campaigns designed in this portfolio) on raising awareness of decent work, social protection, labour rights and social dialogue as well as other topics of mutual interest related to these, including from a gender perspective.

These campaigns will be offered support via this activity by providing actors with lessons-learned, expertise and tools to enhance and improve their campaigns (content, mediums, targeting and reach) by mobilizing regional expertise, whether these be regional actors or national actors.

Activity 6.4 – Creation of an online knowledge-sharing and learning space

An online knowledge-sharing and learning space will allow all actors involved to share and access key information relating to decent work and social protection, no matter where they are located. This activity consists of the creation of an online platform where different stakeholders (public, private and civil society) can share key findings within their own actions and research as well as providing them with the opportunity to exchange further on topics of mutual interest (which are listed under activity 6.1). This can include successful (and unsuccessful) projects and interventions, case studies, good and bad practices as well as challenges they may have faced. Stakeholders may call out for specific advice on this platform whether during the formulation, implementation or evaluation stage of their activities.

The platform will also have an e-learning space. Within the e-learning space, there will be webinars, virtual panel discussions and online courses relating to decent work and social protection.

In order to ensure the sustainability of the platform beyond the five years of the current portfolio, it will be important to identify the correct mandated actor who would be able to manage and maintain the platform. The sustainability of the platform could be facilitated if it were to be hosted by an already existing system, such as the EAC, ILO or ILO's International Training Centre (ITC). In this sense, the pre-existing system will designate a space dedicated to knowledge-sharing and learning on decent work and other related topics, for national and regional actors.

Activity 6.5 – Portfolio facilitations

Under this activity, two experts will be hired: a National Expert and a Monitoring, Evaluation and Learning (MEL) Officer.

The National Expert will be hired to work specifically on the regional component of the portfolio and will therefore facilitate the regional activities and provide support to the actors when needed. The National Expert will also be the point of contact at Enabel regarding the activities under Result area

6. The National Expert will work closely with the EAC and the ILO as well as the intervention teams in Uganda, Rwanda and the Democratic Republic of Congo.

The MEL expert will be hired under Result area 6 but will work across the portfolio, including consolidating M&E in relation to the national initiatives at portfolio level. This function plans to bring together the different M&E findings from across the portfolio into one place. These findings will also feed into the regional activities. The MEL officer will also be able to provide expertise across the region in order to provide support and improve M&E of the Decent Work Agenda at portfolio level across the region.

3.3.4 Target group and intervention zones

Geographical targeting

The intervention will support enterprises (micro and small) in the city of Kigali and Kivu belt including districts of Rubavu, Karongi, Rusizi, Rutsiro and Nyamasheke. For work readiness, social protection, the geographical targeting will be limited to persons residing in border districts with high poverty incidence, namely Rubavu, Karongi, Rusizi, Rutsiro and Nyamasheke districts. In addition to offering employment opportunities, the selected districts offer economies of scale spilling off other Enabel interventions. For labour rights, the intervention will be extended to the national level.

Selected economic sectors

The intervention shall be implemented in four economic sectors: manufacturing, mining, construction, and trade especially cross border trade. The selection of sectors is founded on two important aspects. First, they employ a significant proportion of youth and women. Second, they are in line with the Made in Rwanda policy and build to recover program the government is pursuing, making them suitable for generating future decent jobs. Relatedly, cross border trade is of special interest because in addition to providing jobs to youth and women, it contributes to increasing exports to regional markets especially the market in DR Congo.

Target Groups

MINALOC (2021) has categorised households into five groups. The categories are informed by levels of income and assets possessed by the respective households.

- Category A includes families with an aggregated income of more than Rwf600,000 per month and households with over 10 hectares of land in the rural areas and more than one-hectare plot in urban centres, or carry out livestock farming activities that enable them to get the income mentioned above.
- Category B comprises households that earn between Rwf65,000 and Rwf600,000 monthly.
- Category C consists of households that make an aggregated income of between Rwf45,000 and Rwf65,000 per month.
- Category D consists of households that earn less than Rwf45,000 a month.
- Category E consists of people out of labour force due to age, major disabilities or incurable diseases; and children under 18 heading households with any source of income.

The intervention will focus on **Category B, C and D** for entrepreneurship training, access to financial aid and labour rights and children (female) heading households (16-18yrs).

The intervention will support vulnerable households in identified six districts, including the City of Kigali, Nyamasheke, Karongi and, Rusizi, Rutsiro and Rubavu. Persons aged between 16 and 30 years will be the focus of the intervention. They will include unemployed persons and those employed in precarious employment aged between 16-30 years (youth), women in the productive age for social

protection interventions, informal employees' workers in trade, mining, construction and manufacturing sectors. In addition, the intervention will support Parasocial workers in border districts of interventions, child labour committees, Trade Unions employees, labour representatives, and labour inspectors among the implementing agents.

Target groups and intervention zone for the regional component (result 6)

For the regional component, the intervention target groups are local, national, regional and international actors who are present in Rwanda, Uganda and the DRC (and potentially in Burundi) and who have a role to play in carrying out the Decent Work Agenda. This includes public authorities (e.g. relevant Ministries), private sector representatives and civil society organisations.

In turn, result 6, by targeting these actors and strengthening their role to carry out the Decent Work Agenda including the improvement of policy and institutional frameworks, government capacity and service delivery will impact the portfolio target groups; the most vulnerable populations, including youth and women of working age.

For the regional component (result 6), the intervention zone extends across the Great Lakes region to include Rwanda, Uganda, the DRC and will potentially include Burundi and other countries within the region as well.

3.3.5 Partnerships and synergies

The nature of the intervention requires complementarity among stakeholders from public, private sectors, civil society and development partners. The implementing partners include:

- central government ministries and agencies;
- civil society through the trade unions;
- development Partners, namely ILO. The ILO shall coordinate regional portability of social security within the implementing countries and the wider EAC and provide trainings to national partners.
- active partnerships with Belgian public institutions working on decent work and social protection will be facilitated by the intervention. Identified partners are the Federal Public Service of Labour and Social Dialogue, the Federal Public Service of Social Security, and a Belgian expertise and research center on decent work and social protection (HIVA or other). This will allow for peer to peer exchange and capacity building of national stakeholders.

The table shows the different partners in the respective result areas. The partners identified within a given result area will work together towards realising the objectives.

Results Areas	Partners
Decent job creation	• Ministry of Public Service and Labour • LODA • Rwanda Development Board • Business Development Fund • Rwanda TVET Board • Ministry of Trade and Industry • Rwanda Cooperative Agency • Ministry of Youth • Private sector Federation (chambers) • Public and Private (firms and individuals) training providers

Rights at work	• Ministry of Public Service and Labour • Trade Unions • Rwanda TVET Board • Rwanda Mining Association • Rwanda Cooperative Agency • Private Sector Federation • ILO • Belgian Federal Public Service Labour and Social Dialogue
Social protection of workers	• Ministry of Public Service and Labour • Local Administrative Entities Development Agency • Districts (City of Kigali, Rubavu, Karongi, Rusizi, Rutsiro and Nyamasheke) • Rwanda Social Security Board • Belgian Federal Public Service Social Security
Social dialogue	• Ministry of Public Service and Labour • Trade Unions, • Rwanda Mining Association • Private Sector Federation • ILO • Belgian Federal Public Service Labour and Social Dialogue
National dialogue, learning and networking	• Ministry of Public Service and Labour • International Labour Organization • Ministry of Foreign Affairs and International Cooperation • Rwanda Social Security Board • Belgian expertise and research center on decent work and social protection (HIVA or other)

Implementation Formalities: While several organisations will implement the intended objective, the following are earmarked as lead institutions in the respective result areas. Modalities will include direct grants and call for proposals from public organisations, civil society, private sector entities and trade unions.

Resource Allocation	Funding Modality
Direct Support	
Improving employability of individuals faced with skills gaps through WPL and Prior Learning Recognition	Rwanda TVET Board, National Examination and School Inspection Authority (NESA), and Trade Unions
Access to finance	MINICOM/Business Development Fund
Labour rights and Labour inspectors	Ministry of Public Service and Labour
Coordination, Monitoring and Evaluation	Ministry of Public Service and Labour
Regional Integration	ILO and RSSB
Cash Transfers	LODA
Capacity building of trade unions	MIFOTRA/Trade Unions
Call for Proposal	
Labour Rights related activities	Trade Unions
Business development services	CSO
Social Dialogue related activities	Trade Unions

Tender	
Equipping para social workers in districts of intervention with smartphones	Private Entities
Pilot supply of protective equipment to workers in hazardous work	Private Entities
Research and consultancies	Private Entities

Partnerships and synergies for the regional component (result 6)

The portfolio will be **implemented under the responsibility of Enabel in partnership with local, national and regional authorities** with key roles to be undertaken by the EAC and the ILO. Other actors in civil society and the private sector will also be closely involved in the implementation as the aim is to bring together the different actors

Institutional Partners

The **EAC** will be a key partner for the regional initiatives, especially as the Democratic Republic of Congo is foreseen to become a member by the end of the year 2021. The EAC is enthusiastic about this thematic portfolio and is motivated to extend certain regional initiatives to its other member states. This would also be an opportunity to increase Enabel's presence across the region.

The EAC has a dedicated department for Employment and Labour under the office of the Deputy Secretary General in charge of Productive and Social Sectors. Furthermore, the EAC developed, with the assistance of the ILO, a Decent Employment Program for the period of 2010 – 2015 but this was never implemented due to administrative issues and financial constraints. Under the MoU with the ILO, the EAC program was also reviewed and updated to include gender and SMEs development as focus areas. The EAC therefore sees this portfolio as an opportunity to relaunch a Decent Work program.

The **ILO** is a global leader in the promotion and implementation of the Decent Work Agenda and Social Protection Floors, via active cooperation with national, regional and international public actors as well as employers' and workers' organizations. A strategic partnership with the ILO will allow national and regional actors to benefit from the former's experience, expertise and management capacities.

The EAC and the ILO could work together to organize and facilitate the regional networking, exchange and learning events. Furthermore, both will be able to share knowledge and expertise with each other as well as to strengthen the regional initiatives of result area 6.

Coordination will be needed between the ILO's Country Offices of Dar es Salaam (which covers Rwanda, Uganda and Burundi, among others) and of Kinshasa (which covers the DRC). Eventually, an agreement with the ILO could be reached as to have one of these Country Offices as a focal point for the regional initiatives.

The **Ministries of Labour** of the participating countries, and even of other member states of the EAC, will be key national actors within result area 6. Each country has a Decent Work Agenda and the Ministries of Labour are key in the implementation of this. Their participation in the regional initiatives is vital to achieve the objective of strengthening the role of national stakeholders to carry out the Decent Work Agenda.

Private sector

At the regional level, the portfolio will engage with employers' federations such as the **East Africa Employers' Federation**. All countries involved in this portfolio are represented by national employers' federations, except Rwanda, which is represented by the **Private Sector Federation**.

Civil society actors

To achieve our envisioned changes, the portfolio seeks to specifically collaborate with African trade unions, namely (sectoral) **confederation of unions and local trade unions**, towards shared objectives. The aim is to promote and defend workers' rights and social dialogue. Additionally, **Informal workers' organisations** (IWOs) and social dialogue platforms (tripartite bodies and sectoral bipartite bodies) will be consulted.

Furthermore, Enabel will seek collaborations with **regional union federations** such as the **East African Trade Union Confederation** (EATUC). The EATUC's main objective is to integrate workers' interests and efforts in the East African region with a view to develop a common approach towards enhancing social and economic justice through the participation of workers' organizations at all levels of regional integration. As a regional player, the EATUC is instrumental in ensuring that the East African community involves workers in all issues concerning regional integration, establish tripartism as an important mechanism of consultation and dialogue, promote the ratification of international labour standards by the partner states, promote integration of youth and women in all spheres of socio-economic development, promote the Decent Work Agenda, lobby and advocate for harmonization of labour policies and legislations across the region and promote the concept of free movement.

The EATUC is engaged in the harmonization of employment policy, social protection and labour legislation through networking and alliance building with other regional organizations on topics of mutual interest. This is aligned with the objective of Result area 6 and there the EATUC would be a valuable partner to consult throughout the regional initiatives.

The portfolio will also work in collaboration with **social and solidarity economy** players on an international, regional, national and local level. It will seek to promote synergies between professional integration services, individual and social entrepreneurship, social and solidarity economy initiatives, to support inclusive growth and decent job creation. These actors, such as the **African Network for Social and Solidarity Economy** (ANSSE) will be invited to participate in the networking, exchange and learning interventions.

Women's organisations (national and regional), such as **Pro-Femmes Twese Hamwe**, will also be consulted and involved in Result 6 initiatives in an aim to identify synergies and to mobilise knowledge and expertise. Furthermore, women's organisations' knowledge and expertise would be key assets to the portfolio, especially as gender is a transversal theme and women are a specific target.

