



Annex. Great Lakes Region Strategy

Details

Countries:	<ul style="list-style-type: none">• Burundi, Democratic Republic of the Congo, Rwanda• Regional support: Africa• Global support
Duration:	01/03/2022 – 29/02/2024
Budget:	3 million EUR (3.54 million USD)

Expected outputs and outcomes

	Regional support	TSF support included	Outputs	Outcome 2025
Country support				
Burundi		– X	<ul style="list-style-type: none"> – Feasibility studies defining the parameters, institutional arrangements and incentives for the participation of workers in the informal economy are validated by ILO constituents and other organizations representing the target population – Increased awareness of key stakeholders of the importance of social protection to support the implementation of the National Development Plan 2018 – 2027 – Social protection stakeholders and agencies have the capacities and tools to effectively drive the horizontal and vertical extension of coverage towards building social protection floors 	The design of a social protection scheme responding to the needs and priorities of workers in the informal economy and other vulnerable groups is developed and endorsed by government and social partners
Democratic Republic of the Congo		X	<ul style="list-style-type: none"> – The consensus of the architecture of the Universal Health Coverage system is achieved and the coordination level is implemented – The basis for the Solidarity Health Fund are established – The relevant national social protection stakeholders have the necessary capacities and relevant information to effectively implement social protection schemes and to advocate for their sustainable financing 	Guaranteeing the extension of coverage of social protection, particularly through social health protection
Rwanda		X	<ul style="list-style-type: none"> – Social security products and services, including unemployment protection, respond to the needs and priorities of workers in the informal economy and in the formal sector – Mechanisms and tools are available to strengthen administration and facilitate access to social security services for the informal sector. 	Formal and informal economy workers and their families have access to better social protection schemes in line with the Social Protection Floors Recommendation 202.

			– The Rwanda Social Security Board, labour inspectors and tripartite constituents have the necessary capacities and relevant information to effectively implement social protection schemes and to advocate for their sustainable financing.	
Thematic support				
Data and statistics	African region	X	Constituents in Burundi, DRC and Rwanda have the capacities and the tools available to collect, analyse and disseminate information on social protection coverage	Improved availability of social protection data in the African region
Financing	African region	X	Constituents in Burundi, DRC and Rwanda have the capacities and the tools available to engage in policy discussions on strong public finance management and financial sustainability of social protection systems	Improved social dialogue on financing social protection in Africa, and more specifically in Burundi, DRC and Rwanda through capacity building and knowledge sharing.
Management of the Flagship Programme				
Coordination of the Flagship Programme			<ul style="list-style-type: none"> - Monitoring and evaluation mechanisms are in place, using the Results Monitoring Tool - Annual Flagship Programme Reports are produced - Progress and achievements of the Programme are showcased on its website and through country and thematic pages - Evidence-based communication materials to promote the multi-donor programme, highlight the synergies and impacts 	<ul style="list-style-type: none"> - Regular communication on the achievement of the FP. - Knowledge sharing strategy is developed and implemented - Visibility of the FP internally and externally is increased

► Burundi

Context and justification

Burundi is among the poorest countries in the world, ranking 185 out of 189 in the 2019 HDI. The poverty rate is around 64.6%¹ and prevalent in rural settings, young people, women and landless peasants. Infrastructure and access to basic services are generally poor. While unemployment is low, underemployment is more pronounced.² The informal economy in Burundi accounts for the majority of jobs (93.5%), of which 56.3% are occupied by women. In addition to these challenges, access to social protection in Burundi is poor – although data is generally scanty. Available data show that only 5.2% of the working-age population are contributors to a pension scheme and only 4.0% of older persons are covered by old age benefits. Public social protection expenditure is about 4.5% percentage of GDP³.

The social protection landscape includes (i) contributory social security administered by the Institut National de la Sécurité Sociale (INSS, National Social Security Institute) – for salaried/formal sector workers (ii) social assistance to the poor, (iii) free healthcare and medicines and (iv) support for education (free schooling, school canteens and school kits). The Government has also developed some social safety net programs (some directly financed by donors). Other social protection programmes include school feeding programmes, labour-intensive community development works and health coverage subsidies. Key challenges exist regarding limited human resource capacity and concerns over financial sustainability of existing programmes.

The national priorities on social protection were set in the *Cadre Stratégique de Lutte contre la Pauvreté (PRSP)* and the National Social Protection Policy (PNPS) (2011). The PNPS underscores the importance of reducing widespread poverty and vulnerability. The National Social Protection Commission (SEP/CNPS), an inter-ministerial coordinating body, was established in April 2013. The Permanent Executive Secretariat of the National Commission for Social Protection (SEP / CNPS) is responsible for the coordination, promotion and regulation of social protection programs and systems. A Support Fund for Social Protection (FAPS) was created to mobilize domestic and international resources for social protection. The SEP/CNPS developed a National Social Protection Strategy that delineates the Government's priorities, which includes (i) *increase access to basic social services such as health, water and sanitation, and education. (ii) ensuring food and basic income security both for those that can exit extreme poverty sustainably and for those that will remain vulnerable their whole life. (iii) strengthen natural and social risks management: social protection's role is to strengthen the resilience of vulnerable groups.*

More recently, Burundi finalized a Decent Work Country Programme (DWCP) 2020. The Burundi DWCP prioritizes social protection under *Result 2.1. Burundian populations including the most vulnerable have increased access to social protection, and Result 2.2. Occupational safety and health and general working conditions are improved in the public and private sectors, including in the informal and rural economy.* The DWCP is strongly anchored on the National Development Plan 2018-2027 and UNDAF 2019-2023.

¹ 2014-2015 Household Living Conditions Survey

² 2014-2015 Household Living Conditions Survey (unemployment 1.6 %; underemployment in rural areas 42.3%)

³ <https://www.social-protection.org/gimi/WSPDB.action?id=13>

Expected results and outputs

In Burundi: The design of a social protection scheme responding to the needs and priorities of workers in the informal economy and other vulnerable groups is developed and endorsed by government and social partners

Output 1: Feasibility studies defining the parameters, institutional arrangements and incentives for the participation of workers in the informal economy are validated by ILO constituents and other organizations representing the target population.

The social protection scheme providing coverage to the formal private sector also allows the enrolment of self-employed workers. However, low rates of enrolment reflect the limited interest of workers in the informal economy and a lack of attractiveness of the proposed options. Based on experiences from countries with similar socio-economic situations, different options for a simplified social protection scheme that addresses the priorities and needs of workers in the informal economy and takes into account other characteristics (e.g. organization, contributory capacity) will be developed. A specific focus will be given to ensuring that the proposed scheme is aligned with ILO R202 guiding principles and contributes to a just transition towards environmentally sustainable economies for all. The options will also explore linkages with the existing health insurance schemes and build on existing administrative arrangements. Options will also consider existing fiscal space for social protection. National stakeholders will be engaged at various stages of the feasibility assessment. The work will build on and explore synergies with existing external support in the sector including support provided by the African Development Bank, the World Bank and the Enabel as well as the European Commission and EU Member States.

Activities

- 1.1 Support to the review of policy, legal and institutional framework for social security in Burundi
- 1.2 Feasibility study on the extension of social security to workers in the informal economy, drawing linkages and lessons from existing health insurance schemes and other interventions in the informal sector
- 1.3 Feasibility of piloting social health insurance/community based health insurance schemes in selected sectors
- 1.4 Support to National Social Security Institute (INSS) and National Commission for Social Protection (SEP / CNPS) on extension of social security (based on 1.2)

Output 2: Increased awareness of key stakeholders of the importance of social protection to support the implementation of the National Development Plan 2018 – 2027

A social dialogue will be organised to discuss and approve findings from the feasibility study and identify the next steps to prepare for the operationalisation and implementation of a scheme for the informal economy. The project will support ILO constituents and other organizations representing the target population to develop and implement advocacy campaigns on social protection, its benefits, economic multiplier effects and the need to advocate for adequate and sustainable financing. The advocacy campaign will target self-employed workers, technical and finance ministries, social protection schemes, social partners, associations of self-employed workers (e.g. market vendors, agriculture workers, licensed professionals such as lawyers or medical doctors) and other stakeholders as relevant and appropriate. Burundi will also be encouraged to become a

member of the Global Partnership for Universal Social Protection (USP2030) based on a careful assessment of its national social protection situation against the 5 actions of USP2030 and ILO R202 guiding principles. This assessment will feed the R202 compliance Dashboard initiated through the project.

Activities

2.1 Policy and advocacy briefs on building comprehensive and sustainable social protection system, including social health protection in Burundi (activity linked to 3.2)

2.1 Support to the development of information, awareness raising campaigns and communication materials/toolkits on social protection, including the social protection law.

Output 3: Social protection stakeholders and agencies have the capacities and tools to effectively drive the horizontal and vertical extension of coverage towards building social protection floors

The project will support capacity building of ILO constituents and other key stakeholders in the social protection sector including the Ministry of Human Rights, Social Affairs and Gender, the Permanent Executive Secretariat for Social Protection and the National Social Protection Agency, the Ministry of Finance, the Federal Chamber of Commerce and Industry and the Confederation of Unions in Burundi. It will also support an analysis of existing governance and administrative arrangements to implement social protection in order to strengthen the alignment of existing delivery mechanisms with ILO principles for social protection including the primary role of the State, non-discrimination, transparency, social dialogue and solidarity in financing. A specific focus will be on the strengthening of capacities to deliver the proposed new scheme including delivery mechanisms, harmonized data collection, monitoring and reporting on social protection coverage.

3.1 Capacity building

3.1.1 INSS, SEP/CNPS and tripartite partners on extension of social security, in particular, using the ILO Guide on extension of social security to workers in the informal economy

3.1.2 INSS, OPNR, SEP/CNPS and tripartite partners on social security administration and governance, including workshops/training on good governance and leadership for social protection, actuarial practice in social security, administrative solutions for coverage extension, Information and Communication Technology, financing social protection

3.1.3 Training and piloting of the online version ILO Social Security Inquiry and mechanisms for regular monitoring and reporting on social protection

3.1.4 Training on social health protection

3.2 Costing national social protection floor and fiscal space analysis for Burundi, including poverty impact analysis as part of the national social protection policy and its implementation plan.

Management arrangements

The country component will benefit of **an inception phase of 3 months**. During this phase, the country team will be hired and then consult with tripartite partners to confirm the expected results

and proposed activities. It will also serve to identify and formalise specific collaboration with other partners including the bilateral programme of Enabel which is currently under formulation.

A **tripartite consultative committee** will convene annually to take stock of progress made, to provide guidance on annual workplans and to identify any issues to be raised in the Donor Steering Committee.

The **country team** will consist of a national social protection expert who will be supported by an administrative assistant.

