

REPUBLIC OF RWANDA



MINISTRY OF INFRASTRUCTURE (MININFRA)

P.O.BOX 24 KIGALI

RWANDA ENERGY GROUP (REG)

Rwanda Energy Access and Quality Improvement Project (EAQIP)

(Project Number P172594)

Final Report

Labor Management Procedure (LMP)

Kigali, August 2020

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LIST OF ABBREVIATION AND ACRONYMS

EDCL	: Energy Development Corporation Limited
EPC	: Engineering Procurement and Construction
ESIA	: Environmental and Social Impact Assessment
ESS	: Environmental and Social Standard
GBV	: Gender-Based Violence
GIS	: Geographical Information System
IDA	: International Development Association
ILO	: International Labor Organization
KIAC	: Kigali International Arbitration Centre
LPM	: Labor Management Procedures
MIFOTRA	: Ministry of Public service and labor
MININFRA	: Ministry of Infrastructure
NST1	: National Strategy for Transformation one
PIU	: Project Implementation Unit
PMP	: Project Management Professional
REQIP	: Rwanda Energy Access and Quality Improvement Project
REG	: Rwanda Energy Group
RESSP	: Rwanda Electricity Sector Strengthening Project
SEA	: Sexual Exploitation and Abuse
SH	: Sexual Harassment
STDs	: Sexually Transmitted Diseases
SWG	: Sector Working Group
WB	: World Bank

EXECUTIVE SUMMARY

Rwanda is recognized as a leading reformer in Sub-Saharan Africa but remains one of the poorest countries in the world with significant infrastructure investments needed for its socio-economic development. Rwanda's annual gross domestic product (GDP) growth has averaged 7.2 percent in the last decade. Rwanda has also been a frontrunner among African economies in the Doing Business indicators: it moved from a global rank of 148 in 2008 to 38 in 2020, which is second in Sub-Saharan Africa after Mauritius. However, GDP per capita, which stood at US\$773 in 2018, remains substantially below the average for Sub-Saharan Africa, and Rwanda remains one of the poorest countries in the world. Infrastructure gaps, including electricity, remain substantial. The recent economic performance in Rwanda has continued to be robust, with low risk of debt distress. In 2018, the economy expanded at a brisk pace, achieving 8.6 percent growth, the highest on the continent and well above Rwanda's average growth of the past 10 years of 7.2 percent. Investments were the main driver of growth expanding by 23.5 percent supported by strong public investments. After a stagnation in 2016 and 2017, private consumption grew by 6 percent. Contribution of net exports to the growth, however, turned negative in 2018 as Rwanda's export sector was not able to maintain the strong momentum achieved in 2017. Public and publicly guaranteed debt stood at 53 percent of GDP in 2018, much of it external. The World Bank and other Development partners in collaboration with Government of Rwanda are developing the project called RWANDA Energy Access and Quality Improvement Project (EAQIP) which will be implemented by Project Implementation Unit under EDCL and Renewable Energy Fund in BRD (Banque Rwandaise de Developpement). The implementation Unit has prepared a series of the instruments to be used as guidance of the project implementation including the Labor Management Procedures (LMP) in accordance to the Environmental and Social Framework (ESF) as requirements of the donor, the ESF has several standards to be followed during the preparation of the safeguards documents, for this LMP, the Environmental and Social Standards two (ESS2) related to Labor and Working conditions will be triggered under this project.

ESS2 recognizes the importance of employment creation and income generation in the pursuit of poverty reduction and inclusive economic growth. Client can promote sound worker-management relationships and enhance the development benefits of a project by treating workers in the project fairly and providing safe and healthy working conditions. Project workers will be provided with information and documentation that is clear and understandable regarding their terms and conditions of employment.

Project Description

The proposed Rwanda Energy Access and Quality Improvement Project (EAQIP) is a large energy sector investment financing project to support the Government of Rwanda's energy access objectives during the period of the National Strategy for Transformation (NST1; 2017-2024). Project would have a total volume of an estimated US\$ 288 million. The total IDA investment would be US\$150 million and US\$ 10 million grant from Clean Cooking Trust Fund (CFF) , spread across four components of i) increasing grid electrification, ii) enhancing the efficiency of electricity service, iii) increasing access to off-grid electricity and clean cooking solutions, and iv) technical assistance, institutional capacity building and implementation support.. The project will also receive the funds from other development partners where AFD loan of EUR 80 million and the OPEC Fund for International Development and the Saudi Fund for Development with US\$ 40 million investment financing. The grid-related and technical assistance components will be implemented by the Electricity Access Rollout Program (EARP) Project Coordination Unit (PCU) in Energy Development Corporation Limited (EDCL), which has demonstrated its effectiveness under the Electricity Access Scale-up and Sector Wide Approach (SWAp) Development Project (EASSDP) project (IDA16). The off-grid and clean cooking components will be implemented by the Renewable Energy Fund (REF) a PIU in the Development Bank of Rwanda (BRD).

WBG & AFD (joint co-financing) will fund in Gicumbi, Musanze, Rulindo, Burera of Northern province and Ngororero, Nyabihu, Rubavu, Karongi, Rusizi, Rutsiro, Nyamasheke districts of Western province. SFD and OFID (under parallel co-financing) will fund in Gakenke (District of Northern Province) Muhanga and Kamonyi Districts of Southern province. All 14 Districts composing the three Provinces of Rwanda namely South, North and Western Provinces will be covered by this project to meet the NST1 targets by 2024.

Project Components

- Component one (1) Increasing access to grid electricity

Rwanda's ambition, outlined in the NST1, is to achieve a grid access rate of 52% by 2024; and to meet this ambition, the ESSP projects a financing need of US\$ 590 million (to connect all households and productive use connections) between 2019/20 and 2023/24. It is against this background that REG has targeted an annual connection rate of 200,000 between 2020 and 2024 (including households and enterprises). It is estimated that the average unit connection cost, including backbone infrastructure, is around US\$603-US\$758, projecting an annual financing need ranging between US\$120 million - US\$150 million. This

component will provide continued support to Rwanda’s electricity access program, the EARP. The component provides financing towards grid connections of new consumers, including financing of grid extensions and consumer connections.

Electrification investments under the NST1 are being guided by a state-of-the-art geospatial National Electrification Plan (NEP) prepared in 2019, which lays out the areas to be electrified by the grid by 2024 and those where off-grid solutions will step in before the grid arrives. During 2017 – 2018, the GoR developed a NEP, which defines a combination of extension and densification of the national grid and deployment of off-grid solutions throughout the country to expand electricity access while optimizing the costs of access expansion. The NEP takes into account the country’s unique geography, high population density, and existing grid coverage, and uses geospatial electrification planning algorithms to find cost-efficient ways of expanding electricity access. Considering the 2024 target of 52 percent on-grid and 48 percent off-grid access as an input, the NEP defines a combination of extension of the national grid and deployment of off-grid solutions throughout the country that represents the least-cost option to supply forecasted demand for the 2018-2024 period.

- Component two (2) Enhancing the Efficiency of Electricity Service

Sub-Component 2a: Rehabilitation of Ntaruka Hydro Power Plant (HPP)

This sub-component proposes to improve, in a low-cost manner, to the efficiency of the power system through the rehabilitation of low-cost renewable energy generation capacity, which is an important part of the NST1 and ESSP. The first priority of the ESSP is “Support continued economic development and growth in household electricity access through least-cost expansion of electricity generation capacity”, with one of the targets under this priority being security of supply¹.

The Ntaruka HPP, located in Kinoni sector, Burera District, Northern Province at 25km from Musanze town towards Cyanika, at the border with Uganda, has been in operation since 1959. The Plant has an installed capacity of 11.25MW but is currently only capable of operating at a capacity of 9MW and generates on average 22 GWh annually. Based on its age and current performance, it has been found necessary to rehabilitate the power plant to restore the plant capacity to its installed capacity and upgrade the control systems and other electro-mechanical equipment. After rehabilitation, the Ntaruka HPP is expected to generate 27.65 GWh in average hydrological conditions and produce peak power up to 12.3 MW.

¹ ESSP 2018/19-2023/24: “The HLTOs presented in this ESSP represent the key indicators to be measured. These cover vital sector issues such as generation capacity, access, efficiency and security of supply”.

Rehabilitation of the Ntaruka HPP gives the utility the opportunity to enhance the stability and security of renewable energy supply while using a source of energy with a very low variable cost.