Belgian Actors

The **Belgian Coordination Platform on Decent Work (CPDW)** brings together Belgian NGOs and three Belgian unions. Together, they developed a first Joint Strategic Framework on Decent Work (2017-2021) and have a presence in the region. While the CPDW isn't currently present in Uganda, they see this portfolio as an opportunity to expand in the region.

Maximum synergies will be pursued with the CPDW, for example, in the learning and capitalization aspect of the regional activities as well as the reinforcements of networks and exchanges. Furthermore, the CPDW has extensive knowledge and experience in Decent Work in the region as well as in topics of mutual interest. The CPDW aims to expand civil society space and increase their presence and influence in national policy. In this context, the CPDW could play a core role in the organization and facilitation of regional events for civil society actors.

In addition to the CPDW, the regional initiatives will mobilise the expertise of the **Belgian Federal Public Service Labour and Social Dialogue**, the **Belgian Federal Public Service Social Security** and the **Belgian Research Institute to Support Learning**.

In the context of this portfolio and the regional initiatives, **Belgian research actors** with experience and expertise in the areas of decent work and social protection such as **HIVA Research Institute for**

Work and Society, will be consulted and potentially mobilized. By doing this, Enabel will have additional hands-on support and will be able to provide the local research actors with structured scientific support.

Local Research Actors

Local and regional universities, think tanks and national research institutes will be identified to contribute to learning and capitalization, knowledge management, networking and exchange activities. Whether this will be via direct grants, tendering or calls for proposals will be determined at the beginning of implementation.

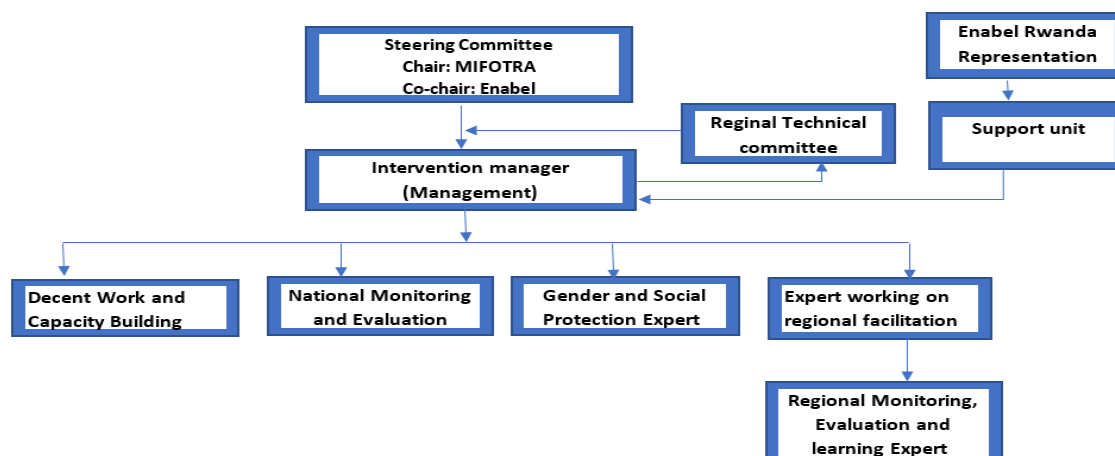
3.3.6 Budget and timing

The budget of the intervention is 16.2 million EUR for national activities in Rwanda. In addition, because Rwanda is hosting the regional activities, it will manage an extra 1.4 million EUR for regional activities. The total budget for national activities in Rwanda and the regional activities, totalling 17.6 million EUR is presented below with an indicative planning of expenditure. The budget shows the tentative allocations among the respective result areas over the five years of implementation.

Rwanda intervention 1		Operational planning	Budget €	financial planning €				
SO	SO: Women and young people of working age in Rwanda's intervention zone have an increased opportunity to engage in decent work, are better protected by labour rights and benefit from social protection and more inclusive social dialogue	Y 1	Y 2	Y 3	Y 4	Y 5		
OPERATIONAL COSTS			14.454.770	3.676.430	3.839.430	2.407.430	2.317.430	2.214.050
R1	R1: Decent employment is created and accessible for youth and women in selected sectors to increase their revenue and contributive capacity for social protection schemes.		8.860.000	2.243.000	2.760.000	1.286.000	1.286.000	1.285.000
Act 1.1	Supporting entrepreneurs, existing and new MSMS's		6.060.000	1.519.000	2.250.000	764.000	764.000	763.000
Act 1.2	Increasing employability and work readiness		2.800.000	724.000	510.000	522.000	522.000	522.000
R2	R2: The fundamental principles and rights at work for workers in the formal and informal economy are better respected, protected and fulfilled in selected sectors prone to violations of these principles and rights.		1.925.000	625.000	305.500	331.500	331.500	331.500
Act 2.1	Strengthen institutional capacity of MIFOTRA to ensure access to decent work		675.000	212.000	105.500	119.500	119.500	118.500
Act 2.2	Improve awareness and knowledge of Labour Rights and Standards		550.000	230.000	80.000	80.000	80.000	80.000
Act 2.3	Support the rollout of the new labor law's workers representation and collective bargaining at enterprise level		700.000	183.000	120.000	132.000	132.000	133.000
R3	R3: Increased access for workers and their families to improved social protection mechanisms, particularly in the informal economy, with a focus on health insurance and guaranteed income especially during maternity leave. μ		1.184.250	320.850	200.850	220.850	220.850	220.850
Act 3.1	support the operationalization of parasocial workers		544.250	110.850	100.850	110.850	110.850	110.850
Act 3.2	Pilot a maternity leave scheme for women in the informal sector		640.000	210.000	100.000	110.000	110.000	110.000
R4	R4: All workers are represented in social dialogue or other forms of structured dialogue at all levels. Their rights are defended, extended and acquired, with a focus on women and youth.		1.225.000	297.000	290.000	246.000	196.000	196.000
Act 4.1	Improve social dialogue and collective bargaining framework		350.000	120.000	120.000	70.000	20.000	20.000
Act 4.2	labour unions supported in expanding their services to women and youth		875.000	177.000	170.000	176.000	176.000	176.000
R5	R5: Policy development and national dialogue on decent work is strengthened through evidence-based learning, and regional networking and exchange (transversal)		341.320	55.000	80.000	80.000	80.000	46.320
Act 5.1	National Policies		341.320	55.000	80.000	80.000	80.000	46.320
R6	R6: Regional component		919.200	135.580	203.080	243.080	203.080	134.380
Act 6.1	Regional activities		919.200	135.580	203.080	243.080	203.080	134.380
GENERAL MEANS			2.138.430	409.804	433.282	503.282	433.282	358.782
	Personnel (except internat. expertise, earmarked at portfolio level)		1.345.000	182.038	326.616	326.616	326.616	183.116
	Investments		155.100	155.100	-	-	-	-
	Functioning		358.290	71.658	71.658	71.658	71.658	71.658
	Monitoring and evaluation, audit, technical support		260.000	-	30.000	100.000	30.000	100.000
	Communication & Capitalization		20.040	1.008	5.008	5.008	5.008	4.008
TOTAL BUDGET			16.593.200	4.086.234	4.272.712	2.910.712	2.750.712	2.572.832
	International Expertise		1.006.800	197.200	230.400	230.400	230.400	118.400
GRAND TOTAL BUDGET			17.600.000	4.283.434	4.503.112	3.141.112	2.981.112	2.691.232

3.3.7 Human resources

Figure 9: Organisational structure Rwanda, including the regional component



While the intervention will generally utilise personnel in implementing entities within the public sector, a team shall be hired to support the respective implementing agencies. The team will include staff identified in the table below.

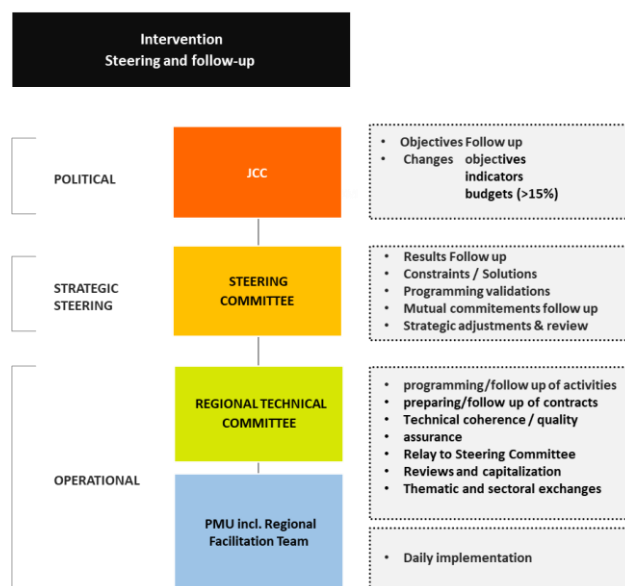
Job Title	National / International	Period (per person)	Allocation percentage (%)
Intervention Manager ²⁴	Inter- or National	52	100%
RAF	International	54	20%
Expert Decent Work and Capacity Building	National	48	100%
Expert working on regional facilitation	National	52	100%
Gender and Social Protection Expert	National	48	100%
2 Monitoring and Evaluation and learning Expert (one regional)	National	96	100%
Financial Controller	National	54	100%
Administrative Assistant	National	54	100%
3 Drivers	National	48	100%
Procurement officer (Public Procurement Officer)	National	52	25%
Intervention Officer Grants (IO)	National	41	100%

²⁴ Position will be competitively recruited and best candidate national or international will be selected.

3.3.8 Steering and follow-up

A balanced governance system will be put in place to ensure effective steering and monitoring of the intervention and adequate management of the established partnership relationships. It is part of the overall governance mechanism of the portfolio, developed in chapter 5.2.

The **Joint Consultative Committee (JCC)** established in Rwanda will assess the general state of progress of the intervention, ensures its overall strategic coherence (also relating to other Belgian cooperation interventions in Rwanda) and, if necessary, takes all the measures necessary for its reorientation in accordance with the regulatory and legal framework (CS)²⁵.



A **Steering Committee (SC)** will be set up to ensure the monitoring and overall orientation of the intervention at the strategic level. Its precise responsibilities are listed in annex 2.

The lead ministry of the intervention will be the Ministry of Public Service and Labour. It will be responsible for coordinating all implementing partners, monitoring activities and linking the implementing partners with Enabel. Under the leadership of the Ministry of Public Service and Labour, a steering committee shall be established. It will include representatives of all implementing entities in government. The steering committee will be responsible for giving direction to the intervention implementers and ensure the respective interventions are in line with the result areas.

In addition to the representatives of the Ministry of labour and Public Service (MIFOTRA) and Enabel (co-chairs), the SC brings together state, civil society and private sector stakeholders closely involved in the Rwandan component of the TPSP. Its composition is as follows.

- **Chair:** Representative of the Ministry of Labour and Public Service (MIFOTRA)
- **Co-Chair:** Resident Representative, Enabel
- Representative from Ministry of finance and Economic Planning (MINECOFIN)
- Representative from the Ministry of Commerce and Trade (MINICOM)
- Representative from the Ministry of Local Governance (MINALOC)
- Representative from the confederations of trade unions;
- Representative from the Private Sector Federation;

The practical operating modalities of the Steering Committee will be described in an internal regulations document, to be validated at the first meeting of the committee ²⁶.

²⁵ The JCC meets at least once a year or at the request of one of the parties (Belgium/Rwanda). It is co-chaired by the Director-General of DGD (or by the one (s)he designates) for the Belgian part and by the Minister of Finance, Planning and Economic Development of Rwanda (or by the one (s)he designates). A representative of Enabel is a member of the committee. Its final composition is agreed between the two parties.

²⁶ The Steering Committee will meet semi-annually on an ordinary basis. Ad hoc meetings are organized when necessary. Enabel will ensure the secretariat of the meetings.

A **Project Management Unit (PMU)**, consisting of a Director of Intervention representing MIFOTRA, an Enabel Intervention Manager and the Regional Facilitation Team (composed of the National Expert for regional facilitation and the Regional MEL Officer) will lead the daily implementation of the operations, supported by a team as mentioned in 3.1.6.

Finally, it should be noted that the stakeholders of the Rwandan component will also take part in the **coordination and consultation** mechanisms (political/strategic, technical) put in place by the Rwanda, authorities and their partners in matters of social protection, job creation and skills development and private sector development.

For the **regional component**, a **Regional Technical Committee** is foreseen and will include representatives from the EAC and the ILO, as well as Enabel's three Intervention Managers and their country counterparts. This committee will be responsible for collecting inputs from the three intervention countries (and potentially Burundi) and co-constructing recommendations and positions to be considered and validated by the Rwanda intervention Steering Committee. This will allow for the Rwanda intervention Steering Committee to make informed decisions regarding the regional component.