It is important to mention that all experts, either international or national, are expected to bring their own expertise and technicality within social protection, meaning that some products and activities won't have necessarily a direct budget expenditure, because they will be done and conducted directly by the staff.

The programme will be carried out in the framework of the Global Flagship Programme on Social Protection Floors of the Department of Social Protection of the ILO in Geneva. The management of country components will be decentralised to the respective ILO country offices. The Department of Social Protection of the ILO and the ILO sub-regional offices and Decent Work Technical Support Teams will provide technical backstopping. The Burundi country component will be under the responsibility of the CO-Dar es Salaam with additional support by the international expert in DRC as well as with technical backstopping by the DWT/CO-Pretoria and SOCPRO.

Additional expertise to support selected activities in DRC will be available through the **global technical support facility**.

Progress will be monitored based on a country specific logical framework, including quantified targets, to be developed during the inception phase which is aligned with the overall Flagship Programme logframe and through using the ILO Social Protection Results Monitoring Tool. The project will support national counterparts to improve their own management information and monitoring systems of social protection. These improvements will support monitoring of project implementation while contributing to the larger goal of strengthening capacities to monitor and evaluate national social protection policies.

Annual reporting on the implementation, outputs produced and results and impact achieved will be done in the framework of the annual Flagship Programme report.

► Democratic Republic of the Congo

Context and justification

Despite the country's immense natural wealth, the vast majority of the Congolese population lives in precarious living conditions. Per capita income is estimated at USD 462 in 2018. According to the UNDP, with a Human Development Index (HDI) of 0.435 in 2018, the DRC is among the countries with low human development (41st out of 54 countries in Africa and 176th out of 188 countries in the world).

The DRC ratified the ILO Social Security (Minimum Standards) Convention (No. 102) in April 1987, and its social protection system is currently structured around the following mechanisms:

(i) A general social security scheme mainly for salaried workers covered by the Labour Code as well as domestic workers, casual workers, seafarers and public sector workers not covered by any other scheme. This scheme, managed by the National Social Security Institute (CNSS), covers the old-age branch (invalidity, old-age and survivors' pensions), the occupational risks branch and the family branch (prenatal allowances, maternity allowances, family allowances, daily maternity benefits). It is currently governed by Law No 16/009 of July 2016 which also mandates CNSS to extend coverage to the informal economy. According to data from the actuarial evaluation of the scheme carried out by the ILO, the insured population was 531,695 in 2018, or 1.31% of the country's employed population.

(ii) A social security scheme for State employees established pursuant to Law No. 16/013 of 15 July 2016 on the status of career civil servants in the State public services. This scheme is managed by the National Social Security Fund for State Employees (CNSSAP) and currently covers retirement, invalidity and survivors' pensions and benefits for accidents at work and occupational diseases. The number of persons covered was 192,315 in 2016.

(iii) Company schemes based on the provisions of the Labour Code which allow collective agreements negotiated between workers and employers to organise supplementary social security coverage. The benefits covered are health care, maternity benefits, sickness benefits and family allowances.

(iv) Community based insurance schemes ("mutuelles"), governed by Law No. 17/002 of 8 February 2017 determining the fundamental principles relating to mutual insurance. According to this law, the scope of intervention of mutual social insurance companies extends to health care, family and maternity benefits and old-age and death benefits. However, most of the existing community based insurances cover only health care. An inventory carried out in 2015 counted 109 community-based insurances throughout the country covering approximately 1,089,265 members and dependents, barely 1% of the population.

(v) Social assistance schemes and programmes implemented through national programmes run by the Ministry of Social Affairs, Humanitarian Action and National Solidarity (MINAS), UN agencies, faith-based and non-governmental organisations, benefit vulnerable people. The national targeted fee exemption programme based on the certificate of indigence (called attestation d'indigence) assists vulnerable groups in accessing social services. It is most commonly used for health services, but can be applied to other fee-paying services such municipal funeral expenses, or to exempt vulnerable groups from paying taxes and legal fees.

Despite the ratification of the C102, workers in the informal and rural economy are still excluded from the legal social security system, including access to health care. In addition, the direct management of severance pay by employers has shown its limitations, particularly in the context of COVID-19, in the absence of an unemployment insurance scheme. Overall, the social protection system in the DRC has significant deficits in terms of coverage, particularly for workers in the informal and rural economy. In 2019, only 14.1% of the population was covered by at least one social protection scheme⁴.

In recent years the country has adopted a national vision of development and the fight against poverty, in which social protection is a priority. In addition to the Constitution, which guarantees social rights to individuals, all development policies and strategies aim to fight poverty, strengthen equity, increase access to basic social services and protect the population against risks and shocks, especially the most vulnerable. Therefore, in order to address this situation and gradually build a national social protection floor, a national social protection policy was adopted in 2017, based on three strategic axes:

- (i) Promotion of mechanisms guaranteeing access to basic social services and basic income security for people in precarious situations;
- (ii) Strengthening and extending reliable and economically viable social insurance systems;
- (iii) Strengthening the institutional framework, capacities and financing of Social Protection.

Moreover, the new Head of State has put in place a 2019-2023 Programme which includes four strategic axes: 1) good governance, 2) investing in people, 3) a society based on solidarity, 4) sustainable economic growth. These four axes are broken down into 20 pillars, the ninth of which is "the implementation of Universal Health Coverage". A strategic plan was elaborated (and it is in the process of being adopted at the political level) to guide the implementation of this system.

Within this framework, the government has initiated a process aimed at providing the country with a universal health coverage system. The objective is to guarantee access to quality health care for the entire population, without exposing anyone to financial risk. A National Strategic Plan for Universal Health Coverage has been developed and structured around five axes. A National Council for Universal Health Coverage was created by Ordinance N°21/032 of June 1, 2021. A process of technical dialogue has started in September 2021 to reach a consensus to move forward with the implementation of such a system. The mission of this Council is to define the National Policy of Universal Health Coverage and to ensure its efficient implementation according to its orientations. As such, the Council not only defines the major orientations relating to the UHC but also deliberates on all issues of interest to it. In addition to the National Council, the establishment of a Technical Monitoring Committee in which the social partners have been involved and will participate is also planned in the legal framework.

The Coronavirus pandemic continues to spread and impacts the lives of millions of people around the world. In DRC, the first case was confirmed in Kinshasa on 10 March 2020. To date the country has recorded 54,009 cases of COVID-19 and 1,053 deaths. A Presidential Task Force for the response to COVID-19 pandemic has been set up and a national multisector response plan was launched in April 2020 for a period of 12 months. It is based on two pillars: (i) Public health response to the

⁴ <https://www.social-protection.org/gimi/WSPDB.action?id=13>

COVID-19 pandemic and strengthening the resilience of the health system; (ii) Response to mitigate the socio-economic effects of the COVID-19 pandemic, particularly the strengthening of the social protection system.

The ILO is currently implementing a 15-month project (until November 2021, with a possibility of extension until the first quarter 2022) on strengthening the social protection system and promoting occupational safety and health financed by Regular Budget Supplementary Account (RBSA) funds. This project is a continuation of the support provided by the ILO to the DRC's constituents in recent years and responds to the political will of the country's new authorities to make the extension of social protection for all a priority, in particular, through the implementation of Universal Health Coverage (UHC). ILO's technical expertise was officially requested by the Head of State through his Excellency the Special Advisor on UHC matters in May 2021 to: (i) Identify the different mechanisms or actors by pillar of the Universal Health Coverage; (ii) Determine the comparative advantages of each mechanism or actor; (iii) Define the linkages between the mechanisms; (iv) Reach a national consensus on the architecture of the universal health coverage system based on the institutional framework proposed by the joint commission and its implementation.

The next steps identified are to continue the dialogue at the political level, and at the same time at the provincial level. Therefore, in order to ensure an appropriation of the process by the actors at the provincial level and to take into account their suggestions for the definition of the organizational, technical and financial characteristics of the system, it is planned to organize exchange sessions in all the provinces of the country in the next few months. At the same time, there is a need to undergo some preparatory analysis (health care package; actuarial studies; financing; etc.) to allow for a strong, progressive and consolidate implementation of all the instruments and institutional devices and organization established in the legal framework.

If at the political level the consensus is achieved until the end of the year, the next phase will be to start working in the effective implementation of the architecture of the UHC at the multi-sectorial level and dimensions, under the coordination of the Head of State and with the involvement of all development partners.

Expected results and outputs

In the Democratic Republic of the Congo: Guaranteeing the extension of coverage of social protection, particularly through social health protection

Output 1: The consensus of the architecture of the Universal Health Coverage system is achieved and the coordination level is implemented

The project will support the national stakeholders to actively and effectively develop and implement the institutional architecture for Universal Health Coverage (UHC), through dialogue, both at national, provincial and local level. This requires clarifying mandates and roles based on the Ordinance N°21/032 of June 1, 2021 that creates the National Council for Universal Health Coverage and the Technical Monitoring Committee (in which the social partners have been involved and will participate), a reinforcement of capacities on the subject (and specific topics), the set-up of the legal framework that will support the creation of a set of instruments and institutional devices that will allow an effective implementation. Therefore, there is a need to strong leadership on the

coordination level to ensure good governance at the different levels of the system to be build and the multi-sectorial interventions. Besides, there are still some preparatory analysis to finish and will follow based on the findings of the previous.

Activities:

- 1.1 Capacity building on UHC and social health protection to all coordination level actors (general and specific trainings);
- 1.2 Conducting actuarial studies to envisage the financing options for UHC from the demand side perspective, based on the health package established and the financing possibilities identified previously;
- 1.3 Collaborate in the design and elaboration of the legal framework envisaged to the creation of a set of instrument and institutional devices that will implement the UHC (demand side perspective)
- 1.4 Support the design of M&E tools that can provide the necessary information to allow the consolidation of governance within the UHC

Output 2: Implementation of the Solidarity Health Fund

Besides the fact that the access to health is recognised under the DRC constitution, with the publication of Law N°18/035 of December 13, 2018, the fundamental principles relating to the organization of public health in the DRC were established. It includes the identification of the need to create some structures that will allow the effective implementation of the UHC in DRC, such as the Solidarity Health Fund. This Fund's function is to support all the answer regarding the organization of the demand side – in other words, how people can have access to a basic health care package. Considering ILO's expertise in the establishment of social insurance mechanisms and administrative and organizational institutions, the project will technically support and contribute to the establishment of the Solidarity Health Fund. Whenever possible, liaisons will be made with the transition to formality strategy being prepared at the Ministry of Labour.