The main rehabilitation works proposed include: concrete surface treatment (civil works); sandblasting and paintings of trash racks and intake gates, procuring and installing a new gantry crane, installing new guide vanes for the inlet valve (hydraulic steel structures); replacing the shafts of the 3 turbines, repair of spiral casings and runners from cavitation, replacing the 3 generators, sandblasting and paintings of draft tubes (electro-mechanical works); replacing the fire fighting and excitation systems, carrying out heavy maintenance to the 3 step-up transformers and replacing the switchgears (electrical works).

Sub-Component 2b: Investments to Improve Stability and Reliability of the Power System

Although investments in new infrastructure and upgrade of existing infrastructure have enhanced system reliability and efficiency, there is still considerable scope for improvement. Projects such as the World Bank funded RESSP have contributed to reducing the System Average Interruption Duration Index (SAIDI) from 44 hours in 2017 to 26 hours in 2018-19, and the System Average Interruption Frequency Index (SAIFI) from 265 in 2017 to 49 in 2018-19. While these improvements are substantial, the reliability of electricity supply is not yet at levels that underpin a robust industrial growth. Similarly, at 19%, the transmission and distribution losses of the power sector in Rwanda still illustrate poor operational efficiency and are also a direct source of lost revenues through unbilled electricity. Poor quality of electricity services hinders economic growth as well as undermines consumer confidence in the utility, making application of cost-reflective tariff rates difficult and, in effect, harming financial sustainability of the power sector. Improving the quality and reliability of electricity services and reducing transmission and distribution losses are also imperative to help reap the benefits of expanding electricity connections.

Component three (3) Increasing Access to Off-Grid Electricity and Clean Cooking Solutions

Sub-Component 3a: Increasing Off-Grid Electricity Access

The NEP foresees a major role for off-grid electrification—reaching 48 percent of the population by 2024—as transitory solution before the grid arrives. The grid is eventually expected to cover almost the entire population of Rwanda, however, expansion of the grid in the medium term is constrained by high capital cost due to the country’s hilly terrain. Off-grid solutions, with their lifetime of 5-8 years, are meant to ensure that households are not deprived from electricity service during the transition period towards full grid electrification. For the same reason, large scale deployment of mini-grids is not considered to be a viable medium-to long-term electrification option, given their longer investment horizon (as compared to solar

home systems) and higher per unit cost of electricity (as compared to the eventual provision of grid-electricity).

Sub-Component 3b: Increasing Access to Clean Cooking Solution

MININFRA recently approved an ambitious new Biomass Energy Strategy (2019-2030) and an amendment to its NDC, with targets of reducing the percentage of households that use firewood for cooking from the baseline value of 79.9% in 2017 to 42% by 2024, and phasing-out the use of charcoal in urban areas. The clean cooking agenda has been recently moved to MININFRA and REG/EDCL have the mandate to implement it. The Rwanda Standards Board (RSB) is tasked with certifications and setting standards for cooking products and a testing lab is currently under development. In October 2019, MININFRA published the Biomass Energy Strategy: A Sustainable Path to Clean Cooking 2019-2030. In May 2020, the Government updated its Nationally Determined Contributions under the Paris Agreements which includes promoting the use of efficient cook stoves as a mitigation measure since cooking accounts for 14% of the GHG emissions from the energy sector.

Component four (4): Technical Assistance, Institutional Capacity Building and Implementation Support

This component will support project implementation, capacity building, technical assistance, impact evaluation studies and advisory services. Recognizing that the PCU resources may be constrained by the large volume of activities required of the project, the project will support additional staff in EDCL, staff in the PCU, supervision consultants to assist in effective and efficient project delivery, and sector consultants to continue to support sector management and coordination. This sub-component will therefore directly support payment of supervision consultants to help EDCL in project oversight; key functions within the PCU and EDCL departments that are hired to support the implementation of the project; and the sector working group secretariat to support project implementation and sector management and coordination.

The sub-component will also support technical assistance where required. These will include sector studies aimed at improving the efficiency of sector performance, impact evaluation studies to help the sector make appropriate decisions during and after project/program implementation, feasibility studies, and policy and advisory notes required to inform sector decisions. Rationale of the Labor Management Procedure

The energy project requires the civil works activities where the use of labor is inevitable, the ESS2 intervene to align the labor management and working conditions. Therefore, as per World Bank Environment and Social Framework (ESF) specifically ESS2 requires Working conditions and management of workers

relationship including terms and conditions of employment, nondiscrimination and equal opportunity, workers organizations; protecting the workforce including child labor and minimum age and forced labor; grievance mechanism and Occupational Health and Safety (OHS). Environmental and Social Framework of the World Bank, and its Environmental and Social Standard 2 which scope includes, labor and contracts; Management of workers; Occupational Health and Safety; Accesss of information and grievances mechanisms.

Legal and regulatory Framework

- LAW N° 66/2018 OF 30/08/2018 regulating labor in Rwanda
- National Strategy for Transformation (NST1; 2017-2024)
- Law N°57/2018 of 13/08/2018 on Immigration and Emigration in Rwanda
- Ministerial instructions no 01/2017 of 17/11/2017 relating to prevention and fight against child labor;
- Ministerial Order N°02 of 17/05/2012 sufficiently provides conditions for Occupational Health and Safety;
- Law no 37/2016 of 08/09/2016 determining organization, jurisdiction, and competence and functioning of Abunzi committee;
- Law N°62/2018 of 25/08/2018 governing Public Procurement in Rwanda.
- WB-ESF, Environmental and Social Standard 2 (ESS2): Labor and Working Conditions;
- Fundamental principles and rights to work of 1998;
- International treaties or conventions including ILO.

Typology of the workers under EAQIP

The project workers will include the following categories:

Direct workers:

These are the existing PIU staff and any other that might be recruited under this project who will be in charge of the implementation of the project activities for all project components. All direct project workers will be governed by national labor law number 66/2018 of 30/08/2018 and they will all have an equal access to grievance redress mechanism as bylaw stipulated.

Contractor's workers:

The contractor's workers will be composed of managers, engineers, safeguards (Environmental and Social), technicians and casual workers, the project will be implemented as EPC approach and it is expected to be implemented in different Administrative Districts of Rwanda.

Local or community workers

The local workers to be recruited will include skill and unskilled qualification and they will be governed by Rwanda Labor law N° 66/2018 of 30/08/2018. Labor and contracting legal and regulatory framework

The WB ESS2 on labor and working conditions and national labor requirements have been developed in the entire documents to guide the implementation of the labor management procedures for all phase of the project, several articles of the labor law and other regulations have been exploited to improve this LMP in accordance to the World Bank Requirements.

Anticipated labor key risks

Workers at construction sites are likely to face risks resulting from unsafe work, unsafe working place, unsafe act and unsafe behavior. The likely risks to be faced by workers at construction sites include the following:

Injuries: This is as risk for workers at construction sites and this may result from one of the possible causes such as contact with equipment or falling objects, slips or falls, overexertion, general transportation or exposure to harmful substances. **Electrocutions and arc fault burns:** This is a risk faced during energization or while power testing. **Overhead Power Lines:** Overhead powered and energized electrical lines have high voltages which can cause major burns and electrocution to workers. **Inadequate Wiring and Overloaded Circuits:** Using wires with inappropriate size for the current can cause overheating and fires to occur. Use the correct wire suitable for the operation and the electrical load to work on. **Car/motorcycle accidents:** This risk can happen at the time of transporting construction materials or monitoring activities. **Upper or lower Respiratory Tract Infections:** Construction sites are a throng of activity and kick up dust; an often invisible. **Damaged Insulation:** Defective or inadequate insulation is a hazard. Be aware of damaged insulation and report it immediately. **Environmental hazards (snakes, wasps, bees, etc.):** this should happen when the workers are placed in the bush, forest and other exposed area with environmental hazards, GBV/SH, discrimination/non-inclusion of certain groups, labor influx, disagreement on contracts at implementation, conflict. The mitigations have been shown along with the key risk and detailed risk mitigation will be developed during the project implementation by the contractor.