4 Portfolio Resources

4.1 Financial and material resources

Budget thematic portfolio Social Protection in Africa

Intervention 1 – Social Protection in Uganda

	Budget (€)	%	Year 1	Year 2	Year 3	Year 4	Year 5
Operational costs	10,893,160	67,24%	526,900	2,984,200	3,579,200	3,018,200	784,660
General means	5,306,840	32,76%	1,034,400	1,278,480	1,242,480	1,247,480	504,000
Total budget	16,200,000	100%	1,561,300	4,262,680	4,821,680	4,265,680	1,288,660

Intervention 2 – Protection Sociale en RD Congo

	Budget (€)	%	Year 1	Year 2	Year 3	Year 4	Year 5
Operational costs	9,839,300	60,74%	959,600	2,908,000	2,600,350	2,269,050	1,102,300
General means	6,360,700	39,26%	1,010,950	1,620,950	1,641,450	1,402,250	685,300
Total budget	16,200,000	100%	1,970,550	4,528,950	4,241,800	3,671,300	1,787,400

Intervention 3 – Social Protection in Rwanda (inlc. regional facilitation)

	Budget (€)	%	Year 1	Year 2	Year 3	Year 4	Year 5
Operational costs	14,454,770	82,13%	3,676,430	3,839,430	2,407,430	2,317,430	2,214,050
General means	3,145,230	17,87%	607,004	663,682	733,682	663,682	477,182
Total budget	17,600,000	100%	4,283,434	4,503,112	3,141,112	2,981,112	2,691,232

Budget reserve

	Budget (€)	%	Year 1	Year 2	Year 3	Year 4	Year 5
Budget reserve	0	0 %	0	0	0	0	0

International expertise

	Budget (€)	%	Year 1	Year 2	Year 3	Year 4	Year 5
International expertise	5,477,800	10,96%	828,000	1,449,200	1,448,000	1,261,000	491,600

Overview of international expertise²⁷

International Expertise for the portfolio	Operational planning	Unit cost	Man/ Months	Total budget
RDC				2.601.400
Intervention Manager RDC (classe 6)		19.500	48	936.000
Intervention Officer Kolwezi (classe 5)		19.500	24	468.000
Intervention Officer Kinshasa (classe 5)		19.500	24	468.000
Portfolio Manager Katanga (classe 7) - 36 mois @ 20%		19.500	7,2	140.400
RAF RDC (classe 6) - 48 mois @ 50%		19.500	24	468.000
ECA RDC (classe 5) - 40 mois @ 15%		19.500	6	117.000
Investments (laptops,...)		1.000	4	4.000
Uganda				1.869.600
Intervention Manager Uganda (cat6)		19.000	52	988.000
Sector Expert Uganda (cat 6)		19.000	42	798.000
RAF Uganda (cat6)		19.000	2,4	45.600
ECA Uganda (cat 5)		15.000	2,4	36.000
Investments (laptops,...)		1.000	2	2.000
Rwanda				1.006.800
Intervention Manager Rwanda		16.000	52	832.000
RAF 20% (cat6)		16.000	10,8	172.800
Investments (laptops,...)		2.000	1	2.000
International Expertise			163,6	5.477.800

4.2 Human Resources

Job title	Int. / Nat.	RD Congo	Rwanda (incl. regional)	Uganda
Intervention Manager	NAT / INT		1	1
Intervention Manager	INT	1		
Portfolio Manager RDC	INT	0,2		
Expert Decent work – Social Protection	INT			1
Intervention Officer Travail Décent – Protection Sociale	INT	2		
Expert in Employment and Decent Work Creation	NAT		1	1
Expert Labour Rights & Social Dialogue	NAT			1
Expert Social Protection	NAT			1
Expert Gender and Social Protection	NAT		1	0,5
Expert working on regional facilitation	NAT		1	
Monitoring, Evaluation and learning officer	NAT		2	1
Expert Digitalisation and Innovation	NAT			1
Field officers	NAT			4
Intervention Officer Travail Décent – Protection sociale	NAT	3		
Intervention Officer R2/R3/R4	NAT	3		
Intervention Officer R5 Kinshasa	NAT	1		
Intervention Officer Genre	NAT	1		

²⁷ Although the portfolio foresees for both Rwanda and Uganda a budget for an international intervention manager, we will first try to find a suitable national candidate. Enabel will only recruit internationally if this national recruitment is not successful. Therefore, the share for international expertise will most likely be lower in the end.

Responsable administratif et financier (RAF)	INT	0,5	0,2	0,05
RAF	NAT	1		0,5
Expert contractualisation et administration (ECA)	INT	0,15		0,05
Grants expert (ECA)	NAT			0.5
Financial Controller (CDG)	NAT	3	1	1
Intervention Officer / Grants	NAT	2	1	2
Communications officer	NAT			1
Procurement officer (acheteur public)	NAT	0,2	0,25	
Administrative Assistant	NAT	2	1	1
Accountant	NAT	1,2		1
Logisticien	NAT	1		
Driver	NAT	4	3	2
TOTAL full time equivalent		26,25	12,45	20,6

The Project Management Units of the 3 interventions of the thematic portfolio will be supported by **Enabel's shared services**, including the provision of different types of expertise (technical, financial, public procurement, monitoring / evaluation, human resources, communication, etc.) for a regular follow-up of the interventions and for specific needs related to their operational management. The cost allocation of the shared service centers, if any, in the different countries will be based on timesheets.

Budgetary resources are also planned to cover the human resources of existing projects devoting part of their time to the planning, implementation and monitoring of TP SP interventions. The allocation of the costs of these resources to the interventions will be based on Service Level Agreements or timesheets.

The Project Management Units of the three interventions of the portfolio can also rely on ad hoc assistance provided by other Enabel experts based in Brussels, in the field and/or by service providers. These assistance activities can be carried out remotely or through specific missions.

5 Modalities

5.1 Implementation tools

The Thematic Portfolio Social Protection (TPSP) is subject to the Specific Agreements between the Kingdom of Belgium and the intervention countries established within the general framework of the General Agreements²⁸ on development cooperation between Belgium and the countries involved. Through an implementation agreement (CMO: Convention de Mise en Oeuvre') between the Belgian State and Enabel, established in accordance with the management contract in force, the Belgian State entrusts Enabel with the implementation of the portfolio.

The implementation of the three interventions of the TPSP is therefore carried out under the responsibility of Enabel in a logic of partnership with the local, national and regional authorities concerned, also involving other actors in the (para)public sphere, such as civil society organisations and the private sector.

Direct implementation by Enabel	Subcontracting via public contracts (services, works, supplies)	Award of Grants to public entities and eligible private organisations	Non-institutionalised horizontal cooperation: • Cooperation Agreements with public entities • Cooperation Agreements with UN organisations
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In addition to **direct implementation** by Enabel intervention teams and the provision of expertise in various forms, and depending on the applicable legal and regulatory frameworks, **Enabel** can:

- Subcontract operations (services, works and supplies) to economic operators via public procurement.
- Rely on grants for the implementation of portfolio components for which public or private organisations have a specific mandate, expertise and capacity
- Resort to non-institutionalized horizontal cooperation through two instruments:
 - **cooperation agreements with public entities** under Belgian or European public law in the areas of the portfolio for which these entities have specialized expertise with obvious added value
 - **cooperation agreements with UN** organizations for the implementation of portfolio components for which they have relevant mandate and appropriate capacity.

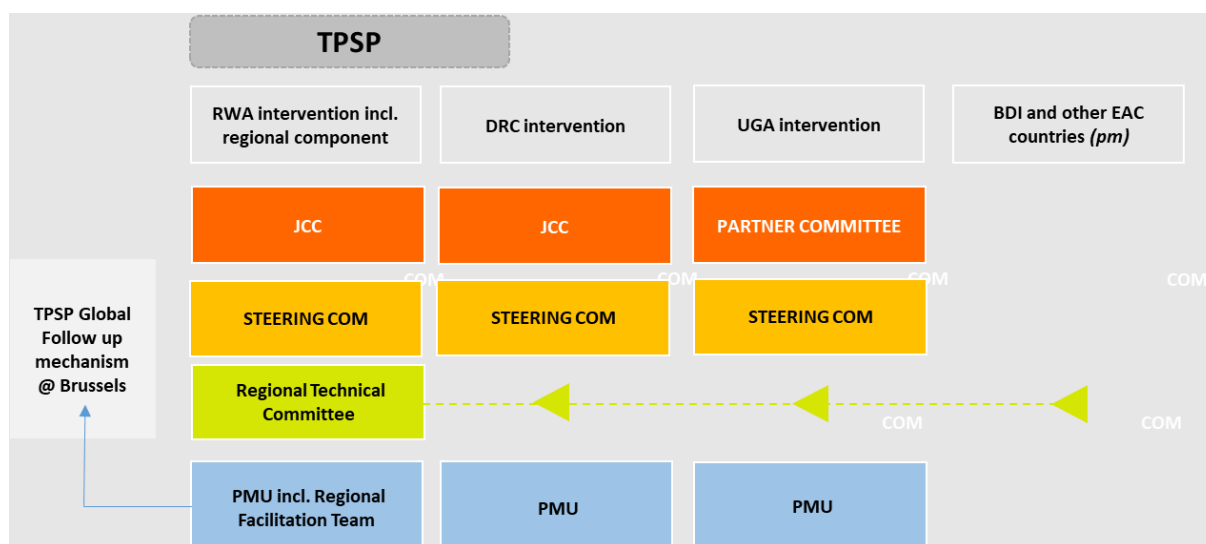
Annex 1 provides an overview and motivates the opportunities for direct grants and cooperation agreements already identified during the formulation process.

²⁸ framework agreement which establishes the general relationship between the Kingdom of Belgium and the country in terms of development

5.2 Portfolio Governance

Considering the multi-country and multi-actor environments, the geographic concentration and the anchoring of the interventions, a balanced **governance mechanism** will be put in place for the TPSP and its components. It aims for efficient steering, monitoring and execution of the interventions at country level and adequate management of the established partnership relationships at national and regional level.

Figure 10: Governance structure for Thematic Portfolio Social Protection in Central Africa



For each of the three country interventions, a **Steering Committee** will ensure the strategic steering of the intervention, and a **Project Management Unit (PMU)** will ensure the daily implementation of operations. The political follow-up of each country intervention of the TPSP will be ensured by the **Joint Consultative Committee (JCC)**²⁹.

For the regional component, which is fully integrated into the Rwanda intervention (as result 6), a **Regional Technical Committee (R/TC)** is foreseen and will include representatives from the EAC and the ILO, as well as Enabel's three Intervention Managers and their country counterparts. This committee will be responsible for collecting inputs from the three intervention countries (and potentially Burundi) and co-constructing recommendations and positions related to the regional component, to be considered and validated by the Rwanda intervention Steering Committee. This will allow for the Rwanda intervention Steering Committee to make informed decisions regarding the regional component (R6).

The monitoring of the regional component based in Rwanda and of the Rwanda intervention will be ensured by the same Rwanda JCC and Steering Committee.

The composition and the practical operating methods of the R/TC will be described in an internal regulations document, to be validated during the first meeting of the committee.

A **Regional Facilitation Team (R/FT)** in charge of the regional component (result 6) of the portfolio will be installed in the PMU based in Kigali and will operate under the responsibility of the Intervention Manager and the Director of the Intervention. This team will be composed of a **National Expert** and a **Regional MEL Officer** and will oversee the following (among other things):

²⁹ Or by the Partner Committee (ComPar) in countries where there is not yet a new bilateral portfolio in progress (cf. MC1).

- Expert working on regional facilitation:
 - To ensure the overall consistency of the orientations and decisions taken for the regional component
 - To stimulate synergies and complementarities between actors and interventions at regional level
 - To stimulate the harmonisation of regional approaches and tools
 - To serve as a focal point for information exchange and concertation for the actors involved in the regional component
 - To stimulate initiatives for regional capitalization, (action) research and knowledge management
 - The organisation of the mobilization of expertise and other pooled resources
 - The organisation of experience and document sharing
 - The organisation and secretariat of the R/TC
- MEL Officer for the thematic portfolio:
 - The M&E of the regional component
 - The consolidation of internal monitoring and reporting across the portfolio
 - The facilitation of external reviews and backstopping at portfolio level

At Enabel level, an **internal TPSP Global Follow-Up mechanism** will be installed to ensure the overall monitoring of the Thematic Portfolio Social Protection. Its role is as follows:

- to monitor periodically the overall progress of the portfolio implementation (consolidated level)
- to ensure internal consistency and the development of synergies
- to streamline communication with the Belgian authorities)
- to ensure and support the implementation of the major decisions and recommendations of the portfolio steering and monitoring structures (JCC in the intervention countries, ORC³⁰ Enabel/HQ)
- to propose solutions to major problems encountered during implementation

5.3 Monitoring & evaluation, knowledge-management and audit

Enabel and its partners recognize the importance of monitoring, evaluation and learning in the management of development results. This importance is reflected in this portfolio by an integrated set of instruments and approaches, aimed at generating relevant and reliable monitoring data.

These instruments and approaches will enable actors and stakeholders to contribute to development results (1) by making decisions based on evidence, (2) by continuously improving the strategies and activities implemented, (3) by being accountable towards relevant stakeholders and (4) by monitoring development performance. In addition, they take into account questions of strategic learning for Enabel, its partners and the Belgian development cooperation.

