

FOREWARD

The International Labour Organization, established in 1919 has been at the forefront in developing instruments and guiding nations to evolve improved working practices as a means of mitigating workplace hazards and risks and promoting workers' safety, health and general welfare. The two landmark instruments that focus on Occupational Safety and Health (OSH), are International Labour Organization (ILO) Convention N° 187, (2006) on the Promotional Framework for Occupational Safety and Health and Convention N° 155 on Occupational Safety and Health (1981).

As a Member of the International Labour Organization, Rwanda has developed the National Policy on Occupational Safety and Health to demonstrate its continued commitment and contribution to improving workplace conditions and workers' health and safety, enterprise performance and National Economic Development.

The National Policy on Occupational Safety and Health is a deliberate effort by the Government in conjunction with Employers and Workers Representatives (Trade Unions) to define a clear direction on the design, implementation and continuous improvement of occupational safety and health. This policy creates and provides a clear direction of the Government's mandate in OSH; greater understanding on how the Government will facilitate and promote OSH activities in Rwanda; and a basis on which enterprises and partners will develop and implement OSH programs.

This National Policy provides guidelines to cover areas that support the development and implementation of an effective OSH system that includes; aims and purpose of the policy, principles guiding actions on OSH, areas covered by OSH, types of actions and infrastructure, responsible authorities' commitments to OSH and functions and roles of main actors in OSH.

Finally, I express profound gratitude to various Public Institutions, Development Partners, Local and International Non-Governmental Organizations, Employers Organizations, Trade Unions, and Civil Society for the role played making the development of the National Policy on Occupational Safety and Health a success.

Yours Sincerely,



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ACRONYMS AND ABBREVIATIONS

CESTRAR:	Centrale des Syndicats des Travailleurs du Rwanda
COSYLI:	Confederation des Syndicats Libres
COTRAF:	Congrès du Travail et de la Fraternité
EWSA:	Energy Water and Sanitation Authority
ILO:	International Labour Organization
MIDIMAR:	Ministry of Disaster Management and Refugees
MIFOTRA:	Ministry of Public Service and Labour
MININFRA:	Ministry of Infrastructure
MINIRENA:	Ministry of Natural Resources and Environment
MINISANTE:	Ministry of Health
NISR:	National Institute of Statistics of Rwanda
OSH:	Occupational Safety and Health
PSCBS:	Public Sector Capacity Building Secretariat
PSF:	Private Sector Federation
RBS:	Rwanda Bureau of Standards
RDB:	Rwanda Development Board
RHA:	Rwanda Housing Authority
RNP:	Rwanda National Police
RNRA:	Rwanda Natural Resource Authority
RSSB:	Rwanda Social Security Board
GoR:	Government of Rwanda

EXECUTIVE SUMMARY

Since 1950, the International Labour Organization (ILO) and the World Health Organization (WHO) have shared a common definition of occupational health. It was adopted by the Joint ILO/WHO Committee on Occupational Health at its first session in 1950 and revised at its twelfth session in 1995. The definition reads:

Occupational health should aim at: the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations; the prevention amongst workers of departures from health caused by their working conditions; the protection of workers in their employment from risks resulting from factors adverse to health; the placing and maintenance of the worker in an occupational environment adapted to his/her physiological and psychological capabilities; and, to summarize, the adaptation of work to man and of each man to his/her job.

The main focus in occupational health is on three different objectives: (i) the maintenance and promotion of workers' health and working capacity; (ii) the improvement of working environment and work to become conducive to safety and health and (iii) development of work organizations and working cultures in a direction which supports health and safety at work and in doing so also promotes a positive social climate and smooth operation and may enhance productivity of the undertakings. The concept of working culture is intended in this context to mean a reflection of the essential value systems adopted by the undertaking concerned. Such a culture is reflected in practice in the managerial systems, personnel policy, principles for participation, training policies and quality management of the undertaking."

Despite various efforts of the Government of Rwanda of assuring safe workplaces for workers through laws and different programs, the phenomenon of OSH persist and has been increasing considerably.

The Country Profile on OSH conducted by the Ministry of Public Service and Labour in 2012, reveals that the National OSH system presents gaps count taken on ILO C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187). It has revealed that the number of fatalities in the year 2012 is varying from six to seven times greater than their number in the year 2007. It pointed out that the number of injuries in the year 2012 is almost four times greater than their number in the year 2007 and an amount of 1,400,190,808 Rwf has been spent on Occupational hazards for six years (2003-2009/2010).

OSH Country Profile also revealed that existence of OSH Policy, existence of fire team, existence of first aid program, training on fire, maintenance of fire system were at a weak level in different organizations; though existence of sanitary convenience, existence of wash facility, accidents reporting externally and existence of fire extinguishers were at an improved level.

The same survey also pointed out that the highest level of awareness on OSH was in Government institutions, hospitality sector and the lowest level was in transport, mining sectors and NGOs; the highest level of existence of fire extinguishers was in Government institutions, hospitality sector and the lowest level was found in mining and quarrying sector; the highest level of training on fire was in health, hospitality, manufacturing sector and the lowest level was in agriculture, construction, mining, transport sectors, Government and NGOs institutions; the highest level on maintenance of fire system was found in manufacturing, hospitality, Government institutions and the lowest level was in NGOs, mining and agriculture sectors; the highest level of existence of first aid program was reported in health, hospitality, Government institutions and the lowest level was in agriculture, construction, transport and NGOs institutions; the highest level of accidents reporting internally was found in manufacturing sector and the lowest level was in agriculture and Government institutions; the highest level of accidents reporting externally was reported in manufacturing sector and the lowest level was in transport and agriculture sectors.

With regard to workers' exposure to Occupational hazards by economic sectors, the Country Profile revealed the following: mining and quarrying (34%); construction (18%); agriculture, hunting, fishing (13.8) and transport, warehousing and communication (13%).

Though OSH is still new in the Country and still facing the increment of Occupational hazards and injuries, there have been significant achievements by the Government of Rwanda in this regard. Different Legislations such as Ministerial order No. 01 of 17/05/2012 determining the modalities of establishing and functioning of Occupational Safety and Health committees and Ministerial order No. 02 of 17/05/2012 determining conditions for Occupational Safety and Health have been put in place. Rwanda has also developed OSH Country Profile in 2012 to come up with the general picture of OSH in the Country.

In order to provide a solution to OSH related problems, the Government is committed to have a tripartite National Policy on OSH which will be implemented by the following strategies:

- a) To strengthen the coordination and synergy among stakeholders;
- b) To harmonize laws and regulations, standards & guidelines on OSH;
- c) To improve OSH inspection;
- d) To introduce Preventive Workplace Culture;
- e) To maintain and enhance OSH competence;
- f) To establish and implement the integrated OSH information system.

Due to the fact that OSH is a cross cutting discipline, the Policy will be implemented by different centralized stakeholders such as National Labour Council, MINISANTE, MINIRENA, MINICOM, MINAGRI, MIDIMAR, MINIJUST; Public Agencies, Decentralized Entities,

Employers' Organizations (PSF), Trade Unions, Civil Society Organizations, International and National Non-Governmental Organizations (NGOs), Undertaking/Enterprise Level, Self-employed person, Workers themselves and Partners in Development.

In as far as Financing mechanisms are concerned; all concerned Institutions will take the commitment to mainstream OSH issues in their programs. Hence, they will need to mobilize resources to implement their activities.

The allocation of resources will be made according to the specific activities set by each Institution and these Institutions will be accountable for the use of resources. Joint actions (Government and its partners) will be needed to advocate for resources.

—Joint ILO/WHO Committee on Occupational Health ^[3]

I.SITUATIONAL ANALYSIS

I.1. INTRODUCTION

For the first time an OSH Policy applying to all sectors of the economy has been articulated in Rwanda. The Policy proposes legislation to be enacted to create an integrated National OSH System in accordance with ILO C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187). This Policy applies to all Public and Private Sectors.

Occupational accidents and diseases impose an enormous cost to Rwanda and are among hindrances of development. With this regard, Rwanda has taken different measures to attacking these challenges. Rwanda is a Member of ILO since 1962 and has ratified a number of conventions in relation with OSH. Rwanda has also conducted a survey on OSH National Profile in 2012 to come up with an image of OSH in the Country.

ILO C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) highlights the key elements that should constitute a National Occupational Safety and Health System.