Terms and conditions of hiring and employment

Terms and conditions of hiring have been shown and the contents are highlighted in the entire documents based on non-discrimination and equal opportunity, workers' organizations, Age of employment, the verification of the age of project workers will follow the below process, Procedure to be followed if

underage workers are found working on the project. this was reviewed specifically on employment contracts, Wages, Working hours, and Collective agreement

Grievance redress mechanism

The grievance redress mechanism is related to the workers and the grievance in case of GBV and grievance process if non-labor related matter involving the project workers. The figure two of this LMP demonstrate the Workers Grievance Redress Mechanism. The project grievance mechanism will not impede workers or project affected people's access to the legal system. Local communities have existing traditional and cultural grievance redress mechanisms (Abunzi committees) established and regulated by law no 37/2016 of 08/09/2016 determining organization, jurisdiction, and competence and functioning of Abunzi committee (adjudication/mediation committees).

Primary supply workers

The primary supply workers has been identified, the procedure for monitoring and reporting on primary supply workers, in the event of identification of child labour cases, it will be reported to concerned authorities. In other hand where foreign suppliers would be contracted, contractors will be required to inquire during their procurement process whether the supplier has been accused or sanctioned for any of these issues and their corporate requirements related to child labor, forced labor, and safety.

Contractors management

The contracts with selected contractors will include provisions related to labor and occupational health and safety, as provided in the World Bank Standards Procurement Documents 2018 and law N°62/2018 of 25/08/2018 governing Public Procurement in Rwanda. The Supervision Consultant will manage and monitor the performance of Contractors in relation to contracted workers, focusing on compliance by contractors with their contractual agreements (obligations, representations, and warranties).

Labor management procedures performance monitoring

The purpose of labor performance monitoring is to determine if the outputs, deliveries and schedules planned have been reached so that action can be taken to correct the discrepancies as quickly as possible. A set of the monitoring indicators has been established by the Government of Rwanda and will be monitored on regular basis to assess the compliance by the implementers of this labor management procedures.

I. INTRODUCTION

The Labor Management Procedures (LMP) for the instrument is part of a manual for the environmental and social management framework of the RWANDA Energy Access and Quality Improvement Project (EAQIP) is prepared following the requirements of the Labor, Occupational Health and Safety, contracting of worker's regulations of Rwanda and the Environmental and Social Framework of the World Bank, in particular the Environmental and Social Standard 2 (ESS2).

The present Procedure is being prepared by a team of the Government of Rwanda (Ministry of Infrastructure and Rwanda Energy Group, a subsidiary of Energy Development Corporation Limited) to set up the mandatory procedures to be followed in the implementation of the EAQIP project interventions in relation to labor, health and safety, among other topics. The agreements, protocols and procedures here described are mandatory for the implementation of EAQIP, thus all team members hired and assigned to work in the project will have to comply with this document and ensure its application during the project lifetime (5 years).

The LMP defines the Labor Management procedures as required by the Environmental and Social Framework of the World Bank, and its Environmental and Social Standard 2 which scope includes:

- Labor and contracts;
- Management of workers;
- Occupational Health and Safety;
- Accesss of information and grievances mechanisms.

ESS2 recognizes the importance of employment creation and income generation in the pursuit of poverty reduction and inclusive economic growth. Client can promote sound worker-management relationships and enhance the development benefits of a project by treating workers in the project fairly and providing safe and healthy working conditions. Project workers will be provided with information and documentation that is clear and understandable regarding their terms and conditions of employment. The information and documentation will set out their rights under national labor and employment law (which will include any applicable collective agreements), including their rights related to hours of work, wages, overtime, compensation and benefits, as well as those arising from the requirements of the ESS2. This information and documentation will be provided at the beginning of the working relationship and when any material changes to the terms or conditions of employment occur.

II. PROJECT DESCRIPTION

The proposed Energy Access and Quality Improvement Project (EAQIP) project is a large, multi-donor energy sector investment financing program to support the Government of Rwanda's energy access objectives during the period of the National Strategy for Transformation (NST1; 2017-2024). The multi-donor program will have a total volume of an estimated US\$ 550 m. The total IDA investment would have US\$150 million, spread across four components of grid electrification, improving grid reliability and efficiency, advancing off-grid energy and clean cooking, providing technical assistance, capacity building and implementation support. The estimation of the assets of the project is estimated to construct Medium Voltage lengths 3,920 of Km and Low Voltage lengths of 9,265 Km. The grid-related and technical assistance components will be implemented by the Electricity Access Rollout Program (EARP) Project Implementation Unit (PIU) in Energy Development Corporation Limited (EDCL), which has demonstrated its effectiveness under the Electricity Access Scale-up and Sector Wide Approach (SWAp) Development Project (EASSDP) project (IDA16). The off-grid and clean cooking components will be implemented by the Renewable Energy Fund (REF) PIU in the Development Bank of Rwanda (BRD).

2.1. Project components

- Component one (1) includes investment in grid connections for households, commercial and industrial consumers, and public institutions, under this component, the project will involve civil works of on-grid connection for a portion of the currently unelectrified households across different parts of the Country. These activities will involve the use of labor during the implementation; hence the labor management procedures will be applied.
- Component two (2) investments are related to improving grid stability and operation efficiency investments, which will cover the following: rehabilitation of an old domestic hydropower plant (HPP) called Ntaruka, built on the Mukungwa River (one of the tributaries of the Nyabarongo River which drains to the Akagera River that, in turn, discharges into Lake Victoria), to contribute to the security of renewable energy generation in Rwanda, installation of automatic voltage regulators on 220kV to reduce voltage rises due to low loading on 220kV, installation of power system stabilizers and governing systems on main generators, building GIS system and completing installation of smart metering for all distribution transformers and medium/large customers. Associated facilities for this project particularly in relation to components one and two will be considered; and the ESIA process will address them during the project preparation. The associated

facility under the above components are meant storage, transmission, handling, or other related and supporting facilities connecting an energy plant with the existing energy supply or distribution system, including, but not limited to, communications, controls, mobilizing or maintenance equipment. The included activities will involve the use of labor during the implementation; hence the labor management procedures will be required.

- Component three (3) is related to catalyzing private sector investment in off-grid energy and clean cooking and under this component investment will be in the following areas, results-based financing for (a) off-grid solar connections to reach poorer more remote areas and (b) clean cooking solutions.

- Component four (4) is about technical assistance (TA), institutional capacity building and implementation support. Investment under this component will include TA to address sector performance improvements and forward-looking options for sector development; capacity building in planning, skills development, audit, social risk management and compliance; and finally, implementation support. As part of the TA, extensive support will also be provided on the clean cooking component of the project, particularly on policy and regulatory improvement and entrepreneurship development, including targeted training for women entrepreneurs.

As this project will require the involvement of workers, in compliance to ESS 2 of the World Bank, the Ministry of Labor has prepared a Labor Management Procedures (LMP) for better implementation of its activities, in compliance with the Rwanda Labor Law and ESS 2.

The purpose of this LMP is to facilitate planning and implementation of the project in compliance to ESS 2 and the Rwanda Labor Law. The LMP identifies the main labor requirements and risks associated with the project and help to determine the resources necessary to address project labor issues. This LMP has been designed following national and international best practices in terms of labor standards and policies, Occupational Health and Safety (OHS), workplaces conditions, Child Labor and employment in general.

However, for the implementation of this project, Rwanda Energy Group will use the Engineering Procurement and Construction approach for construction works where the contractor will supply the material and construct the electrical lines as long as the connection of the centers and households. the engineering, Procurement and construction contractor will carry out the detailed engineering design of the project, procure all the equipment and materials necessary, and then construct to deliver a functioning facility to EDCL. The works for the whole project includes the

construction of power lines and connect households, rehabilitation of NTARUKA Hydro Power Plant (HPP), Catalyzing private investment in off-grid energy and clean cooking and Capacity building among others. Therefore, the contractor will hire the workers at countrywide either skilled or unskilled, man and women who will be paid equally depending on the service delivered and the staff level at market rate.

This LMP may be reviewed and updated throughout development and implementation of the project based on the working condition and the sites where the project activities will be implemented.

2.2. Proposed Project Development Objective

Improve access to energy and efficiency of energy service delivery to households, businesses and public institutions in Rwanda.

III. OBJECTIVES OF THIS LABOR MANAGEMENT PROCEDURES

A Labor Management procedure is one of the key instruments required under the World Bank ESF under its standard ESS2. The LMP will guide the project on how to minimize potential labor risks during the project implementation, such labor risks include labor influx, child labor, associated Gender based violence, occupation health and safety risks and any other employment risk.