A dedicated budget is foreseen in this portfolio to allow the correct application of these instruments and approaches.

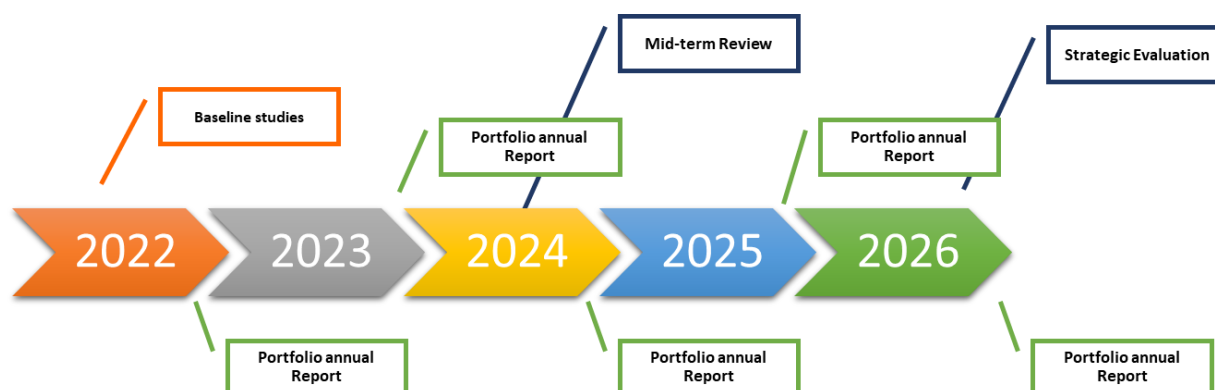
³⁰ Opportunity & Risk Committee Enabel/HQ

At **portfolio level**, the instruments foreseen are the strategic evaluation carried out at the end of the implementation, the annual reports of the portfolio as well as the mid-term review.

At the **level of interventions**, the planned instruments consist of, on the one hand, continuous performance monitoring, and on the other hand, a set of activities related to learning, knowledge management and sharing. These include systematic reflection based on action research, peer learning, the development of communities of practice or the capitalization of experiences. These exercises are supported by a pool of internal experts at Enabel.

Finally, all the components making up this portfolio will be subject to minimum two financial and systems audits, according to the activities' implementation rhythm and the different risks detected during the execution.

Figure 11: overview M&E, learning and audit of TPSP



5.4 Portfolio changes

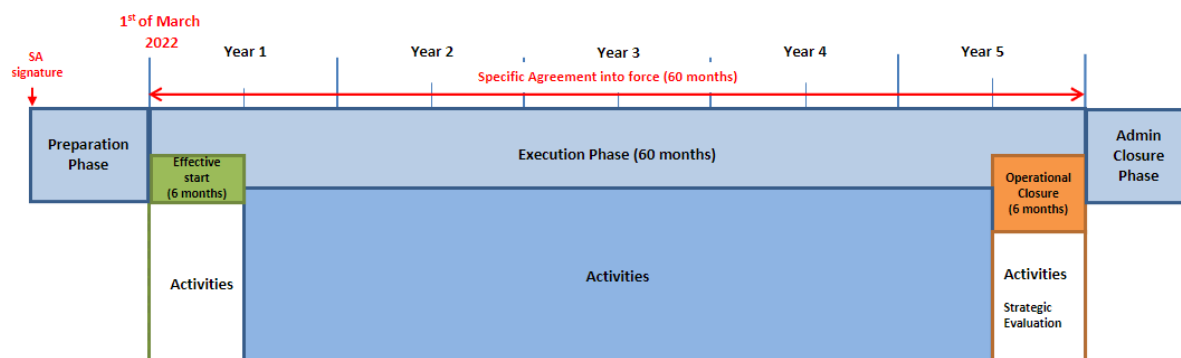
At the level of Belgian instances, as defined in the Management Contract between the Belgian State and Enabel, the following changes require preliminary agreement of:

- The **Minister** where the changes concern: (i) the global and specific objectives and the impact and outcome indicators, (ii) the total budget of the portfolio, (iii) the duration of the portfolio, and (iv) excluded modalities and actors.
- **Enabel's Board of Directors** where the changes concern: (i) reorientation of the portfolio with a budgetary impact of more than 15% of the total budget of the portfolio; (ii) delegation of implementation of a part of an intervention to new actors in a direct award procedure³¹; (iii) new interventions linked to a specific objective of the Thematic Strategy by means of allocation of the reserve; (iv) allocations of the reserve other than new interventions; and (v) the stopping of intervention.

³¹ See specifications in Enabel's 'Guide for the elaboration and follow-up of Grant Agreements'.

6 Duration of implementation

Figure 12: Planning of implementation



The **Specific Agreement** enters into force on the day of its signature by the two Parties and will end on 28 February 2027.

The execution phase begins on 1 March 2022 for a period of **60 months**. Preparatory activities may be carried out between the notification of the Implementation Agreement and 1 March 2022.

The lifecycle of each intervention includes three main phases: **Preparation, Execution and Administrative closure**. The Start-up and closure guides for interventions constitute the reference documents for the preparation, start-up and closure phases. The Enabel Administrative and financial management manual forms the working basis for the implementation phase

Phase 1 - Preparation

For each intervention, the preparation phase covers the period between the approval of the TPSP by the Belgian Minister for Development Cooperation on the one hand and the signing of the Specific Agreement on the other hand.

The following key actions can be carried out during the preparation phase:

- Preparation of the necessary regulatory procedures
- Identification of the HR to be mobilized
- Mobilization of the national counterparts
- Launch of international and national HR recruitments
- Preparation of any contract (CSC) necessary for the Baseline
- Opening of the main account
- Purchasing preparation (CSC) of equipment (including vehicles, if necessary)

Phase 2 - Execution

The execution phase is divided into 3 sub-phases: effective start-up, implementation, operational closure.

Effective start-up

The start-up phase itself begins with the notification of the Implementation Agreement and ends with the validation by the Steering Committee of the elements of the inception report.

At the start of this phase, the intervention management takes office and the intervention opening Steering Committee is held.

During this phase, the intervention teams will fine-tune and operationalize strategic choices, in which particular attention will be given to ensure the technical feasibility of the interventions. This will be done in consultation with the main stakeholders and will be validated by the Steering Committee.

The following key actions must be carried out during this stage (some ensuring continuity with the steps started during the preparation phase):

- Finalization of the recruitment process for international and national technical assistance and installation of HR in their function;
- Opening of intervention accounts and establishment of mandates for intervention staff;
- Carrying out the necessary training;
- Pursuit of possible market(s) relating to the establishment of the Baseline;
- Establishment of the operational management manual for the intervention;
- Operational and financial planning of the intervention;
- Development of terms of reference for the baseline

The Steering Committee validates the following elements:

- The operational management manual of the intervention
- The first operational and financial planning
- The baseline work plan

The PV of this Steering Committee and the items it validates constitute the inception report.

Implementation

The operational implementation of the intervention starts with the approval of the inception report by the Steering Committee and ends when the Steering Committee approves the closing schedule.

Operational closure

The closing phase begins no later than 6 months before the end of the execution of the intervention.

Closure schedule: Three months before the closure phase, a detailed planning of the activities and outputs expected from this phase will be developed by the project team and submitted to Steering Committee for approval.

Final report: it will be drafted and presented for approval to the Steering Committee within three months of the end of operational activities. This final report will be accompanied by operational and financial closure documents. Once this report is approved, the project team is relieved.

Phase 3 - Administrative Closure

The final report is updated at the end of the operational closure period and is sent by Enabel to the DGD for final acceptance request. Once this report has been approved by the DGD, the intervention is administratively closed.

The unused budget will be recovered by the Belgian Party at the expiration of the Specific Agreement.

7 Principal risks and mitigation measures

7.1.1 Uganda risk matrix

Note

- P = Probability, I = Impact, S = Severity
- Scale of 1 to 4, with 1 = very low, 2 = low, 3 = high, 4 = very high.
- By multiplying the 2 criteria we obtain the potential seriousness of the risk.

UGANDA	P	I	S	Mitigation measures
FRAME RISK CATEGORIES				
Economic Fragility				
High informality of the labour market which can give rise to poor work condition, lack of legal and social protection, poor productivity and poverty, and hamper economic growth	3	3	9	Recognizing job and income potential within the informal economy by targeting informal workers to enhance productivity and decent work principles
COVID-19 waves hit already weakened economies and worsen economic crisis	3	3	9	• Activities promoting inclusive economic growth by enhancing productivity and job creation • Activities targeting sectors hit by COVID (tourism & hospitality) in order to recover faster and build better resilience
Environmental Fragility				
High population growth and growing inequalities leading to unsustainable environmental practices. I.e. Poaching and Deforestation are a major threat to terminal environmental consequences as well as to the environment-based tourism industry.	4	4	16	Create decent job that are environmentally friendly and sustainable.
Lack of decent working conditions in companies, factories and mines, largescale use of biomass fuels, and increased use of unclean energy lead to massive air pollution with public health impact and an increased socio-economic burden	4	4	16	• promote green skills across pillar 1 on decent employment creation • Support coffee/cocoa cooperatives and hotels to implement environmentally friendly technologies i.e use of clean energy, organic farming, waste management etc. • Pay attention to environmental conditions when tackling standard at work • Strengthen multi-actor collaboration to reduce air pollution
Political Fragility				
Continued and sustained systemic corruption in using government systems and local partners	4	3	12	• Use of Enabel direct procedures of implementation • Governance actions and measures (capacity building, etc.)
Societal Fragility				
Risky behaviours such as crime, drugs, violence etc arising from high population growth and sustained rural-urban migration.	4	2	8	• Support skills acquisition and job creation for the growing population • Political dialogue with government of Uganda
Cultural construct limiting women access and control over Land and other valuable assets. Sexual and gender-based violence	3	3	9	• Target min 50% women in portfolio • Tackle issues of gender and GBV mainly focusing on

UGANDA	P	I	S	Mitigation measures
combined with poor norms and support for sexual and reproductive health drive a continued increase of vulnerability amongst girls of sexually reproductive ages.				tailor made interventions for women • Work through CSO as activists in GBV • Incorporate sexual and reproductive health and rights in awareness campaign
Outbreak of infectious disease such as Ebola or diseases risking livestock and/or sustained spread of COVID-19 hampers economic growth and investment whilst aggravating human suffering and antagonism towards government.	3	2	6	• Strengthen the saving schemes as a way of increasing social protection and safety nets making population more resilient in case of epidemics. • Support communities to have access to health insurance
Rural-Urban migration combined with migrant labour and a continued reliance on the informal, unregulated and untaxed economy exacerbates risks for most vulnerable groups such as that portion of the elderly, disabled and children left behind who do not get access to protection and care.	3	2	6	Reinforcement of actions that can provide social protection the vulnerable groups e.g Community based health insurance
Inadequate spending on social investments such as in health and education combined with insufficient collection of domestic revenue contributes to disenfranchisement and mobilization of anti-government constituencies such as through deterioration of the quality of social services and increasing the gap between the “haves” and the “have-nots”.	4	1	4	• Change the conversation, inter alia through recognizing the need to change minds of decision makers on such priorities as green growth and in making better business cases for investing in human capital. • Approach dialogue in a way that brings in new ideas and new voices from influential local constituencies (e.g. children of the political elite).
PILOT RISK CATEGORIES				
Development Risks				
Limited effectiveness of the program and poor results – particularly in terms of development objectives and long term goals like economic growth and poverty reduction, and enabling objectives such as reform and capacity development.	2	2	4	• Strong M&E process and framework with controller function. • Baseline study and measurement of targets by experienced consultant (MDF)
Operational Risks				
Limited number of medium size private companies for partnership	3	2	6	Work with all sizes of companies including the micro and small size companies
Resistance from the private companies to work on issues of workers’ right	2	3	6	• Apply partnership approach as opposed to confrontational • Work in collaboration with umbrella organisations and labour officers who have authority and mandate to handle workers right issues
Financial Risks				
Weak accounting and procurement capacity in some institutions to manage grants causing long delays in delivering results	2	3	6	• In-depth organizational capacity assessment • Enhance capacities of the partners in procurement and finances • Regular audit
Legal Risks				
Aid or government funds: i) are used for unauthorized purposes; ii) do not achieve value for money; or ii) are not properly accounted for.	1	4	4	• Strong M&E framework and follow-up of grantees • Capacity strengthening is prioritized over funds or aid provision • Co-ownership and co-steering of the intervention by the Ministry of Labour

7.1.2 RD Congo matrice de risques

Note

- P = Probabilité, I= Impact, S = Sévérité
- Échelle de 1 à 4, avec 1 = très faible, 2 = faible, 3 = élevé, 4 = très élevé.
- En multipliant les 2 critères on obtient la gravité potentielle du risqué