The Country Profile on OSH conducted by the Ministry of Public Service and Labour in 2012 revealed that the number of occupational injuries increased numerically in last six years as follows: 35 (2007), 82 (2008), 93 (2009), 112 (2010), 118 (2011) and 138 (2012).

The number of occupational fatalities also kept on increasing: 41 (2007), 84 (2008), 114 (2009), 194 (2010), 264 (2011) and 263 (2012).

OSH Country Profile also revealed that the amount of money (Rwf) spent on Occupational Hazards in last seven years was 175,581,001 (2003), 182,985,999 (2004), 182,932,862 (2005), 162,567,520 (2006), 215,999,138 (2007), 232,185,746 (2008) and 247,938,542 (2009-2010).

The same survey revealed workers' exposure to Occupational Hazards by economic sectors as follows: Mining and Quarrying with 34%; Construction with 18%; Agriculture, Hunting, Fishing with 13.8% and Transport, Warehousing and Communication with 13%.

OSH Country Profile also revealed that among OSH preventive measures, the existence of sanitary convenience was at highest level with 94.3% and existence of OSH Policy was at the lowest level with 3.8% in the Organizations.

For Occupational hazards, OSH Country Profile revealed that ergonomic lighting, ergonomic ventilation, physical thermal and chemical petrochemicals were very low and ergonomic length of work hours was moderate in the Organizations.

OSH Country Profile also revealed that the highest level of awareness on OSH was in Government Institutions with 18.9% and the lowest level was in Transport sector with 0%; the highest level of existence of fire extinguishers was in Government Institutions with 18.9% and the lowest level was in Mining and Quarrying sector with 0%; the highest level of training on fire was in Manufacturing sector with 9.77% and the lowest level was in Mining, Construction, Transport and Agriculture sectors with 0%.

The same survey also revealed that the highest level of maintenance of fire system was in Manufacturing sector with 9.77% and the lowest level was in Mining, Agriculture and NGOs with 0%; the highest level of accidents recording was in Government Institutions with 18.9% and the lowest level was in Transport sector with 1.50%; the highest level of accidents reporting internally was in Manufacturing with 15.03% and the lowest level was in NGOs with 0%; the highest level of accidents reporting externally was in Government Institutions with 18.9% and the lowest level was in Transport sector and NGOs with 0%.

There have been considerable efforts to promote OSH in Rwanda. Such efforts include putting in place laws regulating OSH in Rwanda, Labour inspectors in Districts doing inspections in enterprises on OSH, annual trainings on awareness of OSH in different enterprises, putting in place the different National Policies and Strategic Plans on social security and Health to address OSH issues.

However, despite such efforts, OSH challenges still remain due to multiple reasons including; low Institutional capacity for OSH Policy implementation; comprehensive regulations for most hazardous sectors in OSH, limited human resources capacity on OSH; inadequate capacity for OSH inspection and enforcement; lack of updated and disaggregated data on OSH; lack of preventive culture among Institutions; accident reporting, recording, and investigating issues; inadequate mechanisms for OSH activities coordination, etc.

Therefore, to address these challenges, the Government has committed to continuing put in place Policy mechanisms with strategies aiming at promotion of OSH at workplace.

I.2. MAJOR OSH CHALLENGES IN RWANDA

The Rwanda Country profile on OSH (2012) and the information gathered from different Stakeholders revealed that the major challenges on OSH include the following:

- a) The rate of work-related accidents, diseases and fatalities is high, imposing a huge cost on Rwanda and its people;

- b) Lack of appropriate Institutional arrangements to minimize overlaps, gaps and duplication;
- c) Lack of enough funding mechanisms for prevention agencies;
- d) Lack of Occupational Safety and Health services;
- e) Servicing SMMEs and the informal sector and protecting workers in marginal employment and vulnerable workers is still a big challenge;
- f) Very limited OSH skills and human resources in the Public and Private Sectors;
- g) Low level of culture of prevention among employers and workers;
- h) Lack of research centers and capacity; and finally;
- i) Lack of a comprehensive reporting system and database for work-related accidents and disease.

I.3. BENEFITS OF OSH POLICY

An integrated OSH Policy is essential for developing a stable and productive work environment. Since 2009, the laws regulating labour in Rwanda have been revised to promote healthier labour relations, appropriate working conditions, equity in the workplace and improved skills. Improved working conditions are necessary to ensure higher labour productivity, better quality work, healthier labour relations and compliance with quality standards.

The economic gains associated with OSH improvements include:

- a) Increased productivity and worker morale;
- b) Reduction of working time lost due to injury and disease;
- c) Reduced equipment down-time, reduced damage to materials and machinery, and savings in the costs of recruiting and training replacement employees;
- d) Reduction in transaction costs such as insurance costs and legal fees.

I.4. RATIONALE FOR OCCUPATIONAL SAFETY AND HEALTH

Occupational Safety and Health (OSH) is a global concern that seeks to improve the welfare of workers through the transformation of work place environment to make it safe and Healthy to work in. OSH seeks to configure workplace processes and procedures so that workers' interaction with the work environment and equipment achieve standards that guarantee optimum Safety and Health.

The National Policy for Occupational Safety and Health (OSH) should therefore be a key tool, complimenting poverty reduction and other National development programmes. Here is the strong rationale for Rwanda to address OSH issues:

Rwanda's human population is a source of National capital and development that need to be protected from Occupational hazards in order to be useful in future, make better employee motivation, attract investors, and increase productivity and Organizational profitability. Efficient hygiene and industrial Safety measures geared towards reducing industrial accidents and other risks are paramount.

Rwanda's Occupational Safety and Health (OSH) concerns mirror International trends that seek to improve Safety and Health in the work environment as defined by ILO. Rwanda has therefore aligned its OSH response to ILO Convention 187 (2006) on the Promotional Framework for Occupational Safety and Health and Convention 155 on Occupational Safety and Health and the working environment (1981).

Adequate OSH Policy and standards are required for Rwanda's continued integration into the World's economy. International investors who subscribe to World-class OSH standards are reluctant to invest in markets in which local firms are able to compete unfairly through reduced OSH standards. Increasingly, Rwanda exporters – particularly those who export to developed economies will be required to comply with International quality management standards. These standards require World-class performance in areas such as OSH, environmental protection and product Safety.

I.5. NATIONAL POLICY FRAMEWORK

The National Policy on Occupational Safety and Health is supported by a larger Policy framework creating conducive working environment and National Economic Development. Key components of this framework include the Vision 2020, the Economic Development and Poverty Reduction Strategy (EDPRS), and other sector policies related to Employment, Social Security and Health.

I.5.1. Vision 2020

The Vision 2020 is a reflection of the aspiration and determination of the Government aiming at transforming the Country into middle -income Nation in which Rwandans are Healthier, educated and generally more prosperous. Rwanda considers its population as its fundamental resource and banks on it for its future development. Rwanda targets to continuously increase life expectancy of its people. For Rwanda's development the emergence of a viable Private sector that can take over as the principle growth engine of the economy, is absolutely key. To achieve

these improvements, envisaged and current population policies should go hand in hand with strategies to overcome problems in the Health Private sectors. Therefore, all these combined efforts will help for the promotion of Occupational Safety and Health which will greatly contribute to these achievements.

I.5.2. Economic Development and Poverty Reduction Strategy (EDPRS)

Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) provides a medium term framework for achieving the Country's long term development aspirations as embodied in Rwanda Vision 2020, the Seven Year Government of Rwanda (GoR) programme, and the Millennium Development Goals.

With regard to social-economic sector, EDPRS has four priorities: increase economic growth, slow down population growth, tackle extreme poverty and ensure greater efficiency in poverty reduction. To achieve this, Rwanda is looking for different strategies such as promoting skills development and the Service Sector; mainstreaming Private Sector development and modernizing Agriculture by introducing improved land administration; improving Health care services; among others. Therefore, it is evident that all these strategies will greatly promote Occupational Safety and Health in the Country.

I.5.3. Government Program for 2010-2017

The Government has adopted a Seven (7) year Development Programme which outlines the broad GoR priorities organized in four pillars: Good Governance, Justice, Economy and Social well-being. With regard to social well-being, the Government aims at developing skilled, knowledgeable, Healthy and wealthy citizens; an objective that will be achieved through different measures including promoting job creation, improving Health care services, extending social security, protecting vulnerable people, promoting sports and leisure, improving education and promoting Rwanda cultural values in support of development. All these are contributing and will continue contributing to the promotion of Occupational Safety and Health in Rwanda.