Activities:

- 2.1 Capacity building on UHC and social health protection, particularly focused on social insurance mechanisms and administrative and organizational policies and instruments (general and specific trainings to the different actors that will intervene in the process);
- 2.2 Collaborate in the design and operationalization of the Solidarity Health Fund – organizational details; preparation of tools/ instruments needed; legal framework;
- 2.3 Conducting specific studies on innovative mechanisms to improve collecting financial contributions from the different categories of workers and people.

Output 3: The relevant national social protection stakeholders have the necessary capacities and relevant information to effectively implement social protection schemes and to advocate for their sustainable financing.

The project will support capacity building of key stakeholders in the social protection sector particularly in order to support tripartite partners to be active advocates for social protection. A specific focus will be on strengthening monitoring of social protection programmes and the regular production and use of data related to social protection coverage. As far as possible, a sector wide approach will be implemented to avoid fragmentation of information systems. An adequate training format will be identified in consultation with all stakeholders at the beginning of the project. In

addition to general concepts of social protection, trainings will also focus on building capacities for improving compliance, linking social protection and social health protection to measures to facilitate formalization, collecting and analysing information on social protection coverage and to engage/ lobby the Government, the Ministry of Finance, IFIs and Parliament to allocate sufficient funding for social protection. DRC will also be encouraged to become a member of the Global Partnership for Universal Social Protection (USP2030) based on a careful assessment of its national social protection situation against the 5 actions of USP2030 and ILO R202 guiding principles.

Support to enhancing social protection data, quantitative tools and reporting on SDG 1.3

- 3.1 Training on the minimum set of social protection indicators and pilot the online version ILO Social Security Inquiry, with a view to strengthening social protection data collection
- 3.2 Supporting the elaboration of a statistical bulletin/ fact-sheet on comprehensive social protection in DRC
- 3.3 Training on online actuarial models (Pensions and Health) - promoting financial governance and sustainably

Management arrangements

The country component will benefit of **an inception phase of 3 months**. During this phase, the country team will be hired and then consult with tripartite partners to confirm the expected results and proposed activities. It will also serve to identify and formalise specific collaboration with other partners including the bilateral programme of Enabel which is currently under formulation.

A **tripartite consultative committee** will convene annually to take stock of progress made, to provide guidance on annual workplans and to identify any issues to be raised in the Donor Steering Committee.

The **country team** will consist of an international and a national social protection expert supported by a part-time administrative assistant. The international expert will also be responsible to coordinate the regional component on financing and statistics. It is important to mention that all experts, either international or national, are expected to bring their own expertise and technicity within social protection, meaning that some products and activities won't have necessarily a direct budget expenditure, because they will be done and conducted directly by the staff.

The programme will be carried out in the framework of the Global Flagship Programme on Social Protection Floors of the Department of Social Protection of the ILO in Geneva. The management of country components will be decentralised to the respective ILO country offices. The Department of Social Protection of the ILO and the ILO sub-regional offices and Decent Work Technical Support Teams will provide technical backstopping. The DRC country component will be under the responsibility of the CO-Kinshasa with technical backstopping by the DWT/CO-Yaoundé and SOCPRO.

Additional expertise to support selected activities in DRC will be available through the **global technical support facility**.

Progress will be monitored based on a country specific logical framework, including quantified targets, to be developed during the inception phase which is aligned with the overall Flagship Programme logframe and through using the ILO Social Protection Results Monitoring Tool. The project will support national counterparts to improve their own management information and monitoring systems of social protection. These improvements will support monitoring of project

implementation while contributing to the larger goal of strengthening capacities to monitor and evaluate national social protection policies.

Annual reporting on the implementation, outputs produced and results and impact achieved will be done in the framework of the annual Flagship Programme report.

▶ Rwanda

Context and justification

Rwanda is considered by many as an Africa success story in Africa – from a tragic history to remarkable socio-economic progress marked by sustained economic growth, and reduction in poverty and income inequality. Significant variations still exist in rural and urban poverty rates. The population youthful - 40 per cent between the ages of 14 and 35 years. The national unemployment rate is 16.7, but employment is significantly precarious with high levels of underemployment⁵. About 91 per cent of the working population are employed in the informal sector⁶.

Social security is administered by the Rwanda Social Security Board (RSSB) - established in 2010 (a merger of the Social Security Fund of Rwanda (SSFR) and Rwandaise d'Assurance Maladie (RAMA)). RSSB is comprised of six schemes: (1) pension scheme (2) occupational hazards scheme (3) maternity leave scheme (4) medical scheme (commonly still called 'RAMA') (5) community-based health insurance scheme (CBHI) and (6) EjoHeza (a long term saving scheme covering salaried workers and non-salaried population)⁷. Despite the ambitious programmes, RSSB covers less than 10% of the working population. Although over 80% of the Rwandan population has access to health insurance, estimates suggest only about 60% of the poorest quintile have access despite the presence of premium subsidies for households in the first Ubudehe Category⁸. Coverage of safety net programmes are generally low despite Government's effort to devise innovative approaches. The Vision 2020 *Umurenge* Programme has coverage rates of less than 1% of the population, while the *Ubudehe* benefits only 8% of the population⁹. Established in 2008, the Umurenge Programme (VUP) remains Rwanda's flagship social protection programme. The VUP provides direct support to extremely poor and labour constrained households. It also implements Public Works for extremely poor households with labour capacity, as well financial services and community sensitisation. Exclusion of extremely poor, labour-constrained households (particularly female-headed households caring for young children or people with disabilities) from VUP Public Works has been a longstanding challenge in the social protection sector¹⁰.

Rwanda's first National Social Protection Policy (2005) called for the establishment of a social protection system that delivers "universal protection for all citizens". Subsequently, the first Economic Development and Poverty Reduction Strategy (EDPRS) 2007-2012 established social protection as a sector and the Vision 2020 Umurenge Programme (VUP) as a flagship social protection programme. The second EDRPS (2013-2018), the National Social Protection Strategy (2013-2018) and the first National Strategy for Transformation (2018-2024) all reaffirm the central role of social protection in eradicating poverty and enhancing the standard of living of Rwandans. In 2018, the Government updated and adopted the National Social Protection Policy. The Policy proposes a more comprehensive vision for social protection that encapsulates social security, short-term social assistance, social care services and targeted livelihood and employment support. The

⁵ ILO Rwanda DWCP 2018 - 2022

⁶ Labour Force Survey 2017

⁷ Established by Law N° 29/2017 of 29th June 2017. Designed to help low income earners to save small amounts for a long period - to benefit from pension, life insurance and to use part of the savings for housing, education, or collateral for loans. Member contribution depend on capacity and frequency of earnings. Pension value depends on saving and investment returns. The Government contributes to the scheme.

⁸ Ubudehe is a Rwandan system of intra community co-operation based on collective and individual actions. The Ubudehe Program was launched in 2001 in the process of drafting the Poverty Reduction Strategy Paper. In the present context, Ubudehe is considered a socio-economic categorization for determining eligibility for key social protection programmes. Currently, there are five categories, represented by letters A, B, C, D, and E; with A consisting of households with the highest income, while E consists are the most vulnerable in the society. Ubudehe categories are updated every three years.

⁹ ILO Rwanda DWCP 2018 - 2022

¹⁰ Social Protection Sector Strategic Plan (SP-SSP) 2018/19 – 2023/24

NSSP Social Protection Sector Strategic Plan (SP-SSP) 2018/19 – 2023/24 highlights the following priority areas: (1) increase access to social security and income support programmes, particularly among vulnerable older people, people with disabilities, households with low labour capacity and other poor families. (2) enhance social protection sector’s contribution to reducing malnutrition. (3) strengthen support for households and communities affected by disasters and shocks. (4) strengthen the provision of social care services for the protection and inclusion of the most vulnerable (5) strengthen linkages between social protection and complementary programmes that support sustainable graduation from extreme poverty (6) promote values of self-reliance, respect for rights and community-based support for the vulnerable (7) strengthen institutional capacity for evidence-based policy development and social protection service delivery.

Social protection has further been identified as a priority in the ILO Rwanda Decent Work Country Programme 2018 – 2022.

Expected results and impact

In Rwanda: Formal and informal economy workers and their families have access to better social protection schemes in line with the Social Protection Floors Recommendation 202 .

Output 1: Social security products and services, including unemployment protection, respond to the needs and priorities of workers in the informal economy and in the formal sector

Currently workers in the informal economy are covered by community based health insurance and have access to a pension savings scheme. The project will support the relevant authorities to identify products and services and to identify administrative arrangements that will be able to offer similar protection to the workers in the informal economy as the protection formal workers benefit from. The proposed design for these products, financing options and administrative arrangements will be developed jointly with tripartite partners to ensure that they respond to the needs, collect and include their feedback and to be able to prepare the roll-out in the medium term including through collaboration with cooperatives and associations. A specific focus will be given to ensuring that the proposed options are aligned with ILO R202 guiding principles and contribute to a just transition towards environmentally sustainable economies for all. In addition the project will carry out and discuss – in close collaboration with tripartite partners - a feasibility study for the design and implementation of an unemployment protection scheme for the formal sector workers and workers in the informal economy.

Activities

- 1.1 Study on review of existing social security products and services, and options and recommendations for extending products and services to workers in the informal sector
- 1.2 Feasibility studies on unemployment protection in Rwanda
 - 1.2.1 Design, costing, legal and institutional framework for the unemployment benefits
 - 1.2.2 Assessment of Public Employment Services and Active Labour Market Policies to strengthen linkages and capacities to support unemployment protection
- 1.3 Conduct a review/assessment of legislations and policies with a view to identifying gaps and enhancing access of social security products and services to informal sector workers.

Output 2: Mechanisms and tools are available to strengthen administration and facilitate access to social security services for the informal sector.

The project will support RSSB to further strengthen the administration of the schemes. Activities potentially include improvements to the IT infrastructure, data management, quantitative tools and techniques, review of the legal framework, development of awareness campaigns or enhancing the role of local authorities in the administration of the schemes including communication, enrolments, collection of contributions, and the provision of social protection benefits and services. Support will further be provided for the operationalisation of results and recommendations from output 1.

Activities

2.1 Support review of social security operations, data and management information systems and delivery mechanisms to incorporate recommendations for extension to the informal sector

2.2 Support the RSSB to improve its data and management information system, particularly data flows between branch offices to promote access, strengthen governance, enhance transparency and accountability and efficient service delivery

2.3 Development of a strategy with recommendations and roadmap on digitalization of social security service delivery

2.4 Support to formalization:

2.4.1 Feasibility study on one-stop shops for registration, contribution collection, payment of taxes, and other services

2.4.2 Support to social partners and informal sector associations in organizing informal workers to increase outreach and uptake. This includes development of information, awareness raising and communication materials.

Output 3: The Rwanda Social Security Board, labour inspectors and tripartite constituents have the necessary capacities and relevant information to effectively implement social protection schemes and to advocate for their sustainable financing.