RDC	P	I	S	Mesures de mitigation
FRAME RISK CATEGORIES				
Fragilité Economique				
Délitement accentué du tissu économique, reprise d'une inflation forte, accentuation des disparités entre monde rural et urbain, et impact de la bombe démographique sur le niveau de revenu	4	4	16	Soutien aux entreprises les plus résilientes et intensives en main d'œuvre Renforcement des actions de soutien aux services sociaux de base ciblant les groupes vulnérables
Délitement et rupture accentués du lien et de la cohésion sociale, accroissement des discriminations et inégalités liées au genre	4	2	8	Travail de proximité avec les communautés locales. Renforcement de la cohésion sociale (dialogue entre acteurs locaux, etc.)
PILOT RISK CATEGORIES				
Risque de développement				
Intérêt limité pour la thématique Manque d'appropriation	2	3	6	• De l'assistance technique nationale et internationale pour accompagner les processus de changements • Une équipe projet multidisciplinaire pour accompagner les partenaires dans le diagnostic et la définition de leurs besoins • Des opportunités de redynamisation de la thématique en participant aux plateformes d'échange entre les acteurs et en organisant des événements conjoints.
Difficultés liées à la structure actuelle de la société civile (fragmentation, représentativité, contraintes légales, etc.)	3	3	9	
Risque opérationnel				
En raison de la perpétuation de la crise liée au COVID, des mesures sanitaires sont décidées, occasionnant des restrictions de déplacement et/ou des retards dans la mise en œuvre des activités	3	3	9	Proactivité des équipes, Procédures adaptées.
Réticence voire résistance des opérateurs privés à intégrer le changement sur les modalités, les droits liés à l'emploi salarié	4	3	12	• Appliquer une approche de partenariat plutôt que conflictuelle • Travailler en collaboration avec les organisations faïtières et les agents du travail qui ont l'autorité et le mandat de traiter les questions relatives aux droits des travailleurs
Le portage technique, administratif et politique est insuffisant, avec pour impact d'affecter l'appropriation et la durabilité des résultats de développement	3	3	9	• Mise en place de dispositifs permettant l'implication des partenaires aux différentes phases de l'exécution, de préférence en s'alignant sur les mécanismes institutionnels déjà actifs. Communication / Sensibilisations intensives auprès des parties prenantes sur les enjeux et effets des actions, Implication des services techniques. • Travail de proximité avec les communautés locales. Renforcement de la cohésion sociale

RDC	P	I	S	Mesures de mitigation
				(actions relatives au foncier, au dialogue entre acteurs locaux, etc.) • Soutien aux entreprises les plus résilientes et intensives en main d'œuvre • Renforcement des actions de soutien aux services sociaux de base ciblant les groupes vulnérables
Incertitude sur la tenue des élections en 2023 Instabilité des pouvoirs en place d'ici 2023, Non-reconnaissance des résultats des élections Absence d'élections locales	3	3	9	• Travailler de concert avec le poste diplomatique pour favoriser le dialogue politique, • Veille active sécuritaire (EUTM, MINUSCA), • Elaboration d'un Plan de sécurité adapté. • Recrutement de RH adaptées aux zones non sécurisées le cas échéant.
Accidents liés au transports aériens et terrestres	4	4	16	• Compagnies IATA privilégiées • Rappel des consignes de sécurités et sanctions si non respectés (casques, limitation de vitesse) (via fleet management) • Formation des chauffeurs
Risque fiduciaire				
Corruption Détournement de fonds	3	2	6	• Procédures de mise en œuvre en régie • « Ilots d'intégrité » selon l'approche de l'ONGI belge RCN.
Risques de gestion financière	1	2	2	• Ressources humaines / compétences spécialisées en gestion financière, suffisantes dans l'équipe • Procédures et règles standard de gestion en régie.

7.1.3 Rwanda risk matrix (incl. regional component)

Note

- P = Probability, I = Impact, S = Severity
- Scale of 1 to 4, with 1 = very low, 2 = low, 3 = high, 4 = very high.
- By multiplying the 2 criteria we obtain the potential seriousness of the risk

RWANDA	L	I	S	Mitigation measures
FRAME RISK CATEGORIES				
Economic Fragility				
High informality of the labour market which can give rise to poor work condition, lack of legal and social protection, poor productivity and poverty, and hamper economic growth	3	3	9	Recognizing job and income potential within the informal economy by targeting informal workers to enhance productivity and decent work principles
COVID-19 waves hit already weakened economies and worsen economic crisis	3	3	9	Activities promoting inclusive economic growth by enhancing productivity and job creation for faster recovery and resilience
Political Fragility				
High turnover of leadership in political appointees of govt and local govt that may hinder	4	4	16	Continuous engagement, capacity building of elected and appointed leadership in line

RWANDA	L	I	S	Mitigation measures
implementation				with decent to work
Ineffective coordination of government departments and agencies affects project performance	2	3	6	• Strong coordination by Mifotra in bringing other stakeholders to participate in the project governance as designed • Linking the project activities into the national Imihigo annual work plan(Performance contracts)
Societal Fragility				
Persistent gender inequalities at the labour market	2	2	4	Continuous awareness on gender inclusion in the labour market
Pandemic such as Covid-19 effects and preventive measure hampers job creation and economic growth.	3	2	6	• Encourage communities to abide by Covid preventive measure • Strengthen the saving schemes as a way of increasing social protection and safety nets making population more resilient in case of epidemics. • Encourage communities to have covid vaccination and access to health insurance
Low participation of women in the different activities targeting them	2	2	4	Constant awareness campaign and that target women informing them of opportunities available
Low participation of employees/workers in trade union activities	3	3	9	• Workers are informed of the importance of organizing themselves in union • Trade unions leaders take part in awareness campaigns to show relevance of joining them
PILOT RISK CATEGORIES				
Development Risks				
Limited effectiveness of the program and poor results, particularly in terms of development objectives and long term goals like economic growth and poverty reduction and enabling objectives such as reform and capacity development.	2	2	4	• Strong M&E process and framework with controller function. • Baseline study and measurement of targets by experienced consultant (MDF)
Operational Risks				
Employers resistance to work on issues of social dialogue, workers' right and addressing forms of informality	2	3	6	• Work in through trade unions and ministry of public service and labour to handle workers right issues • Include private sector at the earliest stage of planning and integrate their concern
Limited participation of micro and small size private companies for partnership	2	2	4	awareness campaigns and information sharing through Private sector federation, radios and administrative structure.
Financial Risks				
Financial Resources managed through other implementing partners outside Enabel are not used for intended purposes	3	4	12	• Support financial oversight through actions such as audit, semester/quarterly financial reports. • Organisation assessment • Active role in financial oversight by steering and technical committees • Strong M&E framework and follow-up of grantees
Weak accounting and procurement capacity in some institutions to manage grants causing long	2	3	6	• carrying out organizational capacity assessment

RWANDA	L	I	S	Mitigation measures
delays in delivering results				• continuous building of capacities of the partners in procurement and finances • Regular audit and reporting

Regional component	L	I	S	Mitigation measures
Stakeholders with varying interests will not agree on priorities or topics of mutual interest	2	2	4	• Topics will be chosen with all stakeholders together • Action plans will be co-constructed
Power dynamics are leveraged to reduce the voices of actors considered to have less power causing unequal and exclusive learning, capitalization and decision-making	3	4	12	• Targeting women and vulnerable people in an inclusive approach • Invite representatives from all fields (workers, employers, CSO, government) and power level to the table
Regional political relations affect learning, sharing, Policy development and learning at regional levels	3	4	12	• Raise awareness on the benefits of regional networking and exchange • Focus on learning through regional and multilateral bodies such as East African community, International labour Organisation
Travel and gathering restrictions implemented to reduce the spread of diseases and/or illnesses (e.g. COVID-19)	3	3	9	Regional events are adapted to be virtual

8 Indicators matrix

This chapter consists of the M&E framework of the thematic portfolio. It includes an indicators matrix consisting of impact, outcome and output indicators. This framework and its indicators were developed in consultation with ILO on the basis of leading international frameworks (SDG³², ILO³³ and the EU³⁴).

Enabel was supported by external experts for the development of the set of indicators for each country (MDF consultancy). The assignment was given to (a) develop a comprehensive list of indicators, (b) measure baseline values (where possible) and (c) set realistic targets as part of the M&E framework. Enabel requested MDF to respect state-of-the-art criteria for indicators. This included: (1) ensuring that they are SMART³⁵, (2) adapted to the local contexts of the partner countries, (3) to use both a mix of qualitative and quantitative indicators, and (4) to align with national and international frameworks.

The MDF consultancy allowed for a thorough review of existing data and choices were made to select the most complete and up-to-date indicators. This process also included an analysis of what recent, reliable, uniform and comparable data was available for the partner countries, using ILOSTAT and the World Bank as core sources.

The analysis confirmed a number of challenges, such as (a) the availability and quality of (impact) indicators in our partner countries, (b) existing indicators having a strong focus on quantitative data, (c) few existing indicators that measure in one indicator direct improvements in the decent work agenda as a whole, (d) difficulty in aligning indicators to existing baseline studies, and e) the complex and multidimensional nature of decent work.

The M&E framework will be fine-tuned by the different intervention teams during the start-up of the portfolio in consultation with stakeholders, and in particular:

- Add missing baselines for 3 outcome indicators.
- Identify additional qualitative indicators (such as the 'decent work check' indicator³⁶). Please note that on top of this, project teams will report on qualitative analysis of the achievement of the interventions on a regular basis during implementation.
- Define values for few missing targets.

³² Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development (https://unstats.un.org/sdgs/indicators/Global%20Indicator%20Framework%20after%202021%20refinement_Eng.pdf)

³³ ILO's Decent Work indicators:

- https://www.ilo.org/integration/themes/mdw/WCMS_189392/lang-en/index.html
- https://www.ilo.org/wcmsp5/groups/public/---dgreports/---integration/documents/meetingdocument/wcms_115402.pdf

³⁴ The European Commission's "Results and Indicators for Development: Social Protection can be found here: <https://europa.eu/capacity4dev/results-and-indicators/social-protection-n-0>

³⁵ Specific, Measurable, Attainable, Relevant and Time-bound

³⁶ The Decent Work Check is a tried and tested indicator developed by the WageIndicator Foundation together with trade unions and employers organisations. The Decent Work Check considers different work aspects which are deemed important in attaining 'decent work'. See <https://wageindicator.org/labour-laws/labour-law-around-the-world/decent-work-check>

Indicators Matrix

Please note that gender equality plays a central role in this portfolio. In terms of targets, the portfolio envisions women to constitute at least 50% of the final beneficiaries.

Envisioned Changes	Indicators	Baseline Value	Target Value
Impact To improve the living conditions and resilience of the most vulnerable populations in the Great Lakes region by investing in social protection systems and decent work, as well as contributing to the promotion of their sustainable and inclusive socioeconomic development	1.1 SDG indicator 1.1.1 Proportion of the population living below the int. poverty line, disaggregated by sex, age, employment status and urban/rural	DRC (2012) 77,2% ³⁷ ; Working poor among male youth 69,9%, among female youth - 69,3% ³⁸ Rwanda (2016) 56,5% ³⁹ ; Working poor among male youth 49,5%, among female youth - 47,5% ⁴⁰ Uganda (2016) 41,3% ⁴¹ ; Working poor among male youth 35%, female poor - 36,5% ⁴²	Uganda: N/A DRC : N/A Uganda: N/A
	1.2 SDG Indicator 8.5.2 Unemployment rate, disaggregated by sex, age and people living with disabilities (PLWD)	DRC (2012) male youth 6,8%, female - 2,8% ⁴³ Rwanda (2019) male youth 22,4%, female youth 15,2%; unemployed among young male PLWD 16,3%, young male PLWD 17% ⁴⁴ Uganda (2017) male youth 17,3%, female youth 9,3%; unemployed among male PLWD 9,8%, female PLWD 8,0% ⁴⁵	Uganda: N/A DRC : N/A Uganda: N/A
	1.3 SDG indicator 1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, new-borns, work-injury victims and the poor and the vulnerable	DRC (2020) 14,1% covered by at least one social protection benefit; 5,6% vulnerable persons covered by social assistance Rwanda (2020) 8,9% covered by at least one social protection benefit; 4,1% vulnerable persons covered by social assistance Uganda (2020) 2,8% covered by at least one social protection benefit; 1,8% vulnerable persons covered by social assistance	Uganda: N/A DRC : N/A Uganda: N/A
Outcome			