I.5.4. Other Sectoral Policies

The Occupational Safety and Health is a cross-cutting issue for National economic and social development. The National Policy on Occupational Safety and Health is not a standalone initiative. It builds on existing Policy frameworks, including, the Health Sector Policy (2005), the Policy governing the Standards of Health Services in Rwanda (2009), the National Policy for Community Health (2008), the National Policy to Fight against HIV/ AIDS (2005), the National Policy on Condoms (2005), the National Nutrition Policy (2005), the Policy on Community-based Health Insurance (2004), the National Policy on Reproductive Health (2003), Health Policy determining conditions for school hygiene (2008), the Policy on Water and Sanitation

(2004), the National Mining Policy (2004), the National Urban Housing Policy (2008), the National Human Settlement Policy (2009), Rwanda National Construction Industry Policy (2009); the Employment Policy (2007), the National Social Security Policy (2009), the National Social Protection Policy (2004), and others. It is evident that these various policies have greatly contributed to the promotion of Health at large and Occupational Safety and Health in particular.

I.6. NATIONAL LEGAL FRAMEWORK

In addition to the aforementioned Policy context, the Government of Rwanda has put in place National legislation promoting Occupational Safety and Health at workplace. These include:

- a) Rwandan Constitution of 2003 as amended to date which in its article 49 determines that every citizen is entitled to a Healthy and satisfying OSH;
- b) Law no 13/2009 of 27/05/2009 regulating Labour in Rwanda, in its articles 90, 91, 92, 93, 94, 95, and 96, on Health and Safety at Workplace;
- c) Law 86/2013 Of 11/09/2013 establishing the General Statutes for Public Service in its articles 64, 65, 66, 67, 69,70 and especially article 68, provides for Health and Safety at Workplace;
- d) Decree law of 22nd August on the Organization of social security as modified and complemented by law no. 06/2003 of 22/03/2003 especially in its articles 13, 14, and 20;
- e) Law n° 37 /2008 of 11/08/2008 on Mining and Quarry exploitation;
- f) Law n° 47/2012 of 14/01/2013 relating to regulation and inspection of food and pharmaceutical products;
- g) Law n°24/2012 of 15/06/2012 relating to planning of land use and development in Rwanda;
- h) Organic Law N° 01/2012/OL of 02/05/2012 instituting the penal code;
- i) Ordinance n° 41/291 of September 1955 on Exploitation of Hotels, Restaurants, Guest houses and Bars;
- j) Prime Minister's Order no. 125/03 of 25/10/2010 determining the Mission, Organization and functioning of the National Labour Council especially in its article 3;
- k) Ministerial Order no. 07 of 13/07/2010 determining the modalities of the functioning of the Labour Inspector especially in its articles 3 and 7;
- l) Ministerial Order no. 02 of 17/05/2012 determining conditions for Occupational Safety and Health;

- m) Ministerial Order no. 01 of 17/05/2012 determining the modalities of establishing and functioning of Occupational Safety and Health Committees especially in its articles 3, 10, 11, 12 and 13;
- n) Rwanda Building Control Regulations, May 2012;
- o) Basic housing Construction instructions for protection against natural and manmade disasters in rural areas, October, 2012.

I.7. REGIONAL AND INTERNATIONAL CONTEXT

I.7.1. Millennium Development Goals

The GoR has expressed its commitment to achieving the Millennium Development Goals. Rwanda has already achieved certain of the MDGs, such as Gender Equality in Primary School enrolment and reducing HIV prevalence, while the Country is on track to attaining several other MDG targets, such as preventing the rise of malaria incidence among others. To eradicate extreme poverty and hunger, Rwanda has put in place different strategies including integrate and extend social protection, raise the contribution of Manufacturing and services to economic development for sustainable growth, improve Health status, among others. The promotion of Occupational Safety and Health will play a great role to support all of these initiatives.

I.7.2. Regional and International Conventions

Rwanda has ratified several regional and International conventions related to Occupational Safety and Health. These include:

- ILO Convention n°12 on Workmen's Compensation (Agriculture), 1921 ;
- ILO Convention n°17 on Workmen's Compensation (Accidents), 1925;
- ILO Convention n°18 on Workmen's Compensation (Occupational Diseases), 1925;
- ILO Convention n°19 on Equality of Treatment (Accident Compensation), 1925;
- ILO Convention n°42 on Workmen's Compensation (Occupational Diseases) (Revised), 1934;
- ILO Convention n°62 on Safety Provisions (Building), 1937;
- ILO Convention n° 118 on Equality of Treatment (Social Security), 1962; and
- ILO Convention n° 81 on Labour Inspection, 1947.

I.8. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

The following Strengths, Weakness, Opportunities and Threats (SWOT) were identified within the National OSH system:

(a) Strengths

- The political will of the Leadership of the Country;
- A competent authority in charge of OSH;
- OSH Regulations;
- National Tripartite Advisory Body : The National Labour Council (Representative of employers Organizations, workers Union and Government);
- Existence of some level of Cooperation mechanisms at the level of the enterprise for some enterprises;
- Some elements of Education and Training on OSH;
- Decentralized structures up to village level that facilitate the mobilization, sensitization, monitoring and law enforcement;
- Willing of OSH Partners; and
- Some level of OSH Competencies (OSH professionals)

(b) Weaknesses

- Low Institutional capacity for OSH Policy implementation;
- Lack of Regulations for most hazardous sectors in OSH
- Limited human resources capacity on OSH;
- Limited resources for OSH Policy and strategy implementation;
- Inadequate capacity for OSH inspection and enforcement;
- Lack of updated and disaggregated data on OSH;
- Lack of clear mechanisms for ensuring compliance and inspection;
- Low level of preventive culture among Institutions;

- Inadequate mechanism for collecting, analyzing and reporting and disseminating OSH data and information;
- Accident reporting, recording, and investigating; and
- Inadequate mechanisms for OSH activities coordination.

(c) Opportunities

- Goodwill of the Country Leadership in reducing risks and accidents at workplace;
- Peace and stability to implement Government policies;
- General appreciation and awareness of significance of OSH;
- The goodwill of social and development partners to inculcate OSH culture, programs and activities;
- Availability of successful International, Regional, and Local OSH initiatives to learn from;
- A need to ratify of ILO conventions especially C155 - Occupational Safety and Health Convention, 1981 (No. 155) and C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)

(d) Threats

- Increasing number of injuries and diseases in the Country;
- Increasing number of fatalities;
- Poverty;
- Increase of compensations that is being spent on Occupational hazards;
- Lack of enough and qualified personnel to implement OSH matters.

II. OSH NATIONAL POLICY

II.1. Vision

The vision of the National Policy on Occupational Safety and Health is to have a safe and Healthy workplace for everyone; and a Country where best practices in Occupational Safety and Health are part of daily activities.

II.2. Mission

The mission of the National Policy on Occupational Safety and Health is to provide an enabling environment for the protection and progressive prevention of occupational death, injury and ill-Health.

II.3. Definitions of the key concepts

Under this Policy, the following terms shall have the meaning below:

- a) **Occupational Safety and Health**” is an area concerned with protecting the Safety, Health and welfare of people engaged in work or employment.
- b) **“Occupational Accident”** refers to work or any other related accident that occurs at the work place which may cause injury.
- c) **“Occupational injury”** means any personal injury, disease or death resulting from an Occupational accident.
- d) **“Occupational disease”** means any disease contracted as a result of an exposure to risk factors arising from work activity;
- e) **“Occupational fatality”** means a death that occurs while a person is at work or performing work related tasks.
- f) **“Hazard”** means any source of/ or exposure to danger.
- g) **“Risk”** means the probability that injury or damage will occur in relation to work and workplaces.
- h) **“Occupational Safety and Health Committee”** means a joint working team whose primary objective is to improve health and safety, as well as prevent occupational diseases and accidents.

II.4. Policy Objectives

- a) The primary objective of the National Policy on OSH is to reduce the number of work-related accidents and diseases in Rwanda. This requires the adoption and implementation of a culture of prevention by Government, employers and workers. The effective prevention of work-related accidents and ill-health will have enormous social and economic benefits. These include improvements in productivity and competitiveness and the quality of life of the working population;

- b) The secondary objective of the Policy is to provide equitable compensation benefits to those who may get injured in work-related accidents or contract Occupational diseases. These compensation benefits include medical aid, financial compensation and access to rehabilitation services. The compensation system, in particular the contributions paid by employers, must be sensitive to an employer's OHS performance so as to act as an incentive for improved performance.