This Labor Management Procedures will follow the objectives set up in the ESS2:

Objectives

- To promote safety and health at work.
- To promote the fair treatment, nondiscrimination and equal opportunity of project workers.
- To protect project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contracted workers, community workers and primary supply workers, as appropriate.
- To prevent the use of all forms of forced labor and child labor.
- To support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law.
- To provide project workers with accessible means to raise workplace concerns.

The LMP applies to all Project workers whether full-time, part-time, temporary, seasonal or migrant workers. The LMP is applicable, as per ESS2 (Labor and Working Conditions) to the Project in the following manner:

- People employed or engaged directly by the GoR to work specifically in relation to the Project, recruited in accordance with the normal recruitment procedures of contractual staff in public service.
- People employed or engaged by contractors to perform work related to core function of the project.
- People working in borrow pits, quarry sites and construction materials suppliers in general.

IV. INSTITUTIONAL ARRANGEMENTS AND CAPACITY FOR IMPLEMENTATION OF LMP

To ensure successful management of project workers there is a need to clearly define roles and responsibilities of key players and stakeholders from the national to community level.

4.1. Implementation Labor Management procedures at PIU Level

RWANDA Energy Access and Quality Improvement Project will largely retain the existing implementation arrangements as under the ongoing Rwanda Electricity Sector Strengthening Project, but the small change is included under this project where the District will have a dedicated staff for the facilitating and supporting the implementation of the activities. Overall project coordination will remain the responsibility of MININFRA through REG given its institutional mandate for policy and coordination on energy sectors. There will be 2 Project Implementing Unities (PIUs) at national level to oversee the implementation of the component 3.

The PIU at national level include Energy Development Corporation Limited -EDCL which will lead the technical implementation and Rwanda Renewable Fund-REF under RWANDA Development Bank-BRD which will administer the results and perform payments to companies in this component 3.

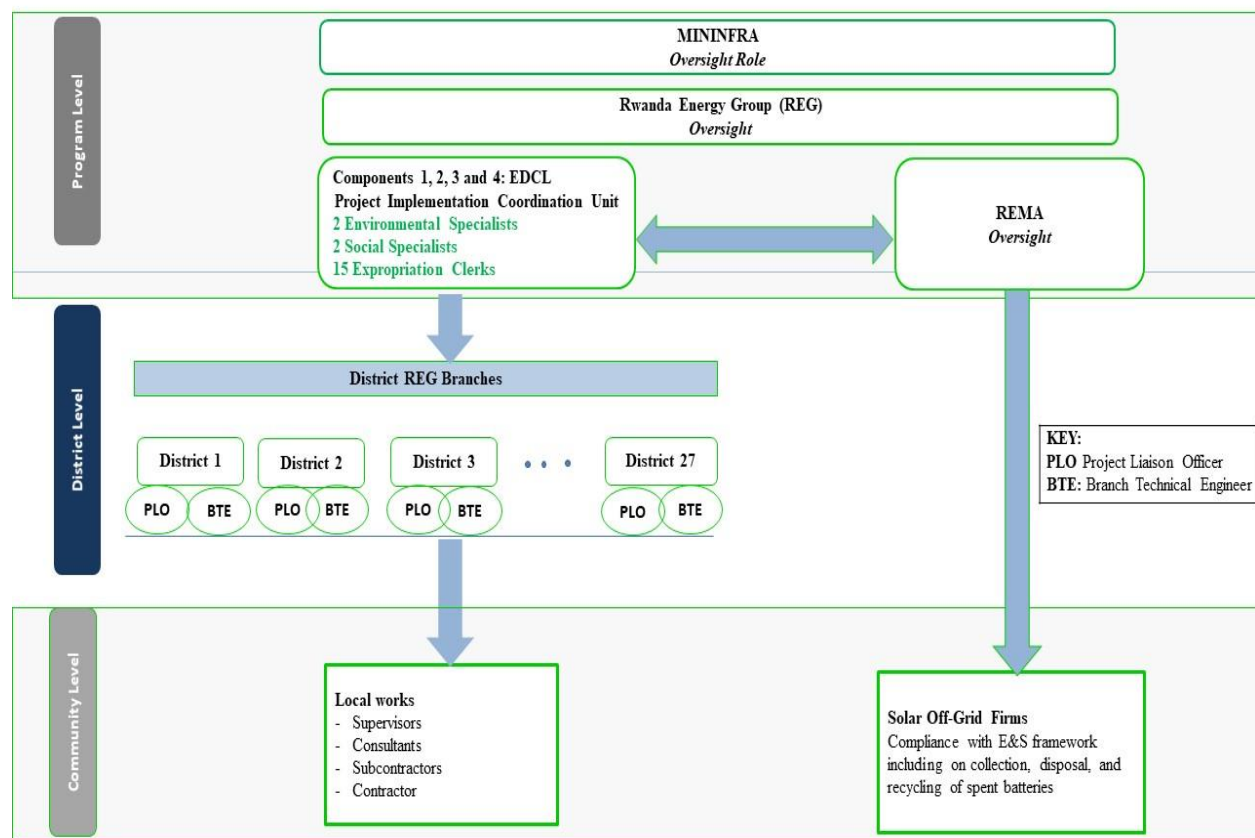
Both PIUs will have an Environmental and Social Management Unit comprising an Environmental Specialist and a Social Safeguards Specialist who will be in charge of overseeing the implementation of the LMP and other Safeguards related subjects. At EDCL and REF, there will be an Environmental and Social specialist and they will coordinate all activities under LMP at PIUs level, the District REG Branches Will have an Energy Project Liaison Officers who will work closely with Technical Engineers. The detailed description of the institutional arrangement for the environmental and social management of EAQIP is included in the ESMF and RPF.

4.2. Implementation of Labor Management procedures at District REG Branches Level

The District REG Branches where the project will intervene, it will play a role of supporting the implementation of activities and will report to PIUs in the application and implementation of all ESF instruments, including the present LMP. The District Project Liaison Officer at District level will play a key role in day to day monitoring of the works. The District Project Liaison Officer has the responsibility to enforce compliance with the LMP through direct interactions with contractors, subcontractors, consultants (Supervising firm), workers and their representatives at District level. They will be in a good position to witness firsthand labor working conditions and supervise the

compliance and monitor the level of labor influx if any and advice on how to reduce it or appropriately manage its potential impacts. District Project Liaison Officer will also work closely with the District Environmental Officer, District Community Officer and the District Land Officer, District Engineer. District Project Liaison Officer will collaborate directly with the Directorate of labor inspection at District level, regular monitoring will be ensured and arising grievances assessed and processed in accordance with relevant laws, the bellow is the safeguards implementation arrangement.

Figure 1: LMP Implementation arrangements



4.3. Implementation of Labor Management procedures at Contractors

The contractors in accordance with contract specific Labor Management Plans, will have primary responsibility for workplace health a safety as set out in national and international standards. They will be required to respect guidelines provided in this LMP, implementation of which will be supervised by Safeguards Specialists at EDCL PIU. Regular incident reports will be submitted by contractors on a monthly basis or at shorter intervals as defined by specific Plans. The detailed approach is described in the following sub-sections.

Occupational Health and Safety: In addition to the social and environmental safeguards personnel, Contractors must appoint at least one safety focal person at each site who will be supervising a bigger safety team depending on site composition and will be working with the established OHS committee as required by article 78 of the national labor law. The safety focal person ensures the day-to-day compliance with specified safety measures and records of any incidents and report them to the Occupational Safety and Health Committee for appropriate follow up. Minor incidents are reported to the respective PIU on a monthly basis, serious incidents are reported immediately in accordance to the procedures. Minor incidents are reflected in the quarterly reports to the World Bank, major issues are flagged to the World Bank immediately by the project implementation unit.

Labor and working conditions: Contractors will keep records in accordance with specifications set out in this LMP. PIU may at any time conduct a site inspection to verify that labor conditions are being respected and will review records at a minimum on a monthly basis and can require immediate remedial actions if warranted. A summary of issues and remedial actions will be included in quarterly reports to be submitted to the World Bank and other Development Partners.

V. LABOR AND CONTRACTING LEGAL AND REGULATORY FRAMEWORK

The following section discusses in summary the national policies, regulatory or laws, international treaties or conventions ratified by Rwanda and systems that are applicable to the implementation of this project.