³⁷ <https://unstats.un.org/>

³⁸ <https://ILO.org>

³⁹ <https://unstats.un.org/>

⁴⁰ <https://ILO.org>

⁴¹ <https://unstats.un.org/>

⁴² <https://ILO.org>

⁴³ <https://unstats.un.org/>

⁴⁴ <https://unstats.un.org/>

⁴⁵ <https://unstats.un.org/>

Women and young people of working age in the Great Lakes region have an increased opportunity to engage in decent work, are better protected by labour rights and benefit from social protection and more inclusive social dialogue			
Envisioned Changes	Indicators	Baseline Value	Target Value
Intermediate Outcome 1: Decent employment is created for youth and women in selected sectors to increase their revenue and contributive capacity for social protection schemes	1.1 # of beneficiaries supported by the project with average earning above national relative poverty line, disaggregated by sex and sector	The baseline will be collected by the project in 1st quarter of 2022	Uganda: increase in number by 5-10% DRC: 60% of project beneficiaries Rwanda: tbd
	1.2 % of beneficiaries having a job (incl. employed, self-employed and seasonal workers in informal sector) within 6 months after programme support disaggregated by sex, age, sector and type of work (employed, self-employed, seasonal)	The baseline is set to zero	Uganda: 50% DRC: 70% Rwanda: 50%
Intermediate Outcome 2: The fundamental principles and rights at work for workers in the formal and informal economy are better respected, protected and fulfilled in specific sectors prone to violations	2.1 # of people benefitting from improved standards and rights at work facilitated by the programme, disaggregated by sex, age and sector	The baseline is set to zero	Uganda: 8250 DRC: 10.000 Rwanda: 10.000
	2.2 # of labour inspections conducted /followed up with the support of the project	The baseline is set to zero	Uganda: 180 DRC: 520 Rwanda: 200
Intermediate Outcome 3: Increased access for workers and their families particularly in the informal sector to improved social protection measures, with focus on health insurance and maternity leave	3.1 # of people benefitting from improved social protection measures, with the support of the Project, disaggregated by age, sex, by type of benefits, by (in)formal status, etc.	The baseline is set to zero	Uganda: 2.000 DRC: 57.400 Rwanda: 1000
Intermediate Outcome 4: All workers, including the most vulnerable, are represented in social dialogue or other forms of structured dialogue at all levels	4.1 # of formal recommendations/follow ups linked to the DW agenda produced by social dialogues	The baseline will be collected by the project in 1st quarter of 2022	Uganda: 30 DRC: 60 Rwanda: 30
	4.2 Net membership of Unions and Employers Organizations engaged in social dialogue, disaggregated by sex and age and employment status	The baseline will be collected by the project in 1st quarter of 2022	Uganda: increase of 5% DRC: increase of 5% Rwanda: increase of 10%
Intermediate Outcome 5: Policy development and national dialogue on decent work is strengthened through evidence-based learning and regional networking and exchange	5.1 # of policy issues/claims flagged by the Intervention discussed by targeted policymakers, disaggregated by geographic/sectoral level	The baseline is set to zero	Uganda: 3 DRC: 5 Rwanda: 4
	5.2 # of advocacy messages and evidence used in political statements, policies, plans/media items by targeted stakeholders, disaggregated by stakeholder type and geographic/sectoral level	The baseline is set to zero	Uganda: 3 DRC: 5 Rwanda: 4
	5.3 Evolution of degree of ownership and implementation of regional outputs by key stakeholders, disaggregated by stakeholder type and geographic level	The baseline is set to zero	Uganda: Increase of 50% DRC: Increase of 50% Rwanda: Increase of 50%

Intermediate outcome	Output Indicators	Baseline	Target
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		Value	Value
Intermediate Outcome 1: Decent employment is created for youth and women in selected sectors to increase their revenue and contributive capacity for social protection schemes	Uganda		
	1.1: # cacao and coffee farmers benefitting from increased productivity for decent employment creation and enhancement, disaggregated by sex, age and sector	0	600
	1.2: # of entrepreneurs skilled in decent green entrepreneurship, disaggregated by gender, age and sector	0	2000
	1.3: # of people graduated from the Apprenticeship Framework in Tourism and Hospitality disaggregated by sex, age and sector	0	750
	1.4: # people graduated from the work-readiness program	0	600
	1.6: Report on achievements and gaps in decent employment related to programme support and lessons learned, approved by the project	0	1
	DRC		
	1.1: # of people accompanied by the intervention in their access to decent self-employment, disaggregated by age, gender and sector	0	350
	1.2: # of people accompanied by the intervention to paid decent employment, disaggregated by age, gender and sector	0	12.000
	1.3: % of the people benefited from the services offered by the Multiservice Resource Centers, disaggregated by age, gender	0	100%/ year
	1.4: # of social economy enterprises supported and accelerated, disaggregated by sector and type of support	0	500
	Rwanda		
	1.1. # of informal existing and new enterprise owners are skilled in managing enterprises, disaggregated by existing/new and economic sector	0	2.000
	1.2. # of new and existing informal enterprises accessing capital acquisition/loan, disaggregated by existing/new and economic sector	0	2.000
	1.3. Tripartite assessment report identifying skills for decent employment validated by project partners	0	1
	1.4. # of training institutions equipped to set up WPL	0	10
	1.5. # of master craftspersons skilled in coaching apprentices, disaggregated by gender	0	40
	1.6. # of private sector players with raised awareness	0	tbd
	1.7 # of supported WPL trainees, disaggregated by gender	0	750
	1.8 # of employees receiving on the job training disaggregated by gender	0	1.000
	1.9 # of informal workers applying for qualification certificates, disaggregated by gender and sector.	0	5.000
	1.10 Report on achievements and gaps in decent employment related to programme support and lessons learned, approved by the project	0	1

Intermediate outcome	Output Indicators	Baseline Value	Target Value
Intermediate outcome 2: The fundamental principles and rights at work for workers in the formal and informal economy are better respected, protected and fulfilled in selected sectors prone to violations of these principles and rights.	Uganda		
	2.1: # of people informed about their rights and standards at work, disaggregated by gender	0	1.000.000
	2.2: # Employers, employees and youth in agriculture and tourism trained on standards and rights at work disaggregated by sex, age and sector	0	10.000
	2.3: # employers accompanied to implement standards and rights at work	0	250
	2.4: # women benefitting from better gender equality at the work place and a safer work environment	0	2.000
	2.5: # of DCDO, LO and DCO skilled to better promote and enforce Decent Work principles, disaggregated by gender	0	25
	2.6: Report on achievements and challenges in working conditions related to programme support and lessons learned, approved by the project	0	tbd
	DRC		
	2.1. # of workers and employers in the targeted sectors informed of their rights and of the labour normative framework, disaggregated by gender and sector	0	1.025.000
	2.2. # of workers trained on laws, labour codes, international conventions and gender, disaggregated by age, sex and sector	0	5.000
	2.3. # of checks carried out in enterprises with the support of the intervention	0	1.300
	2.4. # of cases opened by the Labour Inspectorate against controlled enterprises, by sector	0	520
	2.5. Report on achievements and challenges in working conditions related to programme support and lessons learned, approved by the project	0	20
	Rwanda		
	2.1. Labour inspectors needs report validated by project partners	0	1
	2.2. # of labour inspectors trained	0	33
	2.3. Improved Integrated Labour Administration Information System: (i.e. Redesign labour inspection module to improve labour inspection processes(collection, storage and dissemination), Upgrading child labour module to integrate new data needs and, updating business intelligence module)	0	1
	2.4. # employment and entrepreneurship ecosystem agents (such as business development advisors, entrepreneurship officers etc.) from districts skilled in entrepreneurship promotion disaggregated by gender	0	150
	2.5. # public servants and private sector business development agents skilled in promoting entrepreneurship in the five zones of operation, disaggregated by gender	0	250
	2.6. Labour rights violation report validated by project partners disaggregated by economic sector	0	1
	2.7. # of workers and employers informed about the national Labour institutional framework, disaggregated by sector and gender	0	200.000
	2.8. Report on pilot for improving women's working conditions validated by project partners	0	1
	2.9. Collective bargaining standard framework tool, validated by project partners	0	1

	2.10. # of awareness campaigns about collective bargaining targeting employers and employees in the four priority sectors	0	10
	2.11. # of trade union leaders, members, employers representatives and employees representatives skilled in negotiating collective agreements	0	500
	2.12 Report on achievements and challenges in working conditions related to programme support and lessons learned, approved by the project	0	1

Intermediate outcome	Output Indicators	Baseline Value	Target Value
Intermediate outcome 3: Increased access for workers and their families to improved social protection mechanisms, particularly in the informal economy, with a focus on health insurance and guaranteed income especially during maternity leave.	Uganda		
	3.1: # of people informed on saving and social protection schemes	0	1.000.000
	3.2: # of people benefitting from a social security schemes covering health and protection measures for women during maternity leave with support of the intervention	0	2.000
	3.3: # of people benefitting from innovative systems introduced to facilitate worker's access to health and maternity insurance	0	1.000
	3.4: # of District Development officers are better equipped to become social protection ambassadors	0	tbd
	3.5: Report on achievements and challenges in access to social protection measures related to programme support and lessons learned, approved by the project	0	tbd
	DRC		
	3.1. # of workers and employers in targeted sectors made aware of their social protection rights and the benefits of joining mutual insurance companies, disaggregated by sex and sector	0	1.025.000
	3.2. # of female workers in targeted sectors receiving maternity leave allowance through an innovative system	0	2.400
	3.3. Report on achievements and challenges in access to social protection measures related to programme support and lessons learned, approved by the project	0	20
	Rwanda		
	3.1. # of para social workers skilled in conducting training, disaggregated by gender and district of intervention	0	1.200
	3.2. # of para social workers skilled in promoting community awareness about public services disaggregated by gender and districts of intervention	0	200
	3.3. # of para social workers equipped with mobile phones, disaggregated by gender and district	0	3.350
	3.4. # of people benefitting from awareness campaigns about para social services disaggregated by districts of intervention	0	100.000
	3.5. A validated functioning para social workers platform by project stakeholders	0	1
	3.6. Feasibility study on maternity leave schemes in Rwanda validate by project partners	0	1
	3.7. # of working pregnant women receiving maternity leave support disaggregated by district	0	500
	3.8 Report on achievements and challenges in access to social protection measures related to programme support and lessons learned, approved by the project	0	1

Intermediate outcome	Output Indicators	Baseline Value	Target Value
Intermediate outcome 4: All workers are represented in social dialogue or other forms of structured dialogue at all levels. Their rights are defended, extended and acquired, with a focus on women and youth.	Uganda		
	4.1: # Representatives of workers and employers are trained in Decent Work principles and social dialogue	0	28
	4.2: # women's networks ambassadors trained in GBV activism, female leadership and Social Dialogue	0	tbd
	4.3: # of structured / unstructured social dialogues supported by the Intervention at central and district level	0	tbd
	4.4: Report on achievements and challenges in social dialogue participation related to programme support and lessons learned, approved by the project	0	tbd
	DRC		
	4.1. # of trade union representatives from targeted sectors trained and strengthened for effective participation in social dialogue	0	250
	4.2. # of collective labour agreements discussed, disaggregated by sector	0	60
	4.3. Report on achievements and challenges in social dialogue participation related to programme support and lessons learned, approved by the project	0	20
	Rwanda		
	4.1. Social dialogue baseline study validate by project partners	0	1
	4.2. # of CBAs established, disaggregated by sector	0	5
	4.3. # of trade unions funded through project funding facility	0	5
	4.4. # of trade union employees trained in social dialogue aspects disaggregated by economic sector	0	500
	4.5. # of informal workers organized into unions disaggregated by sectors	0	10.000
	4.6 Report on achievements and challenges in social dialogue participation related to programme support and lessons learned, approved by the project	0	1

Intermediate outcome	Output Indicators	Baseline Value	Target Value
<u>Intermediate outcome 5⁴⁶:</u> Policy development and national dialogue on decent work is strengthened through evidence-based learning, and regional networking and exchange (transversal)	Uganda		
	5.1. # outputs produced and approved by the stakeholders (studies and operationalisations) for policy development and national dialogue	0	tbd
	5.2. # civils servant within tripartite bodies strengthened by capacity building, training and peer learning	0	tbd
	5.3. # of national participants at regional events, disaggregated by gender, by age, by stakeholdertype. # of regional events hosted by country	0	200
	5.4. # of regional events organised in the country	0	tbd
	DRC		
	5.1. # of new laws developed with the support of the intervention	0	8
	5.2. # of cases reported and documented on labour violations to the Observatory	0	100
	5.3. # of participants in regional exchange events, disaggregated by age, gender, type, ...	0	200
	5.4. # of regional events organised in the country	0	tbd
	Rwanda		
	5.1 # of national participants at regional events, disaggregated by gender, by age, by stakeholdertype	0	200
	5.2 # of regional events hosted by country	0	tbd
	6.1.1 # of events disaggregated by type	0	30
	6.1.2 # of participants in an event, disaggregated by gender, by age, by stakeholdertype and by geographic level	0	400 - 1000
	6.2 # of studies conducted with support	0	6
	6.3 # of national campaigns provided with support	0	5
	6.4.1 # of platform visits, disaggregated by gender, age, stakeholdertype and geographical level	0	tbd
	6.4.2 # of e-learning participants, disaggregated by gender, age, stakeholdertype and geographical level	0	tbd
	6.5 # of regional MEL outputs delivered on time	0	tbd