II.5. Scope of OSH National Policy

The Policy will apply nationally in Public and Private sectors, Civil Societies and International Organizations in order to ensure consistent and coherent understanding of OSH practices. It will cover both Formal and Informal sectors. It guides OSH authorities who are duty-bound to oversee the implementation and full compliance of OSH laws, which are put into effect through the National administrative structure up to the enterprise level. In this regard therefore, the OSH Policy shall:

- a) Apply to all business enterprises and include workers, employers and Stakeholders in all occupations and sectors of the economy;
- b) Spell out the core rights and responsibilities of employers and workers in promoting OSH for a safer and Healthy work OSH;
- c) Promote and nurture a Safety culture where '*Safety is the responsibility of all*' in the workplace;
- d) Oblige employers to ensure that the workplaces, machinery, equipment and processes under their control are safe and no or minimum risk to the Health of workers shall be condoned; and
- e) Place the responsibility of cost of accidents, injury and diseases on employers, who must bear the cost of medical treatment, compensation and rehabilitation of affected workers.

II.6. Guiding Principles

The core principles informing the National Policy on Occupational Safety and Health are:

- a) *Universal coverage* – OHS legislation must cover workers and employers in all sectors of the economy and in all forms of employment relationships;
- b) *Universal application of core rights and duties* – the core rights and duties of employers and workers in relation to OSH must be spelt out in legislation;
- c) *Prioritization of prevention and the promotion of a culture of prevention* – all accidents and Health incidents are preventable;
- d) *Appropriate and fair compensation and rehabilitation benefits* – the provision of meaningful, accessible and equitable compensation and rehabilitation to workers in all sectors of the economy and in all forms of employment relationships;
- e) *Application of the “polluter pays” principle* - employers bears the cost of accidents and disease in their workplaces, including the cost of medical treatment, compensation and rehabilitation.

II.7. Occupational Safety and Health Policy Strategies

In light of the above mentioned overall objective, specific objectives and general principles, the Policy statements that should be given weight and strategic actions to be undertaken are as follows:

II.7.1. Co-ordination and alignment of Institutions’ roles and activities strategies

Government’s leadership role involves promoting a high level of workplace Health and Safety performance in Rwanda. The Government shall set expectations, provide information and support to workplaces, and ensure that regulatory standards are achieved. The Government shall continue to lead by example, through having excellent Health and Safety practices in its own workplaces.

An important part of this strategic objective is that Government Institutions will collaborate with one another and co-ordinate their intervention activities. They will also work effectively with employer and industry associations, Trade Unions, and other key Stakeholders. This will ensure that Government resources are used to best effect and help reduce compliance costs to business.

The co-ordination and alignment shall be implemented through the following actions:

1. Improve Institutional co-ordination for the management of hazardous substances and risks in workplaces;

2. Clarify and, where appropriate, realign the roles and responsibilities of central Government and districts with workplace Health and Safety responsibilities, and strengthen inter-Institutional relationships at both central and district levels;
3. Decentralizing OSH at District level;
4. Establish an entity in Public and Private sectors with a mandate to coordinate OSH in the Country;
5. Establishment of OSH National Steering Committee in Public and Private Sectors, Civil Societies and International Organizations encompassing both formal and informal sectors;
6. Improve cooperation among Government Ministries/Agencies, Private sector Federation and Trade Unions;
7. Increase joint planning by Government Institutions to ensure better co-ordination and alignment of work programs.

II.7.2. Harmonization of legislations and standards strategies

A legal framework is one of the pillars of a National OSH system for the realization of National OSH Policy. A Nationally consistent approach to OHS regulation is essential for employers and employees. Regulatory requirements must remain relevant, effective, clear and practicable and not unnecessarily prescriptive.

It is important that OSH legislation covers all workers in all economic activities and also clarifies the responsibilities of employers and the rights and duties of workers. Placing duties upon the designers, manufacturers, importers and suppliers of products and substances is another important aspect of modern OSH legislation. Such legislation should also ensure that there is necessary collaboration on OSH matters between employers and workers at the enterprise level.

The actions below shall be undertaken:

1. Studying and analyzing all OSH laws and regulations that are no longer in alignment;
2. Amendment to Law N° 13/2009 of 27/05/2009 regulating labour in Rwanda, other ministerial orders and regulations on OHS;
3. Initiation of ratification of ILO conventions on OSH, that is, C155 - Occupational Safety and Health Convention, 1981 (No. 155), C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) and C161 - Occupational Health Services Convention, 1985 (No. 161);

4. Formulation of specific regulations/guidelines on OSH by involving related technical Institutions, giving priority to Industrial, Agriculture, Forestry, Energy, Transportation, Mining, Construction and service sectors;
5. Developing OSH National standards by involving related technical Institutions like Rwanda Standards Board (RSB);
6. Monitoring implementation of National standards and reviewing regulatory National Standards and codes.

II.7.3. OSH inspection strategies

Multiple approaches shall be required to overcome challenges related to ensuring compliance with OSH legislation. The Government is committed to increasing and improving compliance with OSH legislation, through OSH inspection as a basic requirement in the implementation of an OSH management system.

The following actions shall be undertaken:

1. Improving coordination among Public interdepartmental inspectors;
2. Developing responsibilities of OSH Inspectors;
3. Establishing OSH Inspectors at District level;
4. Developing prevention-oriented services – advice backed up with sanctions;
5. Developing the use of professional procedures for targeted enterprises;
6. Publishing Annual Report on inspection results & analyses indicating the Level of compliance in the implementation of OSH;
7. Stocktaking of OSH inspectors, improving their quality & quantity at National and District levels inspectors' function as OSH inspectors, partners and tutors in companies.

II.7.4. Preventive strategies

A preventive workplace culture is a shared set of values, beliefs, attitudes, and ways of behaving that supports the prevention of harm to people at work.

Workplaces with preventive cultures have a strong management commitment to Health and Safety, effective Health and Safety management systems, involvement of workers and their unions, communications based on good faith, and a willingness to learn from past mistakes. Preventive cultures are ones where Health and Safety is integrated into everyday business practice. In context of preventive strategies, various actions shall be undertaken.

The following actions shall be undertaken under dissemination of information on OSH:

1. Organizing OSH Day every 28 April & filling it with activities aimed at disseminating and informing the general Public on OSH;
2. Encouraging all the media to contribute to OSH awareness;
3. Organization of trainings, workshops and conferences on OSH.

The following action shall be undertaken to increase recognition among business owners, directors and senior managers that Health and Safety benefits to their business:

1. Review the literature and conduct research into the business benefits of a preventive approach to workplace Health and Safety;
2. Develop and promote practical tools to help workplaces identify and quantify business benefits;
3. Strengthening the culture of conducting medical check-ups for workers;
4. Strengthening the culture of conducting OSH related risks assessment;
5. Communicate benefits of workplace Health and Safety to business owners, directors and senior managers through industry networks and business leaders;
6. Promote investments and Public Private Sector Partnership (PPP) in OSH and professional bodies;
7. Promote more extensive reporting of Health and Safety performance in Public documents (such as annual reports), to enable benchmarking and encourage best practices;
8. To raise awareness among Institutions' top managements to establish Safety and Health measures in order to protect their clients and visitors.

The following action shall be undertaken to increase the commitment and capability of managers to systematically and effectively manage workplace Health and Safety:

1. Provide practical guidance and tools to support a systematic and effective management of Health and Safety;
2. Build the capability of managers to manage effectively Health and Safety systems, particularly in small businesses and high-risk industries;
3. Raise managers' awareness about the benefits of workplace Health and Safety, and about employers' legal obligations to provide safe working environments;

4. Increase the reach and effectiveness of incentive programs;
5. Promote systematic and effective management of Health and Safety through industry accreditation programs and industry training programs;
6. Acknowledge Excellence in Health and Safety management through recognition schemes and awards.

The following actions shall be undertaken to ensure that workers participate effectively in processes for improving workplace Health and Safety:

1. Raise awareness about the benefits of employee participation, and also about employers' legal obligations to involve workers in workplace Health and Safety;
2. Provide practical guidance for workplaces on employee-participation systems and practices to support effective involvement of workers in Health and Safety matters;
3. Recognize the role that Health and Safety representatives play in productive workplaces, and provide them with support, resources, and practical tools;
4. Build the capability of Health and Safety representatives through training;
5. Promote and enforce legal requirements relating to employee-participation system.