5.1. Environmental and Social Standard 2 (ESS2): Labor and Working Conditions

The World Bank's requirements related to labor are outlined in Environmental and Social Standard 2 on Labor and Working Conditions (ESS2) under the ESF. This helps the client in promoting sound worker-management relationships and enhance the development benefits of a project by treating workers in the project fairly and providing safe and healthy working conditions. Key objectives of the ESS2 are to:

- Promote safety and health at work;
 - Promote the fair treatment, nondiscrimination and equal opportunity of project workers;
 - Protect project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contracted workers, community workers and primary supply workers, as appropriate;
 - Prevent the use of all forms of forced labor and child labor;
 - Support the principles of freedom of association and collective bargaining of project workers; in a manner consistent with national law; and
 - Provide project workers with accessible means to raise workplace concerns.
- i. ESS2 applies to project workers including fulltime, part-time, temporary, seasonal and migrant workers. Where government civil servants are working in connection with the project, whether full-time or part-time, they will remain subject to the terms and conditions of their existing public sector employment agreement or arrangement, unless there has been an effective legal transfer of their employment or engagement to the project.
- ii. The Government of Rwanda as Borrower is responsible for developing and implementing written labor management procedures applicable to the project. These procedures set out the way in which project workers will be managed, in accordance with the requirements of national law and this ESS. The procedures will address the way in which this ESS will apply to different categories of project workers including direct workers, and the way in which the Borrower will require third parties to manage their workers.

- iii. Project workers will be provided with information and documentation that is clear and understandable regarding their terms and conditions of employment. The information and documentation will set out their rights under national labor and employment law (which will include any applicable collective agreements), including their rights related to hours of work, wages, overtime, compensation and benefits, as well as those arising from the requirements of this ESS. This information and documentation will be provided at the beginning of the working relationship and when any material changes to the terms or conditions of employment occur.
- iv. The employment of project workers will be based on the principle of equal opportunity and fair treatment, and there will be no discrimination with respect to any aspects of the employment relationship, such as recruitment and hiring, compensation (including wages and benefits), working conditions and terms of employment, access to training, job assignment, promotion, termination of employment or retirement, or disciplinary practices.

5.2. Brief overview of labour legislation in Rwanda

The working conditions in Rwanda are governed by the Law N° 66/2018 of 30/08/2018 regulating Labor and its implementing orders. This Law applies all aspect of labor be it formal and informal sectors and provides guidelines related to relationship between an employee and his/her employer in regard to: contract, wages and others benefits, working environment, working hours and different types of allowed leaves which the employee is entitled to. This law also sets standards in terms of employment age and prohibits all form of forced labor, discrimination and sexual harassment. More specifically, EAQIP will trigger the following articles during its life cycle:

Article 11 of the law provides guidelines on the conclusion of an employment and provides options for written and unwritten contracts provided that whichever of both has proof. In light of this, an employment contract for EAQIP workers shall be fixed and in written form with specification of employment terms and conditions and shall be signed off by the employer and employee so as to avoid any conflict or dispute that may arise in relation to this.

According to article 40 of the labor law, the rights of an employee include the following:

1 ° to work in an environment where health and safety in the workplace are guaranteed; to receive equal salary for works of equal value without discrimination of any kind; to be provided leave as provided for by Law; to join a trade union of his/her choice; to be trained by his/her employer; and to receive information relevant to his/her work.

Article 43. In terms of working hours, EAQIP will respect Article 43 of the law which sets 45 as the maximum working hours per week however provides a window for extra hours for an employee upon the agreement with his or her employer on appropriate compensation for the overtime and leaves the responsibility to prepare daily timetable for work hours and break for an employee to the employer. According to article 44 an employer provides an employee with a break of not less than twenty-four (24) hours a week. Articles 45,51,56 expand on the type of leave that an employee is entitled including circumstantial, sick leave, maternity leave among others.

Article 67. As demanded by **Article 67**, employers on EAQIP will pay the employee the whole salary to which he/she is entitled and deposits it on an account given by the employee in writing in a bank or in a financial institution recognised in accordance with the provisions on payment intervals of the written contract signed by the 2 which could be every day for an employee employed on hourly or daily basis, every week for an employee recruited for a week, every fifteen days for an employee recruited for a fortnight and every month for employee recruited on a one-month basis.

In terms of social security, an employer shall affiliate direct workers to Rwanda Social Security Board (RSSB) for occupational risks and pension.

Article 102. Concerning the settlement disputes, EAQIP will enforce **Article 102** which puts forward amicable settlement. It states that employees' representatives amicably settle individual labor disputes between employers and employees. If employees' representatives fail to settle the disputes amicably, the concerned party refers the matter to the labor inspector of the area where enterprise is located then to the national level if no settlement is reached. The next steps shall be competent courts.

Article 12. Apart from foreign consultant who might be contracted to perform specific duties that might require special expertise that cannot be sourced locally, in this project, the likelihood of migrant workers is very low. Nevertheless, in the event of their employment, provisions of the law regulating labour in Rwanda and other relevant laws on these matters shall be applied especially **article 12** the Law N° 66/2018 of 30/08/2018. Foreign consultants will be governed by the law N°57/2018 of 13/08/2018 on Immigration and Emigration in Rwanda which provides for the matters relating to residence permit for foreign employee.

Article 9. The recruitment of project workers will be free from any kind of discrimination as provided for by the Law regulating Labour in Rwanda especially in its **article 9** stipulating that

“An employer must give employees equal opportunities at the workplace”. “An employer is prohibited from discriminating employees on basis of ethnic origin, family or ancestry, clan, skin color or race, sex, region, economic categories, religion or faith, opinion, fortune, cultural difference, language, physical or mental disability or any other form of discrimination. Every employer must pay employees equal salary for work of equal value without discrimination of any kind”. The same provision of the law will also be applicable in case of any labour influx occurrence.

Article 6. Within the framework of prohibiting child labor EAQIP will conform to **article 6** of the labor law that sets the minimum age of employment at 16 and prohibits the employment of underage children in dangerous environments.

Article 7 prohibits any form of forced labour, **article 8** prohibits sexual harassment in workplace. Sexual harassment in any form against supervisee is prohibited. It is prohibited to dismiss an employee for having reported or testified on sexual harassment committed by his/her supervisor. If there is tangible evidence that an employee has resigned due to sexual harassment committed against him/her by his/her supervisor, his/ her resignation is considered as unfair dismissal. All project workers will sign a Code of Conduct.

5.3. Other international laws/treaties or conventions

Rwanda as a member of the International Labor Organization (ILO) has ratified several international treaties or conventions therefore it adheres to its standards. The national Law N° 66/2018 of 30/08/2018 regulating Labor in Rwanda was elaborated in reference to the International Labor Law. Hence, this LMP was prepared and will be implemented in respect of the international labor standards. More specifically 34 conventions were ratified and some of them are into force and others will be in force from May 16, 2020 such as labor administration convention, 1978 (no 150) and other are abrogated due to different issues mainly, the following principles as set forth in the Declaration on Fundamental Principles and Rights at Work of 1998 will be respected:

- The right of workers to associate freely and bargain collectively;
- The end of forced and compulsory labour;
- The end of child labour;
- The end of unfair discrimination among workers;
- Governance Conventions.

VI. TYPOLOGY OF WORKERS THAT WILL BE ENGAGED IN THE PROJECT AS PER ESS2 AND NATIONAL REGULATIONS

This section describes the number of Project Workers. Project Workers will include direct workers, contracted workers and local or community labor including skilled labor and unskilled labor. The direct workers are workers on the project structure, and these will be public servants under employment contracts recruited in accordance with the normal recruitment procedures of contractual staff in public service; considering the minimum age for admission to employment without discrimination of any kind. International migrants will have the rights for competition following the requirements of relevant laws on employment in Rwanda. As regard to the implementation of this project at contractor level, the skilled workers and unskilled workers shall also be part of the project workers. The total number of workers to be employed on the project, and the different types of workers include the direct workers, contracted workers, and local/community workers.

6.1. Number of project workers

The number of the project workers will include the following categories:

- Direct workers:**

These are the existing PIU staff who will be in charge of the implementation of the project activities for all project components and any other that might be recruited under this project and all of them will have access to grievance redress mechanism under EDCL and all are governed by law N° 66/2018 of 30/08/2018 regulating labor in Rwanda and the grievance mechanism is included in the same law.