Staff of the RSSB, labour inspectors, relevant ministries and social partners will be provided with training opportunities. An adequate training format will be identified in consultation with all stakeholders at the beginning of the project and can include participation of Rwandan stakeholders in a regional ILO Learning Lab on coverage of the informal economy. In addition to general concepts of social protection, trainings will also focus on building capacities for improving compliance, linking social protection to other measures to facilitate formalization, collecting and analysing information on social protection coverage and to engage/ lobby the Government, the Ministry of Finance, IFIs and Parliament to allocate sufficient funding for social protection. Specific training will also be provided on the design and implementation of unemployment protection schemes in line with relevant ILO standards. Rwanda will also be encouraged to become a member of the Global Partnership for Universal Social Protection (USP2030) based on a careful assessment of its national social protection situation against the 5 actions of USP2030 and ILO R202 guiding principles. This assessment will feed the R202 compliance Dashboard initiated through the project.

Activities

3.1 Support to RSSB and tripartite partners on implementation of options (Output 1) for extension of social security to the informal sector and on unemployment protection

3.2 Capacity building – RSSB, tripartite partners and stakeholders on extension of social security, using the ILO Guide on extension of social security to workers in the informal economy, with particular attention to the rural sector.

3.3 Costing national social protection floor, gap and fiscal scope analysis for Rwanda, including poverty impact analysis

3.4 Support to enhancing social protection data, quantitative tools and reporting on SDG 1.3

3.4.1 Training on the minimum set of social protection indicators and pilot the online version ILO Social Security Inquiry, with a view to strengthening social protection data collection

3.4.2 Collaborate with the National Statistics Office and stakeholders on implementation of proposals from the ILO study (on-going) “set up arrangements and implementation plan/actions for reporting on social protection statistics within the national statistics systems”

3.4.3 Training on online actuarial models (Pensions and Health) - promoting financial governance and sustainably

Management arrangements

The country component will benefit of **an inception phase of 3 months**. During this phase, the country team will be hired and then consult with tripartite partners to confirm the expected results and proposed activities. It will also serve to identify and formalise specific collaboration with other partners including the bilateral programme of Enabel which is currently under formulation.

A **tripartite consultative committee** will convene annually to take stock of progress made, to provide guidance on annual workplans and to identify any issues to be raised in the Donor Steering Committee.

The **country team** will consist of an international and a national social protection expert.

It is important to mention that all experts, either international or national, are expected to bring their own expertise and technicity within social protection, meaning that some products and activities won't have necessarily a direct budget expenditure, because they will be done and conducted directly by the staff.

The programme will be carried out in the framework of the Global Flagship Programme on Social Protection Floors of the Department of Social Protection of the ILO in Geneva. The management of country components will be decentralised to the respective ILO country offices. The Department of Social Protection of the ILO and the ILO sub-regional offices and Decent Work Technical Support Teams will provide technical backstopping. The Rwanda country component will be under the responsibility of the CO-Dar es Salaam with technical backstopping by the DWT/CO-Pretoria and SOCPRO.

Additional expertise to support selected activities in DRC will be available through the **global technical support facility**.

Progress will be monitored based on a country specific logical framework, including quantified targets, to be developed during the inception phase which is aligned with the overall Flagship Programme logframe and through using the ILO Social Protection Results Monitoring Tool. The project will support national counterparts to improve their own management information and monitoring systems of social protection. These improvements will support monitoring of project implementation while contributing to the larger goal of strengthening capacities to monitor and evaluate national social protection policies.

Annual reporting on the implementation, outputs produced and results and impact achieved will be done in the framework of the annual Flagship Programme report.

► Thematic annexes

► Financing social protection

Context and background

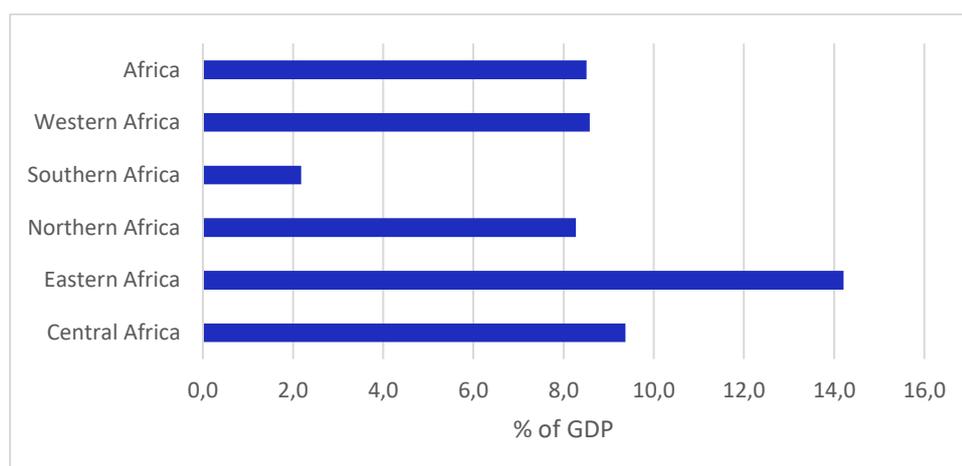
The COVID-19 pandemic has acted as a stress test for social protection systems worldwide, exposing often dramatic gaps in their [coverage](#),¹¹ comprehensiveness and adequacy and thereby jeopardizing the health, incomes and jobs of billions of people. These protection gaps, which predated the crisis and were further exacerbated by it, are associated with insufficient public investment in social protection and insufficient state capacity to quickly expand its provision. Prior to the COVID-19 crisis, countries spent on average 18.8 per cent of their GDP on social protection (including health),¹² with staggering variations across regions and income groups. Already taking into account the impact of COVID-19, the ILO estimates that low-income and middle-income countries would need to invest an additional US\$1.2 trillion – equivalent to 3.8 per cent of their GDP – to close the annual financing gap in 2020.¹³ Low-income countries represent US\$77.9 billion of this total financing gap, equivalent to 15.9 per cent of their GDP.

The ILO Strategy for Extension of Social Protection in Africa identifies closing the financing gaps by ensuring adequate and sustainable financing as one of its three action areas. Public expenditure on social protection in Africa remains low in comparison both to other regions and to the need for comprehensive coverage of the population.

As at 2020, according to ILO estimates, the cost of providing four social protection benefits (maternity, child, disability and old age) to 100 per cent of potential beneficiaries in Africa is US\$131.1 billion (5.6 per cent of GDP). Taking into account existing fiscal outlay on these four benefits, a total financing gap of US\$99.4 billion (4.3 per cent of GDP) remains to be bridged.

The financing gap for health coverage is an estimated US\$198.6 billion (4.2 per cent of GDP).

Figure 10. Financing gaps in the provision of four non-contributory social protection benefits (maternity, child, disability and old age) and healthcare as a percentage of GDP



¹¹ See ILO, "[World Social Protection Dashboards: Global Overview](#)".

¹² See ILO, "[World Social Protection Dashboards: Global Overview](#)".

¹³ See ILO, "[Financing Gaps in Social Protection: Global Estimates and Strategies for Developing Countries in Light of the Covid-19 Crisis and Beyond](#)", Sept. 2020.

Sources: Estimates based on Fabio Durán-Valverde, José F. Pacheco-Jiménez, Taneem Muzaffar and Hazel Elizondo-Barboza, *Financing Gaps in Social Protection: Global estimates and strategies for developing countries in light of the COVID-19 crisis and beyond*, ILO Working Paper No. 13, 2020.¹⁴

The expenditure required for the financing of social protection systems is a long-term investment in people. Societies that do not invest in social protection face significant costs associated with the absence of a healthy and productive workforce, economic insecurity and social exclusion.

Expanding coverage and increasing benefit amounts must be planned and costed. Costing estimation models show that limited benefit packages are affordable and represent only a small part of government revenue. Fiscal space analyses should be conducted in order to support policy decisions.

Approach

During its 109th session in 2021, the International Labour Conference concluded that the ILO should provide technical support and assist Member States' efforts to close financing gaps for social protection through domestic resources and development cooperation. The Flagship Programme on Building Social Protection Floors for All supports countries to invest more in social protection, notably through domestic resources mobilization, as well as to invest better in social protection (see figure 11), applying the international social security standards, in particular [Recommendation No. 202](#) and [Convention No. 102](#).

Activities on financing social protection within the Flagship Programme are centred on the following **strategic approaches**:

- **Enhancing domestic resource mobilization** as the cornerstone of national social protection systems, including floors. Options to increase fiscal space for social protection¹⁵ exist even in low-income countries and include, in accordance with national circumstances and based on national priorities, broadening the social security contribution and tax base; building fair and progressive tax systems and ensuring an effective allocation of resources; tackling non-compliance of taxes and social security contributions; reprioritizing and reallocating expenditure; and eliminating corruption and illicit financial flows.
- Extending social protection to **informal economy workers**, broadening the tax and contributory base. Costs and inadequate financing arrangements are one of the main barriers to extending social protection to informal economy workers. In particular, contributory capacities may be limited due to low or volatile incomes or the lack of employers, leading to a “double contribution challenge”. Nonetheless, there are different approaches that will facilitate the expansion of coverage to those uncovered and thereby create increased fiscal space through a larger tax and contributory base, such as increasing compliance by adapting the way contributions are determined; simplifying the payment of contributions; or subsidizing contributions for workers with limited contributory capacities. In such approaches, complementarity between contributory and non-contributory schemes is crucial.
- Improving synergies between **social protection and public finance management**, in particular by increasing compliance and good governance of social protection systems and the government budget. The social pressure to increase the transparency and accountability of social protection institutions and programmes contributes to the better provision of social protection, which then increases trust in the system, which is essential for increasing compliance and broadening the

¹⁴ Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---soc_sec/documents/publication/wcms_758705.pdf.

¹⁵ See ILO, *Fiscal Space for Social Protection: A Handbook for Assessing Financing Options*, 2019.

tax and contribution base. Periodic actuarial valuations are a common instrument of good governance.

- For countries that have limited domestic fiscal capacities or face exceptional circumstances due to crises, natural disasters or climate change, options should be explored for **mobilizing international financing**, in combination with technical assistance, to support the development of longer-term, sustainable and rights-based social protection systems. For instance, during the COVID-19 crisis, the ILO supported governments' decisions to create additional fiscal space for social protection, building on responses to the COVID-19 crisis that were funded by development partners.
- Facilitating the **engagement of ILO constituents with ministries of finance and international financial institutions** in order to increase investments in social protection by building the case for social protection and in order to enhance policy coherence through the evidence-based assessment of national social protection priorities and the formulation of options for the sustainable financing of universal social protection, guided by the systematic application of international social security standards.