The following actions shall be undertaken to ensure that OSH elements are integrated in Institutions to prevent OSH related injuries:

1. Mobilize institutions to develop and implement internal policies and OSH preventive programs;
2. Mobilize institutions to put in place fire extinguishers, fire teams, training on fire, maintenance system of fire prevention tools and first aid programs;
3. Increase workers' level of awareness on OSH;
4. Develop a culture and systems of accidents recording and reporting among institutions;
5. Increase knowledge and skills of workers on OSH through trainings, seminars and workshops.

The following actions shall be undertaken to protect informal sector workers:

1. To mobilize informal sector institutions to put in place a healthy and safe working environment;
2. To mobilize informal sector institutions to contribute social security insurances for their workers;

3. To mobilize informal sector Institutions to involve their workers in the promotion of Occupational Safety and Health.

II.7.5. Skills development and competence strategies

Investing in skills development will be required to ensure that ongoing capacity building programs meet current and emerging OSH issues. Skills and competence need to be developed in all workplaces and among all partners in OSH matters.

The following actions shall be undertaken to improve OSH competence standards & OSH skills development:

1. Improving the knowledge and skills of OSH personnel and practitioners;
2. Advocating for the integration of OSH in National Curriculum;
3. Integrating Health and Safety into vocational, professional and inspectorate training arrangements;
4. Promoting the integration of OHS competencies into management training, including small businesses;
5. Encouraging development of suitable OHS training resources;
6. Researching improved methods of OHS skills development;
7. Establishing research priorities, cooperative arrangements and network;
8. Exploring partnerships between areas concerned with Public and Occupational Health;
9. Improving communication with National and International OHS research bodies;
10. Developing Rwanda National Standards of Occupational Competence in OSH.

II.7.6. Integrated information system strategies

Regular reporting is vital in highlighting major sources of injury and disease and targeting prevention efforts. Comprehensive data also help identify benchmarks for assessing OHS performance.

Below are the proposed activities to be undertaken:

1. Develop integrated information system for more effective processes of sharing data and information between Government and Districts;
2. Extending Data coverage;
3. Establishment of OSH Committees at both formal and informal sectors;
4. Develop consistent definitions and measurement principles;
5. Extend systems to allow timely reporting and provision of information.

III.POLICY IMPLEMENTATION PLAN

III.1. INTRODUCTION

Occupational Safety and Health Policy covers several sectors of activity. Its implementation involves all the Stakeholders in the social, political and economic life of the Country. It will require the establishment of an appropriate Institutional and legal framework and an adequate system for monitoring and evaluation of impact and outcomes of the objectives set out in the Policy. In addition, the actual implementation of the Policy will require mobilization of financial, human and material resources and, to become more effective, it will be carried out through a participatory and decentralized approach.

III.2. ROLES AND RESPONSIBILITIES OF DIFFERENT OSH ACTORS

The implementation of OSH Policy will require a participatory approach. Therefore, the following are actions to be undertaken by OSH Actors:

III.2.1. Action at the National level/Central Government

The implementation of the National Policy on Occupational Safety and Health will be a concerted responsibility of Ministries and affiliated Institutions sharing the responsibility of reducing occupational risks and accidents. The following Institutions shall have specific responsibilities as below:

- a) The Ministry in charge of Labour will continue to coordinate and guide the implementation of programs and activities related to Occupational Safety and Health;
- b) The Ministry in charge of Health will ensure that OSH is taken into consideration in Health Laws and Policies and develop OSH regulations for Health Sector. It also has the responsibility of qualifying Occupational accidents, diseases and fatalities and raising awareness on OSH among Health sector workers and the population at large;
- c) The Ministry in charge of Natural Resources will ensure that OSH is integrated in Mining Laws and Policies and develop OSH regulations for Mining and Quarrying Sector. It will also raise awareness on OSH among Mining and Quarrying Sector workers;
- d) The Ministry in charge of Infrastructure has the responsibility of ensuring that OSH is mainstreamed into Laws and Policies governing Transport, Energy and Construction and develop OSH Regulations for Transport, Energy and Construction Sectors. It will also ensure awareness raising among Transport, Energy and Construction sector workers.

- e) The Ministry in charge of Industry and Trade will ensure that OSH is mainstreamed into Laws and Policies governing Industry and Trade and develop OSH regulations for Industry and Trade as well as Hospitality Sectors.
- f) The Ministry in charge of Agriculture will ensure that OSH is integrated into Laws and Policies governing Agriculture and develop OSH regulations for Agriculture sector. It will also have the responsibility of raising awareness on OSH among Agriculture Sector workers;
- g) The Ministry in charge of Disaster Management will ensure that OSH is taken into consideration Laws and Policies governing Disaster Management and develop OSH regulations for Disaster Management;
- h) The Ministry in charge of Justice will have a lead role in ensuring consistent application of OSH governing laws and promote development and application of protective and preventive legislations.
- i) The National Labour Council will continue to advocate and give advice on Occupational Safety and Health Legislations and Policies.

III.2.2. Public Agencies

- a) Rwanda Social Security Board will provide compensations in case of Occupational hazards; collecting OSH data in comprehensive forms which contain all necessary information; analyzing OSH data and communicate OSH situation to the Public;
- b) Rwanda Natural Resources Authority/Geology and Mines Department will play a role of the implementation of laws and policies on OSH among Mining and Quarrying sector , conducting OSH inspections, collecting OSH data and make analysis to show the situation of OSH in Mining and Quarrying sector;
- c) Rwanda Housing Authority will ensure the implementation of laws and policies in Construction sector related to OSH issues, conducting inspections on OSH for Construction Sector and collecting OSH data and making analysis to show the situation of OSH in Construction sector;
- d) Energy Water and Sanitation/EWS Ltd will be involved in implementation of laws and policies on OSH among Energy Water and Sanitation Sector, conducting inspections on OSH, collecting OSH data and making analysis to show the situation of OSH in Energy sector;

- e) Rwanda Standards Board will have the responsibility of developing standards on OSH;
- f) Rwanda National Police has the responsibilities of developing preparedness and response strategies for fire and Transport emergencies, awareness creation on OSH and collecting and analyzing OSH data for Transport and Fire sectors and provide the situation in these sectors;
- g) Rwanda Development Board will ensure that OSH is taken into consideration in prerequisites to obtain business permit, including OSH among guidelines of the Hospitality sector;
- h) Rwanda Education Board and The National Capacity Building Secretariat will play a role of providing trainings for OSH personnel.

III.2.3. Decentralized Structures/Local Government

Local Government structures (districts, sectors and cells) have the mandate to implement and coordinate Government policies and develop programs at their respective levels. Under decentralization context, the District Development Plans (DDPs) and District Performance Contracts (DPCs) are the main frameworks for planning, financing, and implementing service delivery.

Local Governments' development committees will be used to integrate OHS issues within local Government activities. For the implementation of the National Policy on OHS, the main role of local Governments will be to:

- (a) Raise awareness on OHS;
- (b) Conduct inspections on OSH;
- (c) Carry out a situational analysis to find out OHS problems;
- (d) Participate in developing and implementing National policies on OHS;
- (e) Strengthen existing district Organizations and set up Institutional coordination mechanisms; and
- (f) Provide trainings on OSH among workers and create awareness on OHS in communities and workplaces.

III.2.4. Employers' Organizations (PSF)

Employers' Organizations shall keep playing an important role of awareness raising on OSH among employers and conducting inspections on OSH.

III.2.5. Trade Unions, Workers' and Professional Associations

Trade Unions and Professional Associations will participate in awareness creation, mainstreaming OHS into policies and programs of workers' groups, monitoring risks and accidents, and promoting enforcement of OHS laws and advocating for employees' rights on OSH.

III.2.6. Civil Society Organizations

Civil Society Organizations will have the responsibility of creating awareness on OSH among their members and the population at large.

III.2.7. International and National Non-Governmental Organizations (NGOs)

NGOs will have the responsibility of creating awareness on OSH among their workers and the population at large and will reinforce and compliment Government interventions through advocacy, resource mobilization and programs implementation.

III.2.8. Action at undertaking/Enterprise Level

The enterprise shall provide and maintain all equipment that is necessary to perform work and all systems according to which work must be done, in a condition that will not affect the Health and Safety of employees. Protective equipment shall be provided where it is required to mitigate risks and hazards.