⁴⁶ For Rwanda this includes results 5 and 6

9 Annexes

9.1 Annex 1 – Overview identified implementation partnerships

9.1.1 Uganda

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
Grant Agreement (Direct Award)		
Kabarole Research and Resource Center (KRC) Budget: 1,000,000 EUR R1 – A 01.03.01 KRC is a Community Development Organization that has been in existence, as an national NGO, for the last 24 years and operates in the Rwenzori, Bunyoro and Northern Regions of Uganda. KRC's missions are in line with the objectives the Belgian Development Cooperation. More especially, the objectives of this Intervention on social protection and decent work are fully aligned with the strategic objectives 1, 4 and 6 of KRC's 5 years strategic plan.	The objective of the grant is to increase and support opportunities for creation of 3000 decent green jobs for the youths and women and to equip them with business and entrepreneurship skills. The main activities will mainly be: • Feasibility and baseline study to establish a list of viable green trades with a maximum potential for employment • Selection and training of Trainees • Entrepreneurship, internship and mentoring scheme • Standards and right at work sensitization • Start-up kits and Business management • Marketing and promotion • Monitoring and Evaluation	KRC has a strong local anchorage in the area of Intervention and relies on a unique networks of experts and partners. Therefore, KRC is able to intervene in the whole targeted region. KRC has extensive technical capacities in Agribusiness, in Farmers mobilization, in promoting entrepreneurship and in providing green skills. It has an privileged connection with final beneficiaries thanks to its presence on the ground and its own radio known as being the "farmer's voice". KRC has worked with several Belgian NGOs in the last years. These collaborations reinforced the capacities of KRC and these capacities will now be used on a larger scale by Enabel illustrating a virtuous circle created by synergies between the Belgian Development actors. Finally, working with KRC will strengthen the intervention's efficiency (one partner, no multiplication of structure costs) and its exit-strategy/sustainability as those trainings and support services will be embedded in existing networks and become a business support model that can be duplicated over-time. KRC has the absorption capacities as its annual budget is about 2,500,000 EUR.
Uganda Hotel Owner Association (UHOA) Budget: 1,000,000 EUR R1 – A01.04.01 UHOA is registered a non for profit membership organisation. UHOA has over 600 members and 20 years of experience. It's mandate is to be the voice of the hotel sector in Uganda. UHOA mission is to promote and enhance quality standards among members' facilities and services through capacity building, marketing, and advocacy. During	The objective of the grant is to roll out the train 750 youths (off the job and on the job via apprenticeship) and to sensitive and support hotels in decent work principles and standards. The main activities will be: • Off the job training in hospitality trades for 750 youth and women in the whole region. • On the job training via Work-based learning in hotels • Assessment: certification by DIT • Linking trainees to the	UHOA has a de facto monopoly, being the only organization representing hotel owners in Uganda and able to operate in the field of activity. This "de facto" monopolistic situation is acknowledged by the privileged position acquired by UHOA in the private sector ecosystem in Uganda. UHOA is currently implementing – together with MoGLSD and ILO which are the same partners with whom ENABEL will implement this Intervention – a similar apprenticeship program in Northern Uganda starting with 100 apprenticeship. Hence, working with UHOA will strengthen the continuity, the coherence and the sustainability of the Intervention. UHOA has a privileged connections with the final beneficiaries (youth and women) as its members

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
the pandemic, UHOA is supporting business recovering from COVID.	employers • In-company assessment of decent work conditions and development of an improvement strategy plans in 30 hotels • Support the implementation of (part of) the improvement strategy plans • Training employers of management on COVID-19 resilience • Training employers on decent work, gender responsiveness and sustainability for management	(hotels) will host them for Work-based-learning, offer job position and improve on Decent work conditions for their workers. UHOA has an unique position in the region as they have a large network of hotels in the Albertine-Rwenzori region.
Mbarara University of Science and Technology (MUST) Budget: 150,000 EUR R2 – A 02.03.01 Mbarara University is public entity. Mbarara University is a public research and training institution offering programs that are relevant to national development. MUST established the Faculty of Interdisciplinary Studies in May 2013	The objective of this grant is to conduct an Action oriented research on Gender inequalities and GBV in the workplace. This action-research will contribute to the safe working environment and contribute to measure the impact of the actions undertaken by the Intervention in this area.	The Faculty has the mandate to research on gender related themes, and as a consequence has intensive expertise in this area. An organizational assessment of the Faculty has been conducted in 2021 under the TTE Intervention which confirmed that the Faculty has the correct management, financial and technical capacities to commit for a Grant Agreement and manage the funds autonomously. The advantage to work with Mbarara University is to leverage on the research currently being undertaken for the TTE Intervention on the incidence of Gender Based Violence in the NTCs. Moreover, Mbarara University and VLIR are starting a 10-year Institutional University Cooperation (IUC) in various fields, including GBV, where the intervention sees possible synergies.
Uganda Association of Women Lawyers (FIDA-Uganda) Budget: 360,000 EUR R2- A 02.03.02 FIDA Uganda is a membership organisation of women lawyers whose mission is to lift the status of women using the law as a tool for social change.	The objective of the grant is to steer the action-based research and implement specific gender responsiveness actions emerging from the recommendations of action-research and that will contribute effectively to addressing gender gaps at the work place	As a membership organisation, FIDA is the leading women's rights organization advancing gender equality through the promotion of women's rights in Uganda. FIDA has an exclusive and unique expertise in the area of Women rights and is recognised by government as a legitimate counterpart in this area. It can count on an big network, both in Uganda and abroad. It has tight links with grassroots justice practitioners. FIDA's capacities in lobbying, female leadership and negotiation will be reinforced by the Intervention for better better activism against GBV in the workplace. Hence, it will increase the Intervention's impact as FIDA is the one implementing activities addressing gender gaps at the work place.

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
		Working with FIDA will also strengthen the continuity of the Intervention as the tools developed and lessons-learned from the Action-Research will be anchored in this membership organisation, who will then be able to amplify, replicate and mainstream it for many years afterwards. FIDA has experience in managing donor funds and has sufficient management autonomy to commit for a Grant Agreement with Enabel.
Cooperation agreements with public entities		
FOD WASO (Belgian Federal Public Service for Employment, Labour and Social Dialogue) Budget: 50,000€ R 5 – A 05.02.03 The FOD WASO is responsible for the policy on labour relations, welfare, employment and equality, the supervision of social dialogue, the prevention and reconciliation of social conflicts and the sensitization of social and economic actors regarding the humanization of work.	The objective of the collaboration is to facilitate peer-to-peer expertise within the framework of decent work, with the labour component of social protection and the four pillars of decent work of the ILO as a stepping stone. WASO has an extensive 'Belgian' expertise to offer on decent work agenda, in particular in the following areas: • pillar 2 (labour rights, labour inspection, industrial courts, ...) • pillar 4 (social dialogue, tripartism, ...) • pillar 5 (national legislation, national labour council, learning, research, networking, ...)	For the FOD WASO, promoting the Belgian model of social dialogue between employers and employees is an important mission in their international mission. FOD WASO is already regularly consulted by third countries that show an interest in this model, including in the role that the social mediators, working in their service, play as civil servants in this consultation system. Close cooperation with this actor contributes to the development of a stronger and more coherent Belgian expertise in the complementary areas of competence of the organizations involved in the field of decent work. FOD WASO also represent Belgium in the governing body of ILO. They are also in charge of the Belgian reporting to ILO on decent work and they have an extensive network in EU and elsewhere. They are part also of the SOCIEUX+ project.
Cooperation agreements with UN organisations		
International Labour Organisation (ILO) Budget: 200,000€ R2- A 02.04.01 (50K) R4 – A 04.01.01 (50K) R4 – A 04.02.01 (50k) R4 – A 04.03.01 (50K) ILO is an U.N. agency that brings together governments, employers and workers of 187 member States, to set labour standards, develop policies and devise programmes promoting decent work for all women and men.	Potential areas of collaboration: • Pillar 1: The provision of Decent Work trainings and quality assurance of training cooperatives, green entrepreneurs, apprentices and graduates • Pillar 2: Designing the mass awareness campaign on Decent Work principles • Pillar 3: Collaboration on how to enhance access to social protection based on experiences of the Global Flagship Program (SPFs for all) • Pillar 4: Collaboration on how to strengthen capacity and train representative	Enabel is asked in both the letter of instruction and the letter of approval to enter into a partnership with ILO. ILO has an international mandate and extensive expertise in decent work and social protection. As a tri-partition organization, ILO has a unique position to mobilize the three actors of the social dialogue (trade unions, employers' organizations and public actors). In addition, ILO is also active in all three partner countries and in Burundi (allows for participation in regional activities). ILO works on national legislation and regulatory framework in the three countries of the portfolio (cf. strategic axis 5 of the portfolio). ILO manages a "Global Flagship Program on building Social Protection Floors for All". Belgium is financing this program in Burkina Faso and

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
	actors (TUs, FUE) • Pillar 5: Policy support of common interests, e.g. development of NSSF and the National Productivity Center	Senegal; and negotiations are currently underway for an extension of Belgian funding to the Great Lakes region (Burundi, Rwanda, DR Congo) for a total budget of €3 million. In the previous column, several opportunities for synergy, collaboration and complementarity between this ILO project and the thematic portfolio are listed.

9.1.2 RD Congo

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
Subsidies (octroi direct)		
FEC – Fédération des entreprises du Congo Budget total de 1.232.800 Euros • A010201 (budget 160.000) • A010303 Intégrer la Fédération des Entreprises du Congo (FEC) dans le dispositif (budget: 247.000 EUR) • A01 05 Etablir un dispositif pilote de « first employment facility (via csud) (budget: 825.800 EUR)	Convention de Subsidies • Intégrer dans le dispositif Centre de Ressources, la Fédération des Entreprises du Congo (FEC) et son offre de prestation en faveur des entreprises • Déployer une offre additionnelle d'incubation et d'accélération pour les publics et entreprises résilientes • Etablir un dispositif pilote de « first employment facility	La FEC est l'organisation faitière représentative des employeurs en RDC. Elle joue concomitamment un rôle de chambre de commerce, de syndicat patronal et de centre documentaire. La position de monopole de la FEC comme organisme coupole en soutien aux entreprises est incontestable. Elle constitue l'interlocuteur patronal de référence en matière de concertation sociale à tous les niveaux et dans chacune de ses entités provinciales. Via son plan Renaissance, la FEC prévoit une extension de leur cible au secteur informel centré sur les femmes. L'expérience du Centres de ressources du projet EDUKAT (MOU) et de l'incubateur du programme EDUT (CSUB) démontre qu'un partenariat public-privé est possible, avec un engagement réel des autorités et du secteur privé. Cette expérience repose entre autres sur un travail pour et avec les entreprises (in)formelles et la FEC. La FEC dispose d'un staff technique et des outils techniques/pédagogiques de qualité. Ses capacités organisationnelles et d'absorption sont satisfaisantes
Conventions de coopération ONU		
Organisation Internationale du travail (OIT) Budget 204.200 Euros Résultat 5 Activité A05 04	• Soutenir l'endossement et l'application par la RDC des normes et conventions internationales de l'OIT • Accompagner la finalisation de la réforme institutionnelle de l'ONEM • Accompagner la ratification des conventions de l'OIT • Soutenir la redynamisation du Conseil National du Travail	L'OIT est une agence des Nations Unies qui rassemble les gouvernements, les employeurs et les travailleurs de 187 États membres, pour établir des normes du travail, élaborer des politiques et concevoir des programmes promouvant le travail décent pour toutes les femmes et tous les hommes. L'OIT a un mandat international et une vaste expertise en matière de travail décent et de protection sociale. En tant qu'organisation tripartite, l'OIT a une position unique pour mobiliser les trois acteurs du dialogue social (syndicats, organisations patronales et acteurs publics). En outre, l'OIT

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
	• Plaidoyer avec des réseaux de la société civile, pour la promotion du Devoir de Vigilance	est également active dans les trois pays partenaires et au Burundi (permet la participation aux activités régionales). L'OIT travaille sur la législation nationale et le cadre réglementaire dans les trois pays du portefeuille (cf. axe stratégique 5 du portefeuille). Ses capacités organisationnelles et d'absorption sont bonnes.
Accords de coopération public-public (entités publiques)		
Des partenariats actifs avec des institutions publiques belges travaillant sur le travail décent et la protection sociale seront facilités par l'intervention. Les partenaires identifiés sont : • Le Service Public Fédéral de l'Emploi, du Travail et du Dialogue Social • Le Service Public Fédéral de la Sécurité Sociale • Les agences régionales pour l'emploi (FOREM et ACTIRIS notamment) • Un centre d'expertise et de recherche belge sur le travail décent et la protection sociale (HIVA ou autre).	N/A à ce stade	N/A à ce stade

9.1.3 Rwanda (incl. regional facilitation)

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
Result Area 1		
Ministry of Trade and Industry- MINICOM is a Rwandan Government entity whose general mission is to lead the development of external and internal trade, competitive companies and cooperatives on the market and promotion of investment and consumer rights. Result 1 A.01.01.02 Budget 3,000,000 EUR	The objective of this grant is to facilitate access to finance for new and existing entrepreneurs. To this effect, the Minicom will sub grant Business Development Fund-BDF who will manage the actual grant. BDF is also a government owned institution, established in quest to promote SMEs development through eased access to finance. Facilitation will mainly be subsidized lending conditions (interest rates subsidies) and assuring collateral and with specific windows for women and youth.	The Ministry of trade and industry(MINICOM) is the public institution mandated to improve the competitiveness of existing Rwandan industries, support the emergence of new industries and coordinate the National Employment Programme for start-ups. The Minicom works closely with BDF to implement National Strategy for transformation pillar related to economic transformation objectives on decent job creation and industrial promotion. Both the Minicom and BDF have sufficient human resources to implement the activity and with this grant will address the issue of collateral and high interest rates.