The ILO Strategy for the Extension of Social Protection in Africa aligns with these activities and includes two recommendations:

- Create more fiscal space for social protection by increasing domestic revenue and more effectively allocating the existing fiscal envelope.
- Support national social dialogue with the Government, employers and workers, civil society, UN agencies and other development partners in order to generate the political will to exploit all possible fiscal space options in the country and adopt an optimal combination of public policies on social protection

Expected results and outputs

Improved social dialogue on financing social protection in Africa, and more specifically in Burundi, DRC and Rwanda through capacity building and knowledge sharing.

Constituents in Burundi, DRC and Rwanda have the capacities and the tools available to engage in policy discussions on strong public finance management and financial sustainability of social protection systems

The importance of having articulated, comprehensive and sustainable social protection systems require a strong knowledge on financial sustainability and the capacity to recognize different sources of funding and their distribution among the different levels of intervention (contributory, non-contributory, health access, etc). Profiting from the knowledge and materials produced under the current undergoing EU project "Improving synergies between social protection and public finance management", the regional component will work on strengthening capacities regarding financing and the production of two policy briefs. The output will contribute to the Recommendation 8 on improved social dialogue on financing social protection of the ILO Strategy for the Extension of Social Protection in Africa.

Activities:

- *A virtual training on financing social protection will be held using existing training materials but with a focus on the Great Lakes/ Africa region. Based on the sanitary situation the training might be fully virtual or include in person exchanges in country.*
- *Develop two policy briefs on topics of financing social protection relevant to the region and especially Burundi, DRC and Rwanda.*

Management arrangements

The international social protection expert based in DRC will be in charge of coordinating the regional activities in close collaboration and with support from the financing expert of the Technical Support Facility in SOCPRO Geneva. The project implementation will also count with the support of the Experts in Social Protection of the Decent Work Technical Support Team and the ILO Offices that cover the target countries.

► **Building national systems of social protection statistics and monitoring and evaluation frameworks**

Context and background

In the context of the 2030 Agenda for Sustainable Development and the SDGs framework, countries need to intensify their efforts to improve their national social protection monitoring and evaluation systems, including by strengthening their statistical systems. Strong national statistical systems on social protection are a necessary condition to ensure the adequate monitoring of progress at both the national and international levels.

The COVID-19 crisis has exposed the great urgency of improving the monitoring of progress in the development of social protection systems. The lack of robust statistical systems, including the scarcity of data on coverage gaps to determine which groups are being left behind, as well as the scarcity of data on the financing needs associated with such coverage gaps, puts at risk the realization of the policy objectives of the 2030 Agenda.

SDG target 1.3 aims to "Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable". SDG indicator 1.3.1 seeks to measure the "Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable". According to this definition, effective monitoring must address the multiple dimensions of social protection systems.

As the custodian United Nations agency responsible for SDG indicator 1.3.1, the ILO has increased its efforts to operationalize the set of sub-indicators (including the adaptation of the instruments, mechanisms and processes of data collection and consolidation at national level) since 2016. The current data set has estimates for overall coverage by social protection (at least one contingency) for 161 countries and for coverage of older persons for 174 countries; of persons with severe disabilities for 133 countries; of mothers with newborns for 149 countries; of children for 118 countries; of unemployed persons for 165 countries; of vulnerable populations for 141 countries; and of employment injury for 149 countries. This shows the significant progress and efforts made by many countries in strengthening their capacity for data compilation and analysis.

However, when it comes to disaggregation of data by sex, national/non-national status and other classifications, the information available is very limited. For example, for the sub-indicator with the highest data coverage rate – protection by old-age benefits – data disaggregated by sex is available for only 104 countries. The situation is even more drastic when it comes to other indicators and classifications.

The ILO Strategy for Extension of Social Protection in Africa, recognizes reliable and timely statistics as being part of sound governance for social protection. Investment in data availability enables the assessment of existing social protection systems, identification of gaps in coverage (including with respect to SPF guarantees), estimation of the costs and simulation of the impact of closing those gaps on poverty and inequality reduction, and identification of potential sources of financing. The availability of data also makes it possible to monitor progress in implementing social protection systems and achieving the other objectives of national social security extension strategies. In line with paragraph 21 of Recommendation No. 202, Member States are encouraged to "regularly collect,

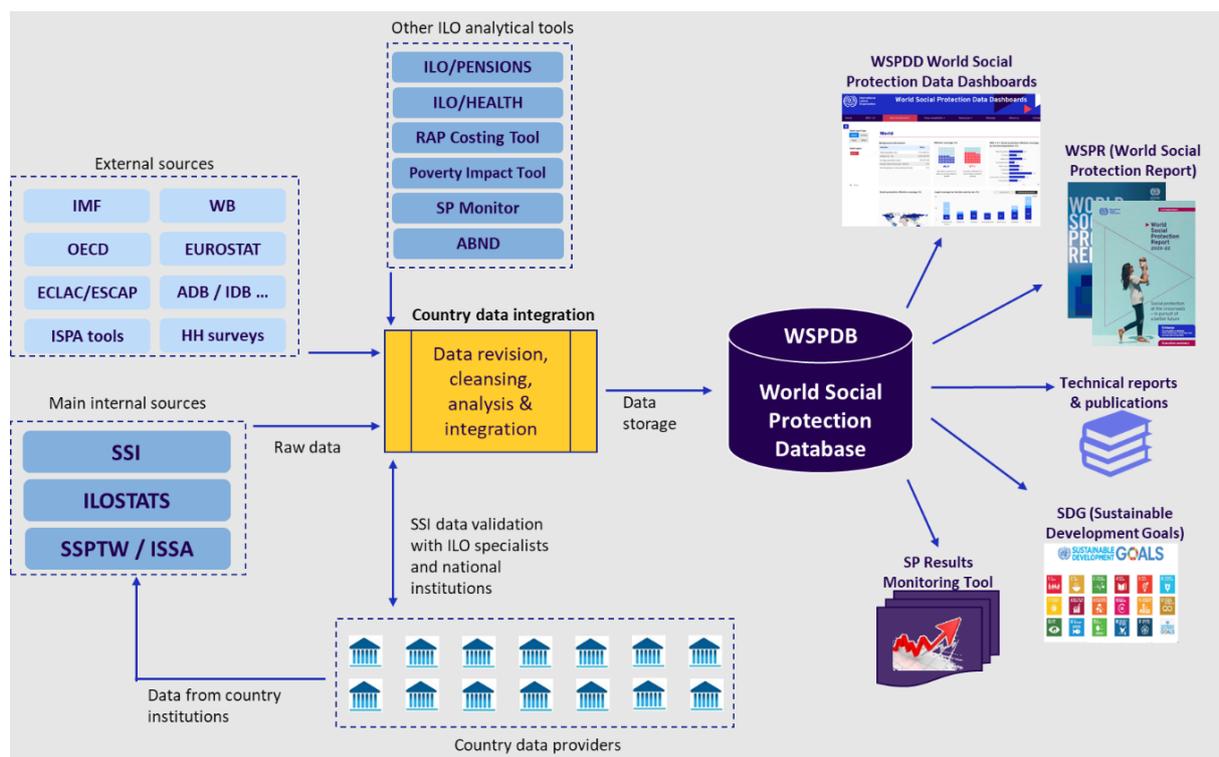
compile, analyse and publish an appropriate range of social security data, statistics and indicators, disaggregated, in particular, by gender”. It is therefore important to invest in systems that ensure the availability of reliable data with a view to reform the existing national social protection systems.

Approach

The ILO is a specialized agency mandated to work on social protection with many decades of experience in this field, in particular in data collection, compilation and dissemination.

The **World Social Protection Database** is the primary source of global data on social protection and provides a wealth of unique information that offers critical support to decision-makers and development stakeholders. The database provides in-depth country-level statistics on various dimensions of social protection systems, including key indicators on coverage, adequacy and expenditure on social protection for policymakers, officials of international organizations and researchers and the United Nations monitoring of the SDGs. Most of the data in the ILO World Social Protection Database are collected through the **Social Security Inquiry (SSI)**, which is an online tool for the periodic collection of administrative data from national ministries of labour, finance, social security, welfare and/or social development, as well as other ministries, and is complemented by existing international and national data sources. The process of data compilation, processing, analysis, validation and dissemination of the results is shown in figure 9.

► **Figure 9. World Social Protection Database: Process of data compilation, processing, analysis, validation and dissemination of the results**



In 2019, the ILO Social Protection Department launched a set of **interactive dashboards for data visualization on social protection**, comprising detailed information at the global, regional and national levels that is updated continuously. The new data visualization tools provide access to information on the legal configuration of social protection systems at the national level; the design of existing contributory and non-contributory social protection programmes; demographics; the legal and

effective coverage of the systems; the number of beneficiaries; benefit levels; and the revenue and expenditure of schemes.

The ILO's forthcoming **Guide on Developing National Systems of Social Protection Statistics** aims to provide its constituents (governments and employers' and workers' organizations), policymakers, practitioners and other stakeholders in developing countries with a practical tool to assist them in developing national systems of social protection statistics and in the further production and use of consolidated, comprehensive, reliable and quality social protection statistics for the effective monitoring and evaluation of social protection systems.

Despite ongoing advances in the development of databases, instruments and processes of data collection, which have led to significant improvements in the availability of data on social protection in terms of the number of countries covered, nonetheless significant challenges remain in terms of data content and the quality and timeliness of the information collected. The ILO articulates its support to Member States throughout continuous assistance in the field of national data compilation; definitions; monitoring of progress towards achieving the SDGs; developing monitoring and evaluation frameworks; effective dissemination of data and interpretation of the results; and building national systems of social protection statistics.

Expected results and outputs

Improved availability of social protection data in the Africa region

Output: Constituents in Burundi, DRC and Rwanda have the capacities and the tools available to collect, analyse and disseminate information on social protection coverage

To monitor, evaluate and advocate for adequate social protection coverage and financing, information on the current status of protection is crucial. However, statistical data on legal and effective coverage in African countries is still scarce. Where data is available, there are also challenges regarding comparability. Support will be provided at country level to Burundi, DRC and Rwanda to improve their data collection using the social security inquiry, including collection of information on the implementation of ILO principles for social protection systems, and the preparation of social protection bulletins (see respective country annexes). In addition, a regional component will support constituents to strengthen their capacities for evidence-based policy making and reporting on progress towards the SDGs and regional targets and ensure that data on social protection coverage is publicly available.

Activities:

1. Regional training on the use of the SSI questionnaire and filling in the data; and on data compilation through the SSI questionnaires and estimation against SDG indicator 1.3.1 and other indicators, including in-depth analysis of the current situation and definition of existing social protection schemes and benefits
2. Development/ adjustment of guiding materials and the World Social Protection Database as necessary to support countries in the African region with a focus on Burundi, DRC and Rwanda.