To ensure that these duties are complied with, the employer must:

- a) Take measures to protect employee's Health and Safety against hazards that may result from the production, processing, use, handling, storage or Transportation of articles/substances i.e. anything that employees come into contact with at work;
- b) Ensure that contingency officers' are equipped with the first aid kit that would be accessible to all employees in case of emergency;
- c) Identify potential hazards which may be present while work is being done, a product is being produced, processed, used, stored or Transported;
- d) Provide precautionary measures and means to implement the measures that are necessary for any equipment, which is being used to protect employees against hazards. This must be done by providing the necessary information, instructions, training and supervision while keeping the extent of employee's competence in mind. i.e. a list of what employees may and may not do;

- e) Take steps to ensure that every employee within his/her employment complies with the requirements of this Policy, enforce the necessary control measures in the interest of Health and Safety;
- f) Ensure that each employee is trained and understands hazards associated with the work he / she is performing;
- g) Ensure that Occupational Safety and Health precautionary measures are implemented and maintained.

III.2.9. Self-employed person

- a) The employer shall conduct his/her undertaking in such a manner as to ensure, as far as is reasonably practicable, that persons other than those in his/her employment who may be directly affected by his/her activities are not thereby exposed to hazards to their Health or Safety;
- b) Self-employed persons shall conduct his/her undertaking in such a manner as to ensure, as far as is reasonably practicable, that he/she and other persons who may be directly affected by his/her activities are not thereby exposed to hazards to their Health or Safety.

III.2.10. Employees themselves

It is the duty of all employees to:

- a) Take care of their own Health and Safety, as well as that of other employees who may be affected by their actions or negligence at work;
- b) Give information to Labour Inspectors and OSH staff MIFOTRA;
- c) Wear prescribed Safety clothing or use prescribed Safety Equipment where necessary;
- d) Report unsafe or unhealthy conditions to the employer or labour inspector as soon as possible;
- e) Report as soon as practically possible an incident that may affect their Health or cause an injury, they shall report that incident to the employer and authorized person or the labour inspector/OSH experts as soon as possible;
- f) Carry out any lawful order given and comply with the health and safety rules and procedures laid down by the employer or by any other authorized person in the interest of Health and Safety;
- g) Execute good housekeeping in the workplace and ensure that there is no Health and Safety hazard due to bad housekeeping; and
- h) Make sure that there is a place for everything and everything is in its place.

III.2.11. Partners in Development

Close collaboration with partners in development will enhance Government interventions on OSH. The GoR will work with International Agencies so as to mobilize necessary technical and financial support.

III.3. MONITORING AND EVALUATION

With a view to ascertaining and evaluating the impact of actions carried out in the implementation of the Policy, a gradual Monitoring and Evaluation will be done. Policy statements and strategic actions will be adjusted as and when necessary to changes dictated by various circumstances that will occur in the future. Moreover, it is important to evaluate the effectiveness of the proposed strategies and the progress achieved in their implementation as resources become available and programs and/or projects for the promotion of OSH are implemented.

MIFOTRA will develop systems for Monitoring and evaluating the performance of the all concerned Institutions to ensure that all programs and activities set are being achieved successfully. There will be a need to set up an information system with adequate and up to date data. It will also be necessary to establish progress benchmarks for all the programs and activities and define properly annual objectives and plans. The capacities of Actors in the field of monitoring and evaluation will also be strengthened.

The production and publication of periodic reports on the state of OSH will facilitate the evaluation of progress made in the promotion and management of OSH and will inform the adoption of the necessary measures as and when necessary.

III.4. FINANCING MECHANISMS

The implementation of OSH Policy needs a mult-sectoral approach and the integration of OSH issues in the programs of all Actors. Therefore, the financial implications for the implementation of OSH Policy will be shared by all Actors who have responsibilities.

All concerned Institutions will take the commitment to mainstream OSH issues in their programs. Hence, they will need to mobilize resources to implement their activities.

The allocation of resources will be made according to specific activities set by each Institution and these Institutions will be accountable for the use of resources. Joint actions (Government and its Partners) will be needed to advocate for resource.

IV. CONCLUSION

Occupational Safety and Health is a vital component for the economic development of any Country. Therefore, OSH promotion through protection of workers from any kind of Occupational injuries, diseases and fatalities will contribute greatly to the development of our Country. Due to the fact that OSH is a mult-sectoral discipline, the implementation of OSH Policy will need commitment by the Government and all concerned partners. To achieve this, all concerned Institutions need to mainstream OSH promoting strategies and programs into their annual programs as well as mobilizing resources to deliver these activities.

The Government of Rwanda in partnership with its partners has made enormous efforts in as far as OSH promotion is concerned. These efforts are reflected in laws and regulations as well as policies developed by the Government of Rwanda to promote OSH. Rwanda has also joined International dimension and ratified OSH related conventions even though the relevant general convention C155 is yet to be ratified.

All these efforts have greatly promoted OSH in the Country. However, statistics show that Occupational injuries, diseases and fatalities are still increasing in the Country. Hence, there is need of more efforts by the Government and all concerned Institutions to control these Occupational hazards. The implementation of OSH Policy will play a great role in promoting OSH in the Country. Therefore, ownership of OSH issues and ensuring compliance with OSH requirements by both Employers and Employees will at the Centre of OSH Promotion strategies. Moreover, all Concerned Institutions will need to play their roles effectively in the implementation of OSH Policy.

LOGICAL FRAMEWORK OF THE STRATEGIC PLAN AND BUDGET

The logical framework of the strategic plan highlights strategic objectives, outputs and activities to deliver these objectives and outputs. It also provides for indicators, means of verification, actors responsible, timeframe as well as the estimated budget to implement the activities.

Table 1: Logical framework of the strategic plan and budget

Outputs and Activities	Indicators	Means of verification	Actors responsible for implementation	Time/Year					Budget in USD
				1	2	3	4	5	
SO1: To Improve co-ordination and alignment of institutions roles and activities									
Output 1: Improving National OSH coordination among Central and District Institutions	100% of OSH activities are well coordinated in central and decentralized Institutions	MIFOTRA Annual Reports	MIFOTRA						
Activities									
1. Improve Institutional co-ordination for the	By 2018, Management of hazardous substances and risks at workplaces is improved	MIFOTRA, MINISANTE, MINIRENA, MININFRA,	MIFOTRA, MINISANTE, MINIRENA, MININFRA,						60,000

management of hazardous substances and risks at workplaces.		MINAGRI, MINICOM, RSSB, RNRA/GMD, RBS, EWS Ltd, Districts and GoR Partners Reports	MINAGRI, MINICOM, RSSB, RNRA/GMD, RBS, EWS Ltd, Districts and GoR Partners					
2. Clarify and, where appropriate, realign the roles and responsibilities of Government and Districts with workplace Health and Safety responsibilities, and strengthen inter-Institutional	By 2016, the flow and order of work, duties, responsibilities & competences of all OSH Actors are drawn up.	MIFOTRA Report	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA, RDB, RHA and GoR Partners					40,000

relationships at both central and district levels.								
3. Establishment of OSH steering committee in Public and Private institutions;	By 2016, steering committee in Public and Private institutions is established	MIFOTRA Report	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA, RDB, RHA, PSF, Trade Unions and other GoR Patners					30,000
4. Improving cooperation among Government	By 2018, Cooperation among Government Ministries/Agencies, Private sector federation	MIFOTRA, MINISANTE, MINIRENA, MININFRA,	MIFOTRA, MINISANTE, MINIRENA, MININFRA,					40,000

<p>Ministries/Age ncies, Private sector ederation and Trade Unions.</p>	<p>and Trade Unions is improved</p>	<p>MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA,R DB, RHA, PSF, Trade Unions and other GoR Partners Reports</p>	<p>MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions and other GoR Partners</p>						
<p>5. Increase joint planning by Government Institutions to ensure better co-ordination and alignment of work programs.</p>	<p>By 2017, joint planning in Government Institutions is increased</p>	<p>MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA,R DB, RHA, PSF, Trade Unions and other GoR</p>	<p>MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA and</p>						<p>40,000</p>