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
Pro-Femmes / Twese Hamwe (Local NGO implementing Empowering Women in Informal Cross-Border Trade in the Great Lakes Region project on behalf of the Dutch govt) A.01.01.01 (500,000 EUR) will be delegated through a grant	The grant aims to build complementarities in the region of operation and reach an increased number of women in cross border trade. This would avoid duplication in the similar region of operation but ensure working together to enhance social economic welfare of women who do informal cross-border trade between DRC and Rwanda.(geographical scope and beneficiaries are the similar). The grant will contribute to social economic empowerment of women in cross border trade between DRC and Rwanda. By improving their business environment and increasing their income and their social economic welfare. By improving the legal and policy framework for WICBT, providing access to legal aid services to WICBT, increase WICBT's access to Sexual and Reproductive Health & Rights, strengthen the entrepreneurial and financial capacity of WICBT	Through this portfolio, a grant will be signed with the Pro-Femmes Twese Hamwe or Dutch Embassy in Kigali. Since December 2019, Pro femmes twese hamwe in partnership with the Ministry of Foreign Affairs of the Kingdom of the Netherlands is implementing EWICBT project. The NGO has extensive Experience in Empowering Women In Informal Cross Border Trade, Fighting Gender Based Violence, Promoting Women's Voice And Participation In Decision Making Processes, Etc. The NGO Enormous experience in project management and working with international donors such as USAID, UNDP, UNwomen, Global fund, Norad, etc
Rwanda TVET Board A.01.12.01 (budget of 200,000 EUR)	The grant will support tripartite assessment of the near future skills leading to employment. Tripartite technical committee consisting of private sector representatives of workers, representatives, the Ministry of Labour (MIFOTRA) The assessment will assure that the program works on skills which can be translated in jobs in the near or immediate future and will, where the potential is confirmed with a focus on green jobs	RTB is a government entity, responsible for TVET development, coordination and implementation from level one (1) to level five (5) in Rwanda. RTB is mandated coordinate and fast track technical and vocation education and training programs and activities and is also in charge of workplace learning, which falls under the Ministry of Public Services and Labour (MIFOTRA) and short trainings. RTB is a new institution that brings together expertise that were initially in workforce development Authority and Rwanda polytechnic. The institution is currently an implementing partner in the portfolio 2019-2024.
Rwanda TVET Board A.01.02.02 (budget of 1,050,000 EUR)	Provide Work Place Learning scholarships to facilitate transition from study to work	
Rwanda TVET Board in partnership with selected private and public TVET schools A.01.02.03 (budget of 1,000,000 EUR)	Upskilling through on the job training	
Rwanda TVET Board in partnership with construction and mining trade union (STECOMA and REWU) A.01.02.04 (budget of 500,000)	The objective of the 3 grants is to certify Prior learning recognition of informal workers and related skills development in mining and construction.	

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
EUR)	construction and mining trade union (STECOMA and REWU) these two trade unions have monopoly, being the only unions representing workers in construction and mining sector	
Result Area 2		
Ministry of Public Service and Labour (MIFOTRA) • A.02.01.01 (budget : 340,000 EUR) • A.02.01.02 (budget : 275,000 EUR)	This grant aims at Strengthening institutional capacity of MIFOTRA to ensure access to decent work: • It will include enhancement of Labour Inspection services • Strengthen the Entrepreneurship and employment Promotion Ecosystem Agents	The mission of the Ministry of Public Service and Labour (MIFOTRA) is a Government entity whose general mission is twofold, Beside institutionalized efficiency and effectiveness in Public Service administration and management, the ministry provides conducive environment for the creation of decent jobs and equip the workforce with vital skills to increase productivity and competitiveness for sustainable development. The ministry has sufficient technical resources to manage the activity this activity and is already implementing with Enabel under the current portofolio 2019-2024
International labour Organisation (ILO) A.02.01.01 340,000 Eur	This grant will facilitate Rwandan stakeholders in accessing ILO Expertise that will enhance Labour Inspection services through training/capacity building	ILO is an UN agency that brings together governments, employers and workers of 187 member States, to set labour standards, develop policies and devise programmes promoting decent work for all women and men. ILO has an international mandate and extensive expertise in decent work and social protection.
Ministry of Public Service and Labour • A.02.02.01 (budget 150,000 EUR) • A.02.02.02 (budget : 100,000 EUR) • A.02.02.03 (budget : 300,000 EUR)	Improve awareness and knowledge of Labour Rights and Standards Activities will include: • Labour rights and standards mapping study, integrating conflict resolution • Increase awareness through both media campaigns and focused actions on specific actors • Pilot mechanisms to document the positive effects of respecting labour conditions	The mission of the Ministry of Public Service and Labour (MIFOTRA) is a Government entity whose general mission is two fold, Beside institutionalized efficiency and effectiveness in Public Service administration and management, the ministry provides conducive environment for the creation of decent jobs and equip the workforce with vital skills to increase productivity and competitiveness for sustainable development. The ministry has sufficient technical resources to manage the activity this activity and is already implementing with Enabel under the current portofolio 2019-2024
The Ministry of Public Service and Labour • A.02.03.01 (budget of 50,000 EUR) • A.02.03.03 (budget of 150,000 EUR) • A.02.03.04 (budget of 200,000 EUR)	Support the rollout of the new labour law's workers representation and collective bargaining at enterprise level Activities will include: • Collective bargaining standard framework tool	

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
EUR)	- Capacity building of trades union leaders and members and employers in negotiating collective agreements from the four priority sectors - Support labour resolution initiatives at the establishment level and enhance the representation of workers	
Centrale des Syndicats des Travailleurs au Rwanda (CESTRAR) The Congress of Labour and Fraternity in Rwanda (COTRAF) Confederation of Free Trade Unions of Rwanda (COSYLI) A.02.03.02 (budget of 50,000 EUR)	The 3 grants aims to support awareness campaigns about collective bargaining. The Activity will support sensitization campaigns on collective bargaining. The campaigns will target employers and employees in the four priority sectors in the respective establishments/enterprises.	There are only three confederations namely CESTRAR, COTRAF and COSYLI representing the 35 trade unions in the country and PSF. The portfolio will support trade unions and confederations in capacity building and awareness. accompanying measures will be put in place to ensure that the activity is implemented as planned
Active partnerships with Belgian public institutions working on decent work and social protection will be facilitated by the intervention. The identified partners are: Belgian Federal Public Service Labour and Social Dialogue Belgian Federal Public Service Social Security Belgian expertise and research center on decent work and social protection (HIVA or other) A.02.03.05 (budget of 200,000 EUR)	The objective of this grant is to explore mutual partnerships and learning between Rwandan national partners and Belgium partners	Belgian stakeholders with extensive experience in the respective domains. Collaboration with these actors would contribute to the development of a stronger and more coherent Belgian expertise in the complementary areas of competence of the organizations involved in the field of decent work.
Result Area 3		
The Local Administrative Entities Development Agency (LODA) - A.03.01.01 (budget: 120,000 EUR) - A.03.01.02 (budget: 284,250 EUR) - A.03.01.03 (budget 100,000 EUR)	Support the operationalization of parasocial workers - Training of trainers and roll out of training for parasocial workers in the supported districts - Pilot a digital tool to support the work and the monitoring of the parasocial workers - create awareness on work of parasocial workers for population and local actors	The Local Administrative Entities Development Agency (LODA) is a public law legal entity whose mission is to contribute to the capacity building of the population and decentralized entities by outsourcing funding to finance the socio-economic development of decentralized entities and reduction of extreme poverty in Rwanda. With the skills acquired and expertise, LODA is a key implementing stakeholders in the urbanisation program in the country portfolio 2019-2024

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
Rwanda Social Security Board (RSSB) A.03.02.02 (budget : 500,000 EUR)	Cash transfer pilot project, the grant aims to support RSSB's aspirations to broaden the coverage of maternity leave to the women working in the informal sector.	RSSB is a public law legal entity whose mission is "To provide high quality social security services, ensure efficient collection, benefits provision, management and investment of members' funds." It pursues objectives falling under the objectives of the Belgian Development Cooperation, referred to in Chapter 2 of the Law of 19 March 2013.
Result Area 4		
3 confederations Centrale des Syndicats des Travailleurs du Rwanda-CESTRAR, Congrès du Travail et de la Fraternité-COTRAF and Conseil national des organisations syndicales libres au Rwanda (COSYLI) and 2 trade unions Syndicat des Travailleurs des Entreprises de Construction, Menuiserie et Artisanat-STECONA and Rwanda Extractive Workers' Union-REWU A.04.02.01 (budget 400,000 EUR)	Grants to Labour unions will be supported in expanding their services to women and youth through a fund facility to the 3 confederations (CESTRAR, COTRAF and COSYLI) and STECONA and REWU with the main aim of: • Capacity Building for trade unions employees • Organise artisanal workers in mining and construction sectors into labour unions • Public awareness campaigns to support the dissemination of labour standards among artisanal (informal) workers in the mining, manufacturing and construction sectors.	3 confederations (CESTRAR, COTRAF and COSYLI) and 2 trade unions STECONA and REWU. Trade unions could be defined as organisations that are membership-based and its membership is made up mainly of workers. confederations/unions main aims is to protect and advance the interests of its members in the workplace. Such pursued objectives falling under the objectives of the Belgian development cooperation, referred to in Chapter 2 of the Law of 19. There are 3 registered confederation that represent all the 35 trade unions in Rwanda and in the spirit of strengthening their capabilities to respond to the needs of workers. STECONA and REWU have been highlighted due to the fact that they are trade unions that represent the selected priority sectors of the intervention.
Result Area 6		
East African Community (EAC)	The aim of this collaboration is to have the EAC take on a leadership role for regional networking, exchange and learning and to support the region in carrying out the Decent Work Agenda together. This includes enhancing regional learning and collaboration on decent work, social protection and on topics of mutual interest.	The EAC is a prominent regional actor whose mandate is aligned with the certain regional initiatives in this portfolio which fit into its mandate. They are motivated to further the progress the of Decent Work Agenda across the region. The EAC has a regional network which could benefit the portfolio implementation.
International Labour Organization (ILO)	It will include enhancement of Decent Work content and expertise as well as organizational support. Potential areas of collaboration include: - Training sessions during regional events - Knowledge and expertise support - Campaign support - Launch of the ILO's Guide on Social Protection for Migrants and Refugees	ILO is an UN agency that brings together governments, employers and workers of 187 member States , to set labour standards, develop policies and devise programmes promoting decent work for all women and men.

IMPLEMENTATION ACTOR Budget-Results-Activities	OBJECT-MATTER	ARGUMENTS
	- Online learning platform and e-courses support	
Belgian Coordination Platform on Decent Work	The CPDW will bring knowledge and expertise regarding CSOs in the region and expertise on the topics of mutual interest as identified in activity 6.1.	The CPDW consists of nine Belgian civil society organisations. The platform focuses on decent work and civil society, and aims to enhance synergies, collaboration and maintain coherence between the different organisations active in the domain. The CPDW has a presence in the region.

9.2 Annex 2 – Responsibilities of the strategic and operational steering bodies

Steering Committee (StCom):

- Periodically monitor overall progress and the achievement of expected results
- Ensure overall monitoring of compliance with commitments made by stakeholders
- Ensure the internal and external strategic coherence of operations
- Take all the necessary measures for the strategic reorientation of operations in accordance with the specific agreement
- Validate annual programming
- Validate strategic/technical adjustments proposed by the technical committee (TechCom)
- Ensure ownership of operations by all stakeholders

Regional Technical Committee (TechCom):

- Periodically monitor the overall progress of activities and validate operational plans
- Monitor compliance with the commitments of the various implementing actors
- Participate in the preparation and monitoring of contracts and operational partnerships
- Ensure the internal consistency of intervention approaches and the complementarity of activities with other (local) development initiatives in the field (state, private or led by other TFPs)
- Analyze operational constraints and challenges and seek solutions or mitigation measures
- Ensure the link between the intervention project management units (PMU) and the Steering Committee (StCom):
 - prepare StCom meeting
 - formulate proposals for strategic or technical modifications
 - advise and guide the StCom in decision-making based on in-depth knowledge of the field
- Discuss contextual developments related to the intervention sectors/themes
- Ensure the appropriation and implementation of the recommendations made by reviews and technical backstopping
- Contribute to capitalization, knowledge sharing and communication activities