- Contractor's workers:**

The contractor's workers will be composed of managers, engineers, safeguards (Environmental and Social), technicians and casual workers including the local or community workers where the project activities will be implemented, the project will be implemented as EPC approach and it is expected to be implemented in 14 Administrative Districts in 3 Provinces of Rwanda namely South, West and Northern province.

- **Local or community workers:**

The contractor shall use the community or local workers as mentioned in the contractor's workers and they will be managed as manpower or casual workers, but this will also be based on the skills or experience of the workers in the community where the project will be implemented.

6.2. Characteristics of the project workers

- The minimum age for project workers is 18 years;
- The project workers' recruitment will be inclusive and non-discriminative vis-à-vis different aspects such as gender and disability;
- The direct workers will be recruited at the central level while contractor's workers will be hired through process of recruitment of the private company after approval of the Terms of Reference by the REG-EDCL PIU;
- As provided by the law, especially in the context of apprenticeship, children between 16-17 will be allowed to perform light works that not undermine their development. According to ESS 2 the project cannot hire children the below the age of 14.
- Women will have the same chance as men to be hired and work on the project.
- All workers will have work contracts specifying work Terms of Reference.
- PAPs will take priority over employment at contractor level depending on their capabilities and skills and the available employment opportunities;
- The works may include several contracts, but all will be in compliance with the Rwandan legislation and WB ESF and all workers will have contracts.

6.3. Timing of Labor Requirements

The timing and sequencing of labor requirements in terms of numbers, locations, types of jobs and skills required. The project key staff are on board and are working under existing PIU.

The contractors' workers to work on construction sites, skilled, semi-skilled and unskilled labor will be recruited before the implementation of subprojects they will be contracted to. The following table shows workers who will be required at different phases of construction activities per EPC on the side of the contractors.

Table 1: Estimated total workers for a period of one year per EPC per project phase

Estimated project staff for Year 1				
S/N	Phase	Category of Workers	Workers per EPC	Duration (days)
1	Topographic survey	Engineers	2	90
		Technicians	4	90
		Manpower	30	90
		Health and Safety Officer (HSO)	1	90
		Environmental and Social Safeguards Specialist (ESSS)	1	90
2	Excavation	Engineers	2	60
		Technicians	30	60
		Manpower/ Local workers (Casual Workers)	50	60
		HSO	1	60
		ESSS	1	60
3	Erection of Wooden, Concrete and steels Poles & backfilling (MV&LV Lines)	Engineers	2	60
		Technicians	30	60
		Manpower/ Local workers (Casual Workers)	150	60
		HSO	1	60
		ESSS	1	60
4	Poles dressing (putting insulators)	Engineers	2	30
		Technicians	10	30
		Manpower/ Local workers (Casual Workers)	20	30
		HSO (Health and Safety Officer)	1	30
		ESSS (Environmental and Social Safeguards Specialist)	1	30
5	Conductor Stringing and tightening	Engineers	2	30
		Technicians	8	30
		HSO	1	30
		ESSS	1	30
		Manpower/ Local workers (Casual Workers)	50	30

Estimated project staff for Year 1				
S/N	Phase	Category of Workers	Workers per EPC	Duration (days)
6	Transformers Installation	Engineers	2	30
		Technicians	5	30
		HSO	1	30
		ESSS	1	30
		Manpower	20	30
7	Earthing System installation	Engineers	2	30
		Technicians	5	30
		HSO	1	30
		ESSS	1	30
		Manpower/ Local workers (Casual Workers)	10	30
8	Energization	Engineers	2	7
		Technicians	5	7
		Manpower/ Local workers (Casual Workers)	10	7
		HSO	1	30
		ESSS	1	30

Notes:

The above total estimates were made based on ongoing RESSP experience as it is being implemented as the same type of investments with more or less the same quantities. However, the numbers are not static because the contractors can decide to hire according to how they evaluate the amount of work under their contracts. A contractor can decide to hire a team of 90 workers for Erection of Wooden, Concrete and steel Poles & backfilling (MV&LV Lines) and prefer to keep them for the rest of his contract, this means that the workers will vary depending on the contractors will to finalize the tasks as earlier as possible. The recruitment of the local or community workers will be mainly composed of casual and will be usefully for avoid labor influx and when occurred the contractor will prepare the labor influx plan as part of the labor management procedures.

6.4. Contracted workers

Apart from some highly specialized skills that might need to be sourced outside the country, most of the labor force will be sourced nationally following requirements of national legislation into force. All semi-skilled and non-skilled labor will be locally hired with a rationale to empower local communities economically while preserving social cohesion and knowledge transfer. All the workers will be directly hired without any intermediaries whatsoever. For the time being, the total number of contractors is not known yet since national procurement laws allow a contractor to be awarded more than one contract and subsequently the number of potential sub-contractors is not known as well, as their recruitment remain at the discretion of respective contractors. However, the LMP will continuously be updated as the project gains more clarity in terms of labor needs throughout implementation at all project phase.

6.5. Community or local workers

Local workers in Rwanda defined as a potential workforce born in Rwanda and exceptional is also given to citizen who holds Rwandan Identity and it is better to recruit the local worker for avoiding the labor influx. We can further define the local workers into a smaller scale of workforce which are located at particular area of employment which needed the manpower. Local workers can be recruited directly by the employer. Those local workers to be recruited will include skill and unskilled qualification. Local or community workers will be governed by Rwanda Labor law N° 66/2018 of 30/08/2018.

6.6. Consultancy services

The consultants will be hired for short term assignments as required for some project components activities implementation. All these will be governed by the contracts between concerned parties before assignments execution and the management of these workers will be explicit in the contracts. Contracted workers will not be engaged through brokers, intermediaries or agents.

VII. AN ASSESSMENT OF KEY POTENTIAL LABOR RISKS

Due to the nature of the project and its required smooth implementation, there will be different categories of workers including those at the central level, local or site level. Thus, the labor influx and other labor risks might occur as one of the root causes of social behavior change during the project implementation. Apart from direct workers, other workers will include a mixture of those who are skilled and unskilled. The potential labor risks cannot miss in such mixed community, and some might be in relation to the type of activities that workers will be engaged in. Therefore, mitigation measures to each anticipated labor risk are proposed in LMP and will help the PIU and stakeholders to plan and monitor the labor risks in a whole process of the project implementation.

7.1. Project activities

The project activities to be performed by workers include project planning, management and M&E, procurement management, resources management including fiduciary management, follow up on environmental and social safeguards, follow up and handling electrical lines construction activities. For the implementation of construction activities which will be implemented in 14 administrative districts of the country, construction workers will undertake different activities including mainly excavation of construction site, poles election, concrete, stringing, and centers or household connection and finally energization.

Some risks are likely to impose themselves during a whole process of construction activities and the likely potential labor risks are narrated under the following subsection.

7.2. Anticipated Key Labor Risks

Workers at construction sites are likely to face risks resulting from hazardous works. The likely risks to be faced by workers at construction sites include the following:

- i. ***Injuries:*** This is as risk for workers at construction sites and this may result from one of the possible causes such as contact with equipment or falling objects, slips or falls, overexertion, general transportation or exposure to harmful substances. This can result from handling some construction materials at the site such as electrical cables, poles, stones and others. The contractor will carry out regular awareness/training for construction workers and provide and ensure use of PPE at construction sites.
- ii. ***Electrocutions and arc fault burns:*** This is a risk faced during energization or while power testing. There may also be electrocutions involving workers who are not qualified electricians. To manage the risks, the contractor must prepare all workers

(through providing awareness/training and PPE) about electrocution while energizing the electrical lines

- iii. **Overhead Power Lines:** Overhead powered and energized electrical lines have high voltages which can cause major burns and electrocution to workers. Remember to maintain a minimum distance of 10 feet from overhead power lines and nearby equipment. Conduct site surveys to ensure that nothing is stored under overhead power lines. Also, safety barriers and signs must be installed to warn nearby non-electrical workers of the hazards present in the area.
- iv. **Inadequate Wiring and Overloaded Circuits:** Using wires with inappropriate size for the current can cause overheating and fires to occur. Use the correct wire suitable for the operation and the electrical load to work on. Use the correct extension cord designed for heavy-duty use. Also, do not overload an outlet and use proper circuit breakers. Perform regular fire risk assessments to identify areas at risk of bad wiring and circuits.
- v. **Car/motorcycle accidents:** This risk can happen at the time of transporting construction materials or monitoring activities. Project staff to be based at Central level will be required to make a lot of movements to construction sites for monitoring purposes. All these are likely to face this type of risk.
- vi. **Upper or lower Respiratory Tract Infections:** Construction sites are a throng of activity and kick up dust; an often invisible, fine, toxic mixture of hazardous materials and fibers that can damage the lungs, leading to respiratory diseases such as obstructive pulmonary, asthma Tuberculosis depending of the area of the working.
- vii. **Damaged Insulation:** Defective or inadequate insulation is a hazard. Be aware of damaged insulation and report it immediately. Turn off all power sources before replacing damaged insulation and never attempt to cover them with electrical tape.
- viii. **Environmental hazards (snakes, wasps, bees, etc.):** this should happen when the workers are placed in the bush, forest and other exposed area with environmental hazards.