Management arrangements

The international social protection expert based in DRC will be in charge of coordinating the regional activities in close collaboration with the experts on statistics based in SOCPRO Geneva. The project implementation will also count with the support of the Experts in Social Protection of the Decent Work Technical Support Team and the ILO Offices that cover the target countries.

Risk Register

Ref	Risk statement. The event we do not want to see and its potential impact on objectives	Comment Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Additional risk response for the attention of the implementation team and the Steering Committee.
Risks linked to the overall country context							
	Aggravation of the COVID-19 situation with additional restrictions on movements/ gatherings	The COVID-19 situation remains fragile in many countries. It should not be excluded that new waves will require public health measures	(1) Project activities selected such that no gatherings are envisaged (2) Consideration of a combination of in person and virtual activities (for example for training activities) (3) Proposed activities do not require international travel	M	M	M	(1) Prioritizing activities that can be done virtually or do not require large meetings (2) Develop contingency plans for large events and consider virtual options.
	Political tensions/ degrading security situation/ electoral processes	Political tensions can reduce the availability of ILO constituents and/ or shift the priorities of ILO constituents.	(1) Activities are concentrated at national level and do not require extensive travel in- country or travel across countries (2) In consultation with the Donor Steering Committee of the multi-donor programme, activities can be adjusted to an evolving situation (3) Activities that require government intervention will be planned to avoid electoral timing	M	M	M	(1) The experience from virtual engagements will continue to be useful in periods of insecurity or political tensions (2) The UN Safety and Security measures could provide an environment for continued availability and engagements with constituents (3) Develop contingency/business continuity plans
Risks linked to the implementation of the intervention							
	Turnover of staff at partner institutions	Focal points nominated in country to work with the Flagship Programme might change requiring repeated training/ coaching of new project counterparts	(1) Buy-in for the activities at the highest political level – such that they are not dependent on individual staff (2) Ensuring buy-in from a range of technical experts (3) Ensuring institutional and not just personal capacity building.	M	L	L	(1) Capacity building activities will be partly organised virtually to allow for more engagement (2) ILO social protection teams will build up strong working relations with counterparts in the partner institutions (3) Establishment of Technical Working Groups to steer key project activities
	Unavailability of specific expertise in certain areas of social protection	It is not always possible to find social protection experts with the	(1) Support can be provided by the Technical Support Facility and Regional Specialists	M	L	L	(1) Additional support can be drawn from the ILO Global Technical Team and pool of consultants

		required expertise, the required language skills	(2) Early identification of activities and support needed will allow more time to identify the right candidates				(2) In consultation with the Donor Steering Committee of the multi-donor programme, the work plan can be re-adjusted to take this into account while keeping the overall project expected outcome intact.
	Delays in implementation given the time needed to recruit the country team	ILO procedures to recruit experts are lengthy and might lead to a delay in recruiting the right personnel	(1) Recruitment processes will be launched as soon as possible (but are time demanding). (2) Backstopping from regional level will support the smooth start of the project.	M	L	L	(1) Direct appointment will be considered if staff with the right expertise can be identified (2) Backstopping at TSF and GTT level as may be required to support smooth project kick-off (3) The possibility of an Inception Phase will also support smooth implementation start up actions
Risks linked to the sustainability of the intervention							
	Insufficient buy-in from ILO constituents	ILO constituents might have changing priorities	(1) Activities have been developed in consultation with ILO constituents in country (2) Activities are informed by DWCPs, national social protection policy documents, National Development Documents and other key policy documents already endorsed by ILO constituents (3) An inception phase will reconfirm the activities to be implemented	H	L	M	(1) Establishment of national Steering Committees/Technical Working Groups comprising social partners (2) Periodic consultations, reporting and validation meeting drawing on social dialogue processes
	Putting in place social protection systems is not a political priority anymore	ILO constituents, including policy makers could shift their priorities away from social protection	(1) The COVID-19 crisis has put social protection at the forefront of the political agenda (2) Activities include evidence based analysis and advocacy on the need and benefits of well functioning social protection systems	M	L	L	(1) Strong linkages will be established between international development partners in social protection, including Enabel, IFIs and the national political and institutional mechanisms to keep social protection on political agenda
	Limited timeframe for reaching the envisaged outcomes	Individual interventions have limited timeframes which are often insufficient to accompany institutional changes that require several years.	(1) Activities have been design and strongly linked to national priorities to ensure national ownership and sustainability (2) Regular review/re-evaluation of activities and linkages to expected outcomes	M	M	M	(1) In consultation with the Donor Steering Committee of the multi-donor programme introduce adjustments in activities or overall workplan to evolving situations.

			(3) The Steering Committee of the multi-donor programme has the flexibility to shift support to countries in which entry-points for improving social protection systems exist and to provide a 5-year perspective of support through mobilizing pooled contributions.				
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Budget

	2022	2023	2024	2025	Total
Total Budget: Grands Lacs Region	1,597,185.33	1,732,831.00	209,983.67	-	3,540,000.00
01: The design of a social protection scheme responding to the needs and priorities of workers in the informal economy and other vulnerable groups is developed and endorsed by government and social partners	135,630.00	151,316.00	11,686.00	-	298,632.00
02: In the Democratic Republic of the Congo: Guaranteeing the extension of coverage of social protection, particularly through social health protection	448,785.00	480,337.00	57,852.00	-	986,974.00
03: In Rwanda: Formal and informal economy workers and their families have access to better social protection schemes in line with the Social Protection Floors Recommendation 202 .	403,450.00	502,112.00	47,962.00	-	953,524.00
04: Thematic outcome: Financing social protection	50,000.00	40,000.00	-	-	90,000.00
05: Contribution to the Flagship Programme management	285,573.33	294,735.00	60,451.67	-	640,760.00
06: Thematic outcome: Building national systems of social protection statistics and monitoring and evaluation frameworks	90,000.00	-	-	-	90,000.00
99: Programme Support Costs and Provision for Contingency	183,747.00	264,331.00	32,032.00	-	480,110.00
Total	1,597,185.33	1,732,831.00	209,983.67	-	3,540,000.00

Output	Activity	Inputs	Type	Unit rate	Quantity	2022	2023	2024	2025	Total
01: The design of a social protection scheme responding to the needs and priorities of workers in the informal economy and other vulnerable groups is developed and endorsed by government and social partners						135,630.00	151,316.00	11,686.00	-	298,632.00
01.01 Feasibility studies defining the parameters, institutional scheme arrangements and incentives for the compulsory participation of workers in the informal economy are validated by ILO constituents and other organizations representing the target population.						52,500.00	15,000.00	-	-	67,500.00
	01.01.01 - Support to the review of policy, legal and institutional framework for social security in Burundi	Review report	531111 RESEARCH	per report	20,000	1	20,000.00			20,000.00
	01.01.02 - Feasibility study on the extension of social security to workers in the informal economy, drawing linkages and lessons from existing health insurance schemes and other interventions in the informal sector	Feasibility study	531111 RESEARCH	per report	30,000	1	30,000.00			30,000.00
	01.01.03 - Feasibility of piloting social health insurance/community based health insurance schemes in selected sectors	Consultant	514170 NAT CONSULTANTS	per day	250	40		10,000.00		10,000.00
	01.01.04 - Support to National Social Security Institute (INSS) and National Commission for Social Protection (SEP / CNPS) on extension of social security (based on 1.2)	Meetings	581118 SEMINARS OTHER	per meeting	2,500	3	2,500.00	5,000.00		7,500.00
01.02 Increased awareness of key stakeholders of the importance of social protection to support the implementation of the National Development Plan 2018 – 2027						5,000.00	30,000.00	-	-	35,000.00
	01.02.01 - Policy and advocacy briefs on building comprehensive and sustainable social protection system in Burundi (activity linked to 3.2)	Policy brief	531111 RESEARCH	per brief	5,000	3	5,000.00	10,000.00		15,000.00
	01.02.02 - Support to the development of information, awareness raising and communication materials/toolkits on social protection.	Communication toolkit	531115 SUBCONTRACTS GRL	per toolkit	20,000	1		20,000.00		20,000.00
01.03 Social protection						14,500.00	37,500.00	-	-	52,000.00

stakeholders and agencies have the capacities and tools to effectively drive the horizontal and vertical extension of coverage towards building social protection floors	01.03.01 - INSS, SEP/CNPS and tripartite partners on extension of social security, in particular, using the ILO Guide on extension of social security to workers in the informal economy	Meetings	581118 SEMINARS OTHER	per meeting	2,500	2	2,500.00	2,500.00			5,000.00	
	01.03.02 - INSS, OPNR, SEP/CNPS and tripartite partners on social security administration and governance, including workshops/training on good governance and leadership for social protection, actuarial practice in social security, administrative solutions for coverage extension, Information and Communication Technology, financing social protection and impact assessments	Workshop	581118 SEMINARS OTHER	per workshop	5,000	1		5,000.00				5,000.00
	01.03.03 - Training and piloting of the online version ILO Social Security Inquiry and mechanisms for regular monitoring and reporting on social protection	Training	581118 SEMINARS OTHER	per training	7,000	1	7,000.00					7,000.00
	01.03.04 - Training on social health protection	Training	581118 SEMINARS OTHER	per workshop	5,000	1	5,000.00					5,000.00
	01.03.05 - Costing national social protection floor and fiscal scape analysis for Burundi, including poverty impact analysis.	Costing study	531111 RESEARCH	per study	30,000	1		30,000.00				30,000.00
01.04 Staff cost Burundi							50,130.00	60,156.00	10,026.00	-	120,312.00	
	01.04.01. National Project Coordinator	NOB	518115 NATIONAL OFFICES	per month	2,648	24	26,480.00	31,776.00	5,296.00		63,552.00	

			544107 IT SERVI CES COST	per mon th	90	24	900.00	1,080.00	180.00		2,160.00
	01.04.02 Administrative support	G6- step1 (based in ILO office in Tanzani a)	518100 ADMIN COST AT ACTUA L	per mon th	2,18 5	24	21,850.00	26,220.00	4,370.00		52,440.00
			544107 IT SERVI CES COST	per mon th	90	24	900.00	1,080.00	180.00		2,160.00
01.05 Operational cost Burundi							13,500.00	8,660.00	1,660.00	-	23,820.00
	01.05.01 - Rental of premises & associated costs	Contrib ution to office rent	541100 PREMI SES COST	per mon th	400	24	4,000.00	4,800.00	800.00		9,600.00
	01.05.02 - Office running costs	Office supplies	551111 OFFICE SUPPLI ES	per mon th	50	24	500.00	600.00	100.00		1,200.00
		Commu nication cost	544100 MISCE LLA NEOUS COST	per mon th	50	24	500.00	600.00	100.00		1,200.00
		Internet installati on	543100 COMM UNICA TION COST		1,20 0	1	1,200.00				1,200.00
	01.05.03 - Equipment	Printer	561162 DATA PROCE SS EQUIP	per item	300	1	300.00				300.00
		Laptop	561162 DATA PROCE SS EQUIP	per item	1,90 0	2	3,800.00				3,800.00