		Partners Reports	other GoR Partners					
6. Providing OSH advocacy to Policymakers from Central Government to Local Government.	By 2019, OSH is mainstreamed in activities of Government at Central and Local Levels.	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA,R DB, RHA, PSF, Trade Unions and other GoR Partners Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions and other GoR Partners					40,000
SO2: To harmonize laws and regulations, standards & guidelines on OSH								
Output 1: Evaluation of all OSH laws and regulations.	OSH laws and regulations are evaluated	OSH Laws and Regulations published in the Official Gazette	MIFOTRA					
Activities								
1. Studying and	By 2016, OSH laws and	Official Gazette and	MIFOTRA,					115,000

analyzing all OSH laws and regulations that are no longer in alignment.	regulations are aligned	specific regulations	MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions and other GoR Partners					
Output 2: Formulation of OSH laws and regulations.	100% of OSH laws and regulations are reformulated	MIFOTRA Report	MIFOTRA					
Activities								
1. Amendment of Law N° 13/2009 of 27/05/2009 regulating	By 2016, Law N° 13/2009 of 27/05/2009 and OSH Ministerial orders are amended	Official Gazette	MIFOTRA					55,000

labour in Rwanda, other Ministerial orders and regulations on OSH.									
2. Initiation of ratification of ILO conventions on OSH, which is, C187, C155, C161, and C81.	By 2016, ILO conventions on OSH, which is, C187, C155, C161, and C81 are ratified	MIFOTRA Annual Report on ratified conventions	MIFOTRA						45,000
Output 3: Formulation of implementing guidelines on OSH	Guidelines on OSH formulated and are implemented	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB,	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD,						

		RNP, EWS Ltd, RED CROSS/RWANDA, RDB, RHA, PSF, Trade Unions, RBS and other GoR Partners Reports	RSSB, RNP, EWS Ltd, RED CROSS/RWANDA, RDB, RHA, PSF, Trade Unions, RBS and other GoR Partners						
Activities									
1. Formulation of implementing specific regulations/guidelines on OSH by involving related technical institutions (in an integrated	By 2019, 100% of OSH Guidelines are formulated and implemented	Specific regulations from different institutions on OSH guidelines	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA						75,000

<p>manner) and by giving priority to industrial, Agriculture, forestry, Energy, Transportation, Mining, Construction and service sectors.</p>			<p>,RDB, RHA, PSF, Trade Unions, RBS and other GoR Partners</p>						
<p>Output 4: Developing OSH standards</p>	<p>OSH Standards are developed</p>	<p>OSH Guidelines Document</p>	<p>RBS,MIFOTRA,M INISANTE,MINIRENA,MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, and RHA,</p>						

Activities								
<p>1. Developing OSH National standards where need is demonstrated and putting them into Rwanda National Standards by involving Rwanda Standards Board (in an integrated manner).</p>	<p>By 2017, OSH Standards are developed</p>	<p>National OSH Standards Documents</p>	<p>RBS,MIFOTRA,MINISANTE,MINIRENA,MININFRA,MINAGRI,MINICOM,MIDIMAR,RNRA/GMD,RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, and RHA,</p>					<p>60,000</p>
<p>2. Monitoring implementation</p>	<p>By 2019, implementation of 90%</p>	<p>RBS Annual Reports</p>	<p>RSB and MIFOTRA</p>					<p>60,000</p>

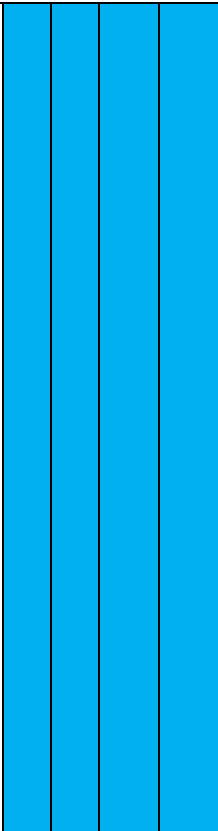
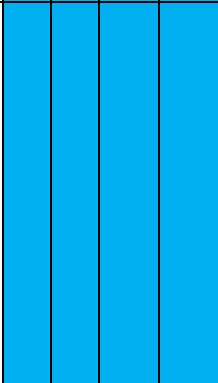
of National standards and reviewing National standards and codes.	of National OSH standards is monitored							
SO3: To improve the roles & functions of OSH inspection								
Output 1: Strengthening the roles and functions of OSH inspection department	Roles and functions of OSH inspection department are strengthened	MIFOTRA Report	MIFOTRA					
Activities								
1. Improving coordination among Public interdepartmental inspectors.	By 2019, inspections in Public Institutions are coordinated	MIFOTRA Reports	MIFOTRA					70,000

<p>2. Annual Report on inspection results & analysis is published and used as indicator of compliance in the implementation of OSH.</p>	<p>By 2019, analysis and Publication of annual inspection reports are made on annual basis</p>	<p>MIFOTRA Annual Reports</p>	<p>MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB and other GoR Partners</p>	<p>60,000</p>
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<p>Output2: Strengthening the roles and functions of human resources involved in OSH activities in order to develop OHS Skills.</p>	<p>By 2018, roles and functions of human resources involved in OSH activities are strengthened</p>	<p>MIFOTRA and Partners Annual Reports</p>	<p>MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB and other GoR Partners</p>						
Activities									
<p>1. Stocktaking of OSH inspectors, improving their quality & quantity at National and district levels.</p>	<p>By 2017, Quality and quantity of OSH inspectors are improved at National and district level</p>	<p>MIFOTRA Annual Reports</p>	<p>MIFOTRA, MINALOC, MINISANTE, MINIRENA, MININFRA, MINAGRI,</p>						<p>80,000</p>

			<p>MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB, Self- employed persons and other GoR Partners</p>					
<p>2. Capacity building of OSH Inspectors.</p>	<p>By 2016, 100% of OSH inspectors are trained on inspection skills</p>	<p>MIFOTRA Reports</p>	<p>MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED</p>					<p>90,000</p>

			CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB and other GoR Partners					
3. Integrating Health and Safety into vocational, professional and inspectorate training arrangements.	By 2019, OSH is integrated into vocational, professional and inspectorate training arrangements	MIFOTRA, MINEDUC and WDA Annual Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB and other GoR Partners					60,000

<p>4. Promoting the integration of OSH competencies into management training, including in small business.</p>	<p>By 2019, OSH competencies are integrated into management training, including in small business</p>	<p>MIFOTRA, PSF and Trade Unions annual Reports</p>	<p>MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB and other GoR Partners</p>		<p>120,000</p>
<p>5. Encouraging development of suitable OSH training resources.</p>	<p>By 2019, OSH training resources are developed</p>	<p>MIFOTRA, MINEDUC and PSF Reports</p>	<p>MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR,</p>		<p>70,000</p>

			RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB and other GoR Partners					
6. Researching improved methods of OHS skills development.	By 2019, 80% of OSH skills are developed	MIFOTRA, MINEDUC and PSF Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB and other GoR					90,000

			Partners					
SO4: To introduce Preventive Workplace Cultures								
Output1. Increase the recognition among business owners, directors and senior managers that Health and Safety benefits their business	100% of employers and workers are trained on the benefits of OSH in business	MIFOTRA and PSF Reports	MIFOTRA					
Activities								
1. Review the literature and conduct research into the business benefits of a preventive approach to workplace Health and	By 2019, 100% of employers and workers are trained on the benefits of prevention of workplaces hazards	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, PSF and Trade Unions					80,000

Safety.								
2. Develop and promote practical tools to help workplaces identify and quantify business benefits.	By 2019, 100% of employers are trained on how to identify and quantify OSH benefits in business	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, PSF and Trade Unions					70,000
3. Communicate the benefits of workplace Health and Safety to business owners, directors and senior managers through industry networks and	By 2019, 100% of business owners are communicated to OSH benefits through media	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS					65,000

business leaders.			Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB and other GoR Partners					
4. Promote more extensive reporting of Health and Safety performance in Public documents (such as annual reports), to enable benchmarking and encourage best practice.	By 2019, OSH performance is reported by Institutions on annual basis	MIFOTRA Annual Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB and other GoR Partners					30,000
Output2: Increase the	The commitment of	MIFOTRA, PSF and	MIFOTRA,					

<p>commitment and capability of managers to systematically and effectively manage workplace Health and Safety</p>	<p>managers is increased with regard to OSH management</p>	<p>Trade Unions Reports</p>	<p>MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB, Decentralized entities and other GoR Partners</p>						
<p>Activities</p>									
<p>1. Provide practical guidance and tools to support the systematic and effective</p>	<p>By 2019, 100% of employers and workers are trained on OSH management</p>	<p>MIFOTRA, PSF and Trade Unions Reports</p>	<p>MIFOTRA, PSF and Trade Unions</p>						<p>75,000</p>

management of Health and Safety.									
2. Increase the reach and effectiveness of incentive programs.	By 2019, reach and effectiveness of incentive programs is increased	MIFOTRA Report	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB, Decentralized entities and other GoR Partners						40,000