The above key labor risks may include the following major risks such as:

- i. **Child labor, Violence Against Children (VAC).** At this point, the contractor will comply with the national labor law in section related to the age of employment as indicated in this LMP where child labor will be prohibited for each step of the project

implementation. Regarding violence against children (VAC) and Gender-Based Violence (GBV), the Grievance redress structure indicated that the women as members of the committee will have the responsibility to oversee and report all cases of GBV including VAC and Sexual harassment to the competent officials (Rwanda Investigation Bureau and judicial level), among others. Given also that the cases of GBV are not handled or sorted out at a community level, the GRM committee including women will gain sufficient training on the GBV monitoring and reporting to ensure that the aggrieved party has full justice. The contractor will also work in collaboration with the national security organs, local government and health facilities officials as some of the project stakeholders such that every GBV case will be managed in harmonized manner.

- ii. *Discrimination/non-inclusion of certain groups.* For discrimination/non-inclusion of certain groups, the contractor will use the local labor without discrimination as stipulated in Law regulating Labour in Rwanda especially in its article 9 and terms and conditions of hiring and employment will be applied to each contractor for every sub-project. This will also depend on phase of the project and needed labor. The contractor will have to use local labor skilled and unskilled workers but if he/she fails to do so, he/she will prepare and submit to the PIU the labor influx management plan before starting the project activities.
- iii. *Disagreement/conflict on contracts.* About disagreement/conflict on contracts at implementation, the workers will have access to the grievance redress mechanism as indicated in figure 2 of this LMP. The PIU focal point will intervene in the matter before escalating to the other level for further mediation between two aggrieved parties.

Site specific instruments will include a detailed labor related risk and include mitigation measures and monitoring indicators.

VIII. TERMS AND CONDITIONS OF HIRING AND EMPLOYMENT

8.1. Terms and conditions of hiring

i) Non-discrimination and equal opportunity

The recruitment of project workers will be free from any kind of discrimination as provided for by the Law regulating Labour in Rwanda especially in its **article 9** stipulating that “An employer must give employees equal opportunities at the workplace”. “An employer is prohibited from discriminating employees on basis of ethnic origin, family or ancestry, clan, skin color or race, sex, region, economic categories, religion or faith, opinion, fortune, cultural difference, language, physical or mental disability or any other form of discrimination. Every employer must pay employees equal salary for work of equal value without discrimination of any kind”. The same provision of the law will also be applicable in case of any labour influx occurrence during the project implementation.

ii) Workers’ organizations

In accordance with Article 83 of the labor law relating to employees’ right to freedom of association on the rights of workers, a worker will have the right to freely form, join or not join a trade union for the promotion and protection of the economic interest of that worker;

iii) Age of employment

Considering the article 6 of the labor law which points out with a general outlook on various prohibited forms of work for the child, the ministerial instructions no 01/2017 of 17/11/2017 relating to prevention and fight against child labor in its article 9 states that a child aged between 16-17 may perform work like an adult of above 18 years as long as the work is not forced and is in compliance with national legislation. The minimum age of employment for this project shall therefore be 16 years and to ensure compliance, all employees will be required to produce National Identification Card as proof of their identity and age. This article is in compliance with ESS 2 paragraph 19 where a set of hazardous conditions for children are stated and subsequently prohibits their employment under those conditions. To be more cautious, all prohibited harmful or hazardous working conditions for children will be highlighted in the contract and the ESMP so that minimum age children can be hired to perform only light activities as provided by the law. The law as well provides a range of penalties that can be applied to any person who breaches the law in regard to child labor.

Contractors, suppliers and sub-contractors will be required to respect the above regulations and the Minister of Public Service and Labour, the MINALOC through local government authorities who are in the territorial administration of the project intervention in collaboration with the project liaison officer under EAQIP must enforce the Ministerial instructions on the Prevention and fight against child labor and reserve the right to conduct inspections as they wish.

8.1.1. The verification of the age of project workers will follow the below process

In accordance with the Law N° 66/2018 of 30/08/2018 regulating labor in Rwanda, through labor inspection, project personnel in charge of environment and social safeguards will inspect the workplace to ensure that there are no underage workers employed in the project and compliance with national and international labor standards. The project liaison officers based at the District level will inspect construction sites on a monthly basis while those based at central level will carry out the monitoring activity which also inspect compliance vis-à-vis employment of labour with required age.

Apart from the safeguards team at PIU, non-government institutions and NGOs that are engaged in child protection are also welcome to collaborate and conduct their due diligence, provide guidelines, carry out awareness in the project area and raise a red flag where they find discrepancies and non-compliance with child protection good practices, the stakeholder engagement plan will identify all those who will be involved in such activity.

8.1.2. Procedure to be followed if underage workers are found working on the project

Referenced to an article 117 of law regulating Labor in Rwanda, it states that the employment of underage children is criminal. In this project, if ever it was to be revealed that an employer has employed underage workers, the case will be reported to the concerned authorities (Rwanda Investigation Bureau) and the employer will be prosecuted. The direct referee at grassroots level will be the grievance redress committees at community level. They will receive and record the case and refer it to the labor inspector of the area to handle it using appropriate legal mechanisms. In case the violation is confirmed by competent authorities, the sanctions prescribed by the Law in its articles 117, 119 and 121 will be applied.

8.2. Terms and Conditions for employment

- Employment contracts

As stated in this LMP the terms and conditions of employment in Rwanda are governed by the provisions of the Law of 2018 regulating labor in Rwanda which makes it mandatory for employers

to give its employees work contracts. For this project, written agreements will be fostered over unwritten ones in a bid to better protect workers' rights and avoid unnecessary disputes. The contractor will submit copies of employment contracts to the PIU and to District (labor inspector) and random inspections will be carried out to ensure compliance.

- **Wages**

In practice, all over the country in the absence of a law on minimum wage sets daily wage for non-skilled labor between 5000-6000Rwf for semi-skilled. Therefore, unless better wages are negotiated between the contractor and workers, contractors will be required to comply with the common practice national wide. In all cases, the most current local wages in the electrical lines construction industry in reference to others ongoing or recently completed construction projects of the same magnitude with EAQIP will be used as reference while negotiating and during monitoring of compliance by the labor inspectors and safeguards teams. The law also allows collective bargaining and where employees will deem it necessary it will be done. In ensuring full compliance with the law in this regard, contractors will be required to furnish Districts with copies of contract for all its workforce. Contractors will not be allowed to deploy any employee to work in the project if such copy of employment contract of that employee has not been handed to the District's labor inspector.

- **Working hours**

Article 43 of the labor law provides reference for working hours. It states that the maximum working hours are forty-five (45) hours a week. However, an employee can work extra hours upon the agreement with his/her employer on subsequent compensation. The daily timetable for work hours and break for an employee is determined by the employer. The daily rest granted by the employer to the employee is not counted as work hours. During project course, 45 hours will be the standard for working hours, however, conditions for overtime will be discussed and agreed on between the contractors and workers so as to ensure that every side's rights are fulfilled.

- **Collective agreement**

Collective agreements are allowed by article 91 of the labor law therefore at the wish of project workers collective bargaining and agreements will be conducted.

8.3. Brief overview of labor legislation: terms and conditions

This section sets out the key aspects of national labor legislation with regards to terms and conditions of work, and how national legislation applies to different categories of workers identified in Section 1. The overview focuses on legislative which relates to the items set out in ESS2, paragraph 11 (namely wages, deductions and benefits).