	01.05.04 - Security	Radio handsets	561168 SECURITY EQUIP <\$5000	par set	600	2	1,200.00				1,200.00
		UNDSS Cost Share Budget (Burundi)	541500 SECURITY COSTS	per staff/ per year	499	2		499.00	499.00		998.00
		UNDSS Cost Share Budget (Tanzania)	541500 SECURITY COSTS	par nombre de staff par année entamée	161	2		161.00	161.00		322.00
	01.05.06 - Travel		701100 TRAVEL PROJECT STAFF	per mission	2,000	2	2,000.00	2,000.00			4,000.00
02: In the Democratic Republic of the Congo: Guaranteeing the extension of coverage of social protection, particularly through social health protection							448,785.00	480,337.00	57,852.00	-	986,974.00
02.01 The consensus of the architecture of the Universal Health Coverage system is achieved and the coordination level is implemented							77,500.00	62,500.00	-	-	140,000.00
	02.01.01 - Capacity building on UHC and social health protection to all coordination level actors (general and specific trainings)	Training event	581118 SEMINARS OTHER	par training	25,000	2	25,000.00	25,000.00			50,000.00
	02.01.02 - Conducting actuarial studies to envisage the financing options for UHC from the demand side perspective, based on the health package established and the financing possibilities identified previously	Actuarial study	531115 SUBCONTRACTS GRL	per study	40,000	1	40,000.00				40,000.00
	02.01.03 - Collaborate in the design and elaboration of the legal framework envisaged to the	International consultant	514175 INTERNATIONAL CONSULTANTS	per day	500	40	10,000.00	10,000.00			20,000.00

	creation of a set of instrument and institutional devices that will implement the UHC (demand side perspective)	Meetings	581118 SEMIN ARS OTHER	per meeting	2,500	2	2,500.00	2,500.00			5,000.00
	02.01.04 - Support the design of M&E tools that can provide the necessary information to allow the consolidation of governance within the UHC	Tools developed	531115 SUBCO NTRAC TS GRL	Lump sum	25,000	1		25,000.00			25,000.00
							46,000.00	64,250.00	-	-	110,250.00
02.02 Implementation of the Solidarity Health Fund	02.02.01 - 2.1 Capacity building on UHC and social health protection, particularly focused on social insurance mechanisms and administrative and organizational policies and instruments (general and specific trainings to the different actors that will intervene in the process)	Training events	581118 SEMIN ARS OTHER	per event	25,000	2	25,000.00	25,000.00			50,000.00
	02.02.02 - 2.2 Collaborate in the design and operationalization of the Solidarity Health Fund – organizational details; preparation of tools/ instruments needed; legal framework	National consultant	514170 NAT CONSULTANTS	per day	350	105	21,000.00	19,250.00			40,250.00
	02.02.03 - 2.3 Conducting specific studies on innovative mechanisms to improve collecting financial contributions from the different categories of workers and people.	Studies	531111 RESEARCH	lump sum	20,000	1		20,000.00			20,000.00
02.03 The relevant national social protection stakeholders have the necessary capacities and relevant							31,200.00	14,000.00	-	-	45,200.00
	02.03.01 Training on the minimum set of social protection indicators and pilot the online version ILO Social Security Inquiry, with a view to strengthening social protection data collection	Training	581118 SEMIN ARS OTHER	per event	10,000	1	10,000.00				10,000.00

information to effectively implement social protection schemes and to advocate for their sustainable financing.	02.03.02 Supporting the elaboration of a statistical bulletin/fact-sheet on comprehensive social protection in DRC	National consultant	514170 NAT CONSULTANTS	per day	350	72	11,200.00	14,000.00			25,200.00
	02.03.03 Training on online actuarial models (Pensions and Health) - promoting financial governance and sustainably	Training	581118 SEMINARS OTHER	per training	10,000	1	10,000.00				10,000.00
02.04 Staff cost DRC							255,485.00	306,582.00	51,097.00	-	613,164.00
	02.04.01	International Project Coordinator DRC and regional activities (P5)	512100 ILO EXPERTS COSTS	per month	19,900	24	199,000.00	238,800.00	39,800.00		477,600.00
			544107 IT SERVICES COST	per month	90	24	900.00	1,080.00	180.00		2,160.00
	02.04.02	National social protection expert (NOA)	518115 NATIONAL OFFICERS	per month	4,120	24	41,200.00	49,440.00	8,240.00		98,880.00
			544107 IT SERVICES COST	per month	90	24	900.00	1,080.00	180.00		2,160.00
	02.04.03	Administrative support assistant (G5)	518100 ADMINISTRATIVE SUPPORT ASSISTANT ACTUAL	per month	2,607	12	13,035.00	15,642.00	2,607.00		31,284.00
			544107 IT SERVICES COST	per month	90	12	450.00	540.00	90.00		1,080.00
							38,600.00	33,005.00	6,755.00	-	78,360.00

02.05 Operational costs DRC	02.05.01 - Rental of premises & associated costs	Contribution to office rent	541100 PREMISES COST	per month	400	24	4,000.00	4,800.00	800.00	9,600.00
	02.05.02 - Office running costs	Office supplies	551111 OFFICE SUPPLIES	per month	50	24	500.00	600.00	100.00	1,200.00
		Communication cost	544100 MISCELLANEOUS COST	per month	50	24	500.00	600.00	100.00	1,200.00
	02.05.03 - Equipment	Printer	561162 DATA PROCESS EQUIP	per item	300	1	300.00			300.00
		Laptop	561162 DATA PROCESS EQUIP	per item	1,900	3	5,700.00			5,700.00
	02.05.04 - Security	Radio handsets	561168 SECURITY EQUIP <\$5000	par set	600	3	1,800.00			1,800.00
		UNDSS Cost Share Budget	541500 SECURITY COSTS	par nombre de staff par année entamée	1035	6		3,105.00	3,105.00	6,210.00
		Personal protective equipment and first aid kit	561168 SECURITY EQUIP <\$5000	per set	900	3	2,700.00			2,700.00
		Emergency food and water	561168 SECURITY EQUIP <\$5000	per item	500	1	500.00			500.00

		Housing protection international expert	561168 SECURITY EQUIP <\$5000	lump sum	2,850	1	2,850.00				2,850.00
		Security system/guard international expert	541500 SECURITY COSTS	per month	1,325	24	13,250.00	15,900.00	2,650.00		31,800.00
		SSAFE trainings	541500 SECURITY COSTS	par formation	500	3	1,500.00				1,500.00
	02.05.07 - Travel	Travel in country	701100 TRAVEL PROJECT STAFF	per mission	2,000	2	2,000.00	2,000.00			4,000.00
		Regional travel	701100 TRAVEL PROJECT STAFF	per mission	3,000	3	3,000.00	6,000.00			9,000.00
03: In Rwanda: Formal and informal economy workers and their families have access to better social protection schemes in line with the Social Protection Floors Recommendation 202 .							403,450.00	502,112.00	47,962.00	-	953,524.00
03.01 Social security products and services, including unemployment protection, respond to the needs and priorities of workers in the informal							118,500.00	66,500.00	-	-	185,000.00
		03.01.01 - Study on review of existing social security products and services, and options and recommendations for extending products and services to workers in the informal sector	Study	531111 RESEARCH	per study	50,000	1	50,000.00			50,000.00
		03.01.02 - Feasibility studies on unemployment protection in Rwanda: Design, costing, legal and institutional framework for the unemployment benefits	Study	531111 RESEARCH	per study	50,000	1	50,000.00			50,000.00

economy and in the formal sector	03.01.03 - 1.2.2 Assessment of Public Employment Services and Active Labour Market Policies to strengthen linkages and capacities to support unemployment protection	Consultants	514175 INT CONSULTANTS	per day	450	60	13,500.00	13,500.00			27,000.00
		Meetings	581118 SEMINARS OTHER	per meeting	4	2,500	5,000.00	5,000.00			10,000.00
	03.01.04 - Conduct a review/assessment of legislations and policies with a view to identifying gaps and enhancing access of social security products and services to informal sector workers.	study	514170 NAT CONSULTANTS	per day	350	80		28,000.00			28,000.00
		Dissemination meetings	581118 SEMINARS OTHER	per meeting	10,000	2		20,000.00			20,000.00
							29,250.00	140,250.00	-	-	169,500.00
03.02 Mechanisms and tools are available to strengthen administration and facilitate access to social security services for the informal sector.	03.02.01 - Support review of social security operations, data and management information systems and delivery mechanisms to incorporate recommendations for extension to the informal sector	Consultant	514170 NAT CONSULTANTS	per day	350	60		28,000.00			28,000.00
		Validation meeting	581118 SEMINARS OTHER	per meeting	5,000	1		5,000.00			5,000.00
	03.02.02 - Support the RSSB to improve its data and management information system, particularly data flows between branch offices to promote access, strengthen governance, enhance transparency and accountability and efficient service delivery	Consultant	514170 NAT CONSULTANTS	per day	350	110	19,250.00	19,250.00			38,500.00
		Trainings	581118 SEMINARS OTHER	per training	2,000	6		12,000.00			12,000.00
		International consultant	514175 INT CONSULTANTS	per day	500	20	10,000.00				10,000.00
	03.02.03 - Development of a strategy with recommendations and roadmap on digitalization of social security service delivery	Consultant	514170 NAT CONSULTANTS	per day	350	60		21,000.00			21,000.00

	03.02.04 Feasibility study on one-stop shops for registration, contribution collection, payment of taxes, and other services	Study	531111 RESEARCH	per study	25,000	1		25,000.00			25,000.00
	03.02.05 - Support to social partners and informal sector associations in organizing informal workers to increase outreach and uptake. This includes development of information, awareness raising and communication materials.	Communication advocacy toolkit	531115 SUBCONTRACTS GRL	lump sum	30,000	1		30,000.00			30,000.00
							41,000.00	50,000.00	7,000.00	-	98,000.00
03.03 The Rwanda Social Security Board, labour inspectors and tripartite constituents have the necessary capacities and relevant information to effectively implement social protection schemes and to advocate for their sustainable financing.	03.03.01 Support to RSSB and tripartite partners on implementation of options (Output 1) for extension of social security to the informal sector and on unemployment protection	National consultations	514170 NATIONAL CONSULTANTS	per day	350	60		14,000.00	7,000.00		21,000.00
	03.03.02 Capacity building – RSSB, tripartite partners and stakeholders on extension of social security, using the ILO Guide on extension of social security to workers in the informal economy, with particular attention to the rural sector.	Trainings	581118 SEMINARS OTHER	per training	2,500	4	5,000.00	5,000.00			10,000.00
	03.03.03 Costing national social protection floor, gap and fiscal scope analysis for Rwanda, including poverty impact analysis	Costing study	531111 RESEARCH	per study	30,000	1	30,000.00				30,000.00
	03.03.04 Training on the minimum set of social protection indicators and pilot the online version ILO Social Security Inquiry, with a view to strengthening social protection data collection	Training	581118 SEMINARS OTHER	per training	6,000	1	6,000.00				6,000.00