<p>3. Promote the systematic and effective management of Health and Safety through industry accreditation programs and industry training programs.</p>	<p>By 2019, industries are accredited and trained on OSH</p>	<p>MIFOTRA, MINICOM and RDB Reports</p>	<p>MIFOTRA, MINICOM and RDB</p>	<p></p>	<p>40,000</p>
<p>4. Build the capability of managers to manage effectively Health and Safety systems, particularly in small businesses and</p>	<p>By 2019, 100% of managers, especially from small businesses and high-risk industries are trained on OSH management</p>	<p>MIFOTRA, PSF and Trade Unions Reports</p>	<p>MIFOTRA, PSF and Trade Unions</p>	<p></p>	<p>80,000</p>

high-risk industries.								
5. Raise managers' awareness about the benefits of workplace Health and Safety, and about employers' legal obligations to provide safe working environments.	By 2019, 100% of managers are aware of legal obligations to provide safe working environments and its benefits	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, PSF and Trade Unions					70,000
6. Acknowledge excellence in Health and Safety	By 2017, recognition schemes and awards are developed	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA,					40,000

<p>management through recognition schemes and awards.</p>			<p>MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB, Decentralized entities and other GoR Partners</p>						
<p>Output3: Ensure that workers participate effectively in processes for improving workplace Health and Safety</p>	<p>By 2019, trainings are conducted on workers OSH at workplace</p>	<p>MIFOTRA, PSF and Trade Unions Reports</p>	<p>MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED</p>						

			CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB, Decentralized entities and other GoR Partners						
Activities									
1. Raise awareness about the benefits of employee participation, and also about employers' legal obligations to involve workers in workplace Health and Safety	By 2019, 100% of workers are trained on their participation in improving workplace Health and Safety	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB, Decentralized entities and other						90,000

			GoR Partners					
2. Build the capability of Health and Safety representatives through training	By 2019, 100% of Safety representatives are trained on OSH	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, PSF and Trade Unions					70,000
3. Provide practical guidance for workplaces on employee-participation systems and practices to support effective involvement of workers in Health and	By 2019, 100% of workers are provided with practical guidance on OSH matters	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, PSF and Trade Unions					80,000

Safety matters								
4. Recognize the role that Health and Safety representatives play in the workplace, and provide them with support, resources, and practical tools	By 2017, 100% of Health and Safety representatives are provided with required resources and practical tools	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB, Decentralized entities and other GoR Partners					110,000
5. Promote and enforce legal requirements relating to employee-	By 2019, 100% of employers and workers are aware of legal requirements relating to employee-participation	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI,					120,000

<p>participation systems</p>	<p>systems</p>		<p>MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, RSB, Decentralized entities and other GoR Partners</p>						
<p>Output4: Implementing OSH in the Government sector</p>	<p>Government sector is implementing OSH</p>	<p>MIFOTRA Annual Reports</p>	<p>MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA</p>						

			,RDB, RHA, RSB, Decentralized entities and other GoR Partners						
Activities									
Mainstreaming OSH into Government Institutions Activities	By 2017, OSH is mainstreamed into 100% of Government Institutions	MIFOTRA Annual Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, RSB, Decentralized entities and other GoR Partners						
SO5: To maintain and enhance OSH competence									
Output1:	OSH information is	MIFOTRA,	MIFOTRA,						

Dissemination of information on OSH	disseminated	MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWSA, RED CROSS/RWANDA,R DB, RHA, PSF, Trade Unions, Civil Society, NGOs, RBS and other actors' Reports	MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, Civil Society, NGOs, RBS and other actors						
Activities									
1. Organizing OSH Day every 28 April & filling it with activities aimed at	By 2019, OSH Day is organized on 28 April annually	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, PSF and Trade Unions						50,000

disseminating and informing the general Public on OSH.									
2. All effort made to encourage all the media to have a special section/ column on OSH.	By 2018, 100% of media are encouraged to disseminate the information on OSH	MIFOTRA, RBA and PSF Reports	MIFOTRA, RBA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA, RDB, RHA, PSF, Trade Unions, Civil Society, NGOs, RSB and other GoR Partners						10,000
Output2:	OSH competence	MIFOTRA,	MIFOTRA						

Establishment of OSH competence standards & OSH training institutions	standards and training institutions are established	MINEDUC and PSF Reports						
Activities								
1. Establishing research priorities, cooperative arrangements and network.	By 2019, Research on OSH is promoted	MIFOTRA, MINEDUC and PSF Reports	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA, RDB, RHA, PSF, Trade Unions, Civil Society, NGOs, RSB and other GoR Partners					50,000
2. Exploring	By 2019, partnerships	MIFOTRA annual	MIFOTRA,					30,000

<p>partnerships between areas concerned with Public and Occupational Health.</p>	<p>with OSH partners is improved</p>	<p>Reports</p>	<p>MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA, RDB, RHA, PSF, Trade Unions, Civil Society, NGOs, RSB and other GoR Partners</p>						
<p>3. Improving communication with National and International OHS research bodies.</p>	<p>By 2019, Communication with National and International OSH bodies is improved</p>	<p>MIFOTRA and PSF Reports</p>	<p>MIFOTRA, MINEDUC, PSF and other GoR Partners</p>						<p>40,000</p>

<p>4. Developing Rwanda National Standards of Occupational Competence in OSH.</p>	<p>By 2019, Rwanda National Standards of Occupational Competence in OSH are developed</p>	<p>MIFOTRA Annual Report</p>	<p>MIFOTRA and RSB</p>						<p>50,000</p>
<p>Output3: Introduction of OSH in all sectors through websites, books, trainings and other mediums</p>	<p>Awareness on OSH is raised to all sectors</p>	<p>MIFOTRA, PSF and Trade Union Reports</p>	<p>MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA ,RDB, RHA, PSF, Trade Unions, Civil Society, NGOs, RSB and other GoR</p>						

			Partners						
Activities									
1. Introduction of OSH budget to Government	By 2019, OSH is mainstreamed in National budget annually	MIFOTRA and MINECOFIN Reports	MIFOTRA and MINECOFIN						30,000
2. Introduction of OSH to employers & workers	By 2019, awareness on OSH is raised among 100% of employers & workers	MIFOTRA, PSF and Trade Unions Reports	MIFOTRA, PSF and Trade Unions						90,000
3. Introduction of OSH from early age, school age until university.	By 2019, awareness on OSH is raised from primary school to University	MIFOTRA, MINEDUC and other partners Reports	MIFOTRA, MINEDUC and other partners						50,000
4. Improving the role of professional Organizations	By 2019, the role of professional Organizations is strengthened	MIFOTRA and RGB Annual Reports	MIFOTRA, RGB and PSF						20,000

5. Improving the competence of OSH practitioners	By 2018, 80% of the competence of OSH practitioners is strengthened	MIFOTRA, MINEDUC and PSF Report	MIFOTRA, MINISANTE, MINIRENA, MININFRA, MINAGRI, MINICOM, MIDIMAR, RNRA/GMD, RSSB, RNP, EWS Ltd, RED CROSS/RWANDA, RDB, RHA, PSF, Trade Unions, Civil Society, NGOs, RSB and other GoR Partners						38,000
SO6: To establish and implement the integrated OSH information system									
Output: Establishment of integrated National OSH information	Integrated National OSH information system is established	MIFOTRA Annual Reports	MIFOTRA, NISR and other GoR Partners						

system								
Activities								
1. Develop integrated information system for more effective processes of sharing data and information between Government and districts	By 2018, Integrated OSH information system is developed	MIFOTRA Report	MIFOTRA and other partners					110,000
2. Extending data coverage	By 2019, Data is covered in the Country annually	MIFOTRA Report	MIFOTRA and other partners					150,000
3. Developing consistent definitions and measurement	By 2017, clear definitions and measurement principles are developed	MIFOTRA Report	MIFOTRA, NISR, RSSB and other partners					20,000

principles								
4. Extending systems to allow timely reporting and provision of information.	By 2017, OSH reporting system is developed	MIFOTRA Report	MIFOTRA, PSF and Districts					50,000

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