The working relationship between employers and workers in Rwanda is governed by the Law N° 66/2018 of 30/08/2018 regulating Labour and its implementing orders. This Law applies to employees working in formal sector and informal sector for some aspects such as occupational health and safety, social security, prohibition of child labour etc

The minimum age for admission to employment is sixteen (16) years. However, a child aged between thirteen (13) and fifteen (15) years is allowed to perform only light works in the context of apprenticeship.

A child below the age of eighteen (18) years is prohibited to work in the following forms of work:

1. Forms of work which are physically harmful to the child;
2. Work underground, under water, at dangerous heights or in confined spaces;
3. Work with dangerous machinery, equipment and tools, or which involves the manual handling or transport of heavy loads;
4. Work in an environment which exposes the child to temperatures, noise levels or vibrations damaging to his/her health;
5. Work for long hours or during the night or work performed in confined spaces.

An employment contract for project workers shall be fixed and in written form with specification of employment terms and conditions and shall be signed off by the employer and employee. Upon performance, some of the workers' contracts shall be renewed if there still activities requiring such workers. Also, the employment relationship between the employer and foreign employee is also governed by the Law N° 66/2018 of 30/08/2018 regulating labor in Rwanda.

According to the Article 40 of the above mentioned Law, an employee has the rights to work in an environment where health and safety in the workplace are guaranteed, receive equal salary for works of equal value without discrimination of any kind, to be provided leave as provided for by the Law, join a trade union of his/her choice and to be trained by his/her employer.

The maximum working hours are forty-five (45) hours per week. However, an employee can work extra hours upon the agreement with his or her employer and daily timetable for work hours and break for an employee is determined by the employer. An employer provides an employee with a break of not less than twenty-four (24) hours a week. In case an employee has worked extra time, he or she is entitled to a rest or payment for compensating the working overtime.

On the aspect of leave, an employee is entitled to an annual leave. He/she can also receive circumstantial leave, maternity, sick leave or authorized absence and has the right to official public holiday and benefits from his/her full salary.

An employee is entitled to his or her salary for the work done and which is paid every day for an employee employed on hourly or daily basis, every week for an employee recruited for a week, every fifteen days for an employee recruited for a fortnight and every month for employee recruited on a one-month basis.

In terms of social security, an employer shall affiliate direct workers to Rwanda Social Security Board (RSSB) for occupational risks and pension.

The termination of an employment contract will be subject to a legitimate reason and notice period of at least fifteen (15) days, in case an employee has served for less than one (1) year and at least thirty (30) days, in case an employee has served for more than one (1) year. Any unlawful termination of employment contract gives rise to the payment of damages which cannot go below his/her three (3) months' salary, nor exceed his/her six (6) months' salary.

The termination of employment contract due to economic reasons, technological transfer or sickness for an employee having served for at least twelve (12) consecutive months entails the employee's right to terminal benefits (Article 31 of Labour law).

As per provision stipulated in the Rwandan labour law, cases of labour disputes will be settled amicably at the level of workers through GRM. If not possible, the concerned party refers the matter to the labour inspector of the area where enterprise is located. When the case is not resolved at the level of labour inspectorate, it is referred to the competent court.

The case of likely presence of migrants or seasonal workers will be managed as per the law n° 66/2018 of 30/08/2018 regulating labour in Rwanda in its Article 12 which provides for that “the employment relationship between the employer and foreign employee is governed by this Law unless otherwise provided for by international treaties ratified by Rwanda.” In this project, there may be a possibility of employment of migrants’ workers. In the event of their employment, provisions of the law regulating labour in Rwanda and other relevant laws on these matters shall be applied.

The law N°57/2018 of 13/08/2018 on Immigration and Emigration in Rwanda also provides for the matters relating to residence permit for a foreign employee who works in Rwanda as determined by the Rwandan immigration and emigration Laws. This will for instance apply in case there are foreign contractors or consultants to work on some project activities.

The Article 33 of the above law provides for requirements for the foreign employee to be given employment and those requirements include possession of appropriate residence permits and other relevant documents allowing him/her to work and stay in Rwanda for a given time.

The recruitment of project workers will be free from any kind of discrimination as provided for by the Law regulating Labour in Rwanda especially in its article 9 stipulating that “An employer must give employees equal opportunities at the workplace”.

The article 9 of this law stipulates that an employer is prohibited from discriminating employees on basis of ethnic origin, family or ancestry, clan, skin colour or race, sex, region, economic categories, religion or faith, opinion, fortune, cultural difference, language, physical or mental disability or any other form of discrimination. Every employer must pay employees equal salary for work of equal value without discrimination of any kind”. The same provision of the law will also be applicable in case of any labour influx occurrence.

The existing laws also have provisions applicable for handling some potential risks. As a matter of instance, the article 5, 6 and 7 of the labour law provide for that the minimum age for employment is 16, so it is prohibited to employ a child and use of forced labour. This addresses the likely incidents of child labor or forced labor, with reference to the sector or locality. The procedure to trace the age for employment is given in precedent section.

The Article 117, 118, 119, 120 and 121 of Law n° 66/2018 of 30/08/2018 regulating labour in Rwanda provides for penalties and administrative sanctions for employment of children and offences related to occupational health and safety and other actions of non-compliance with labor standards.

8.4. Policies and procedures for labor risks

- Gender Based Violence and sexual harassment

The contractors are obliged by the law to create and maintain an environment which prevents GBV and sexual harassment. Managers at all levels have particular responsibilities to support and develop systems which maintain this environment. GBV constitutes acts of gross misconduct, providing grounds for sanctions, penalties and/or termination of employment. Subsequently there will be zero tolerance for any GBV on the work sites and in its surroundings. Sexual interactions by employees at any level with individuals under the age of legal consent, as defined in the applicable national legislation of the country are prohibited. In order to ensure compliance with the law and make possible the enactment of sanctions in case of non-compliance by an employee, all employees will sign a legally binding code of conduct. Given the sensitivity and the low level of understanding of GBV related matters in the community at large and the stigma attached to it; also taking into consideration the social and psychological damages that are usually associated with it, all cases of GBV will be handled through a special Internal Task Force for GBV. The task force will include project staff namely: Human resource officer and social safeguards specialist from the contractor, Social Safeguards Specialist from the PIU, Gender Monitoring Officer , Project liaison officer of the concerned District , Social Safeguards Specialist from the supervising firm, Women representative from the GRC at cell level and GBV service provider in the area of GBV prevention and handled referral pathways for the GBV survivors. From there onward, all existing legal channels will be used and in case of conviction the perpetrator will be punished in accordance with the law. The same mechanism applies to any sexual interaction between employees with underage children. In any case, the PIU Safeguards and Project Liaison Officers will closely follow up and contractors. The established GBV action plan will be an instrument for reference under this project.

In order to mitigate Health threats, employers will be required to comply with the following:

- Provision of sanitary and waste disposal facilities at each subproject site will be a requirement. Furthermore, awareness campaigns on communicable diseases such as

HIV/AIDS will be held regularly on construction sites both for project workers and local communities at large. Trainings on GBV will be provided regularly to the workers and the community at large.

- Contractors will be urged to hire non-skilled and semi-skilled workers from local communities. This will significantly empower local communities economically while preserving social cohesion as well.

i) Child labor and minimum age

Various measures will put in place to prevent and control child labor. These measures include the establishment of project Grievance Redress Committees at community level. In the event of identification of child labor or forced labor cases, it will be reported to the above committees from cell level to the District through the Sector and membership of these committees will include local authorities at Cell, Sector and District level and elected representatives from the workers and the community. The labor law also provides for penal and administrative penalties in case of non-compliance with labor provisions, the code of conduct will be signed by all employees before commencement of any works.

As regards general understanding and implementation of occupational health and safety requirements, the National Policy on Occupational Safety and Health of 2014 and the Law n° 66/2018 of 30/08/2018 regulating labour in its article 77 provides for that an employer must ensure the health, safety and welfare in the workplace for employees working in his/her enterprise and for all persons who frequent the enterprise.

In the same view, during the implementation of this project, where contractors will be hired for construction activities, contractors will be responsible for protection of workers against risks related to Occupational Health and Safety. Similarly, the employer will protect direct workers from OHS related risks through provision of health insurance and ensuring that the working environment is safe and secured. The comprehensive insurance will be provided for construction sites. There will be a precondition that local labour will be hired upon possession of community-based health insurance (Mutuelle de Santé) and this has taken roots among Rwandan