	03.03.05 Collaborate with the National Statistics Office and stakeholders on implementation of proposals from the ILO study (on-going) “set up arrangements and implementation plan/actions for reporting on social protection statistics within the national statistics systems”	National consultations	514170 NAT CONSULTANTS	per day	350	60		21,000.00			21,000.00
	03.03.06 Training on online actuarial models (Pensions and Health) - promoting financial governance and sustainably	Training	581118 SEMINARS OTHER	per training	10,000	1		10,000.00			10,000.00
							188,500.00	226,200.00	37,700.00	-	452,400.00
03.04 Staff cost Rwanda	03.04.01 International project coordinator	International project coordinator Rwanda (P4)	512100 ILO EXPERTS COSTS	per month	15,670	24	156,700.00	188,040.00	31,340.00		376,080.00
			544107 IT SERVICES COST	per month	90	24	900.00	1,080.00	180.00		2,160.00
	03.04.02 National social protection expert	National social protection expert (NOA)	518115 NATIONAL OFFICERS	per month	3,000	24	30,000.00	36,000.00	6,000.00		72,000.00
			544107 IT SERVICES COST	per month	90	24	900.00	1,080.00	180.00		2,160.00
							26,200.00	19,162.00	3,262.00	-	48,624.00
03.05 Operational cost Rwanda	03.05.01 - Rental of premises & associated costs	Contribution to office rent	541100 PREMISES COST	per month	400	24	4,000.00	4,800.00	800.00		9,600.00
	03.05.02 - Office running costs	Office supplies	551111 OFFICE SUPPLIES	per month	50	24	500.00	600.00	100.00		1,200.00

	Communication cost	544100 MISCELLANEOUS COST	per month	50	24	500.00	600.00	100.00	1,200.00
	Internet installation	543100 COMMUNICATION COST		1,200	1	1,200.00			1,200.00
03.05.03 - Equipment	Printer	561162 DATA PROCESS EQUIP	per item	300	1	300.00			300.00
	Laptop	561162 DATA PROCESS EQUIP	per item	1,900	2	3,800.00			3,800.00
03.05.04 - Security	Radio handsets	561168 SECURITY EQUIP <\$5000	par set	600	2	1,200.00			1,200.00
	Mobile phone	561168 SECURITY EQUIP <\$5000	per set	800	2	1,600.00			1,600.00
	UNDSS Cost Share Budget	541500 SECURITY COSTS	par nombre de staff par année entamée	241	4		482.00	482.00	964.00
	Housing protection international expert	561168 SECURITY EQUIP <\$5000	lump sum	2,200	1	2,200.00			2,200.00
	Security system/guard international expert	541500 SECURITY COSTS	per month	890	24	8,900.00	10,680.00	1,780.00	21,360.00

	03.05.06 - Travel	Travel in country/ regional	701100 TRAVEL PROJECT STAFF	per mission	2,000	2	2,000.00	2,000.00			4,000.00
04: Thematic outcome: Financing social protection							50,000.00	40,000.00	-	-	90,000.00
04.01 Constituents in Burundi, DRC and Rwanda have the capacities and the tools available to engage in policy discussions on financing social protection							50,000.00	40,000.00	-	-	90,000.00
	04.01.01 - Regional training on financing of social protection	Hybrid training event	581118 SEMINARS OTHER	per training event	50,000	1	50,000.00				50,000.00
	04.01.02 - Development of regional/ country briefs on topics related to financing of social protection	Research	531111 RESEARCH	per brief	20,000	2		40,000.00			40,000.00
05: Thematic outcome: Building national systems of social protection statistics and monitoring and evaluation frameworks							90,000.00	-	-	-	90,000.00
05.01 Constituents in Burundi, DRC and Rwanda have the capacities and the tools available to collect, analyse and disseminate information on social protection coverage							90,000.00	-	-	-	90,000.00
	05.01.01 -	Training		per training	50,000	1	50,000.00				50,000.00
	05.01.02 -	Development of guiding materials			per toolkit	20,000	1	20,000.00			
Updates to the world social protection database				Lump sum	20,000	1	20,000.00				20,000.00
06: Contribution to the Flagship Programme management							285,573.33	294,735.00	60,451.67	-	640,760.00
							108,423.33	101,355.00	25,451.67	-	235,230.00

06.01 Coordination of the Global Flagship Programme on Building Social Protection Floors for All	06.01.01 - Flagship Programme coordinator	Program me coordin ator P4 - step 4	512100 ILO EXPER TS COSTS	per mon th	18,5 00	4	37,000.00	27,750.00	9,250.00	74,000.00
			544107 IT SERVI CES COST	per mon th	90	4	180.00	135.00	45.00	360.00
	06.01.02 - Flagship Programme M&E and communication	M&E and commu nication expert (P2 - Step4)	512100 ILO EXPER TS COSTS	per mon th	14,4 00	6	28,800.00	43,200.00	14,400.00	86,400.00
			544107 IT SERVI CES COST	per mon th	90	6	180.00	270.00	90.00	540.00
	06.01.03 - translation of documents, training materiels, guides	Translati on	531505 EXT TRANS LATION CONTR CT	per docu men t	5,00 0	3	5,000.00	10,000.00		15,000.00
	06.01.04 - editing, design, printing of documents	Editing/ design of docume nts	544100 MISCE LLA NEOUS COST	per docu men t	5,00 0	3	5,000.00	10,000.00		15,000.00

	06.01.05 - support to the organisation of Flagship Programme events	Contribution to annual Flagship Programme meetings and/ or virtual events to promote/ disseminate Flagship Programme knowledge products	581118 SEMINARS OTHER	per meeting	23,930	1	23,930.00				23,930.00
	06.01.06 - communication and visibility of the Flagship Programme	Development of newsletter, webpage, and other communication materials ensuring visibility of partners	544100 MISCELLANEOUS COST	per year	10,000	2	8,333.33	10,000.00	1,666.67		20,000.00
06.02 Technical support facility providing in-country support							177,150.00	158,380.00	-	-	335,530.00
	06.02.01 - Unemployment protection (RW 1w/m)	Unemployment protection expert (P4-Step4)	512100 ILO EXPERTS COSTS	per month	18,500	1	18,500.00				18,500.00
				544107 IT SERVICES COST	per month	90	1	90.00			

06.02.02 - Informal economy (RW 2.5 w/m, BU 1 w/m)	Social protection expert on extension to the informal economy (P4-Step4)	512100 ILO EXPERTS COSTS	per month	18,500	4	37,000.00	27,750.00		64,750.00
		544107 IT SERVICES COST	per month	90	4	180.00	135.00		315.00
06.02.03 - ICT/ delivery systems (RW 1.5 w/m)	Expert on IT/ delivery systems (P4-Step4)	512100 ILO EXPERTS COSTS	per month	18,500	2	18,500.00	9,250.00		27,750.00
		544107 IT SERVICES COST	per month	90	2	90.00	45.00		135.00
06.02.04 - data/ statistics (BU 0.5 w/m, DRC 0.5 w/mRW 1 w/m, reg 2 w/m)	Expert on statistics including SSI (P3-Step4)	512100 ILO EXPERTS COSTS	per month	16,000	4	32,000.00	32,000.00		64,000.00
		544107 IT SERVICES COST	per month	90	4	180.00	180.00		360.00
06.02.05 - legal (BU 1 w/m, DRC 0.5 w/m)	Expert on legal frameworks and ILO standards (P3-Step4)	512100 ILO EXPERTS COSTS	per month	16,000	2	16,000.00	8,000.00		24,000.00
		544107 IT SERVICES COST	per month	90	2	90.00	45.00		135.00

	06.02.06 - culture of social protection (BU 1 w/m)	Expert on culture of social protection/ advocacy (P3-Step4)	512100 ILO EXPERTS COSTS	per month	16,000	1		18,500.00		18,500.00
			544107 IT SERVICES COST	per month	90	1		18,500.00		18,500.00
	06.02.07 - Health (DRC 1.5 w/m)	Expert on social health protection/ health insurance (P3-Step4)	512100 ILO EXPERTS COSTS	per month	16,000	2	8,000.00	16,000.00		24,000.00
			544107 IT SERVICES COST	per month	90	2	45.00	90.00		135.00
	06.02.08 Health actuarial (DRC 0.5 w/m)	Expert in actuarial valuations of health schemes (P4 - Step4)	512100 ILO EXPERTS COSTS	per month	18,500	1	9,250.00			9,250.00
			544107 IT SERVICES COST	per month	90	1	45.00			45.00
	06.02.04 - Financing (BU 0.5 w/m, DRC 0.5 w/m, RW 0.5 w/m, reg 2 w/m)	Expert in financing of social protection (P4-Step4)	512100 ILO EXPERTS COSTS	per month	18,500	4	37,000.00	27,750.00		64,750.00
			544107 IT SERVICES COST	per month	90	4	180.00	135.00		315.00

06.03 - Monitoring and Evaluation								-	35,000.00	35,000.00	-	70,000.00
	06.03.01 - Monitoring		Monitoring will be supported by the M&E specialist in the framework of the Flagship Programme									-
	06.03.02 - Evaluation		Contribution to the evaluation of the Flagship Programme Phase 2	531118 EVAL CONTR ACTS COMP ANY	per eval uatio n	35,0 00	2		35,000.00	35,000.00		70,000.00
99: Programme Support Costs and Provision for Contingency								183,747.00	264,331.00	32,032.00	-	480,110.00
99.01. PSC + PCI								183,747.00	264,331.00	32,032.00		480,110.00
	Programme Support Costs - 13%	99.01.01	593101 PROGR AMME SUPPO RT					183,747.00	190,905.00	23,134.00		397,786.00
	99.01.02	99.01.02	597115 PROVI SION COST INCRE ASE						73,426.00	8,898.00		82,324.00
TOTAL								1,597,185.33	1,732,831.00	209,983.67	-	3,540,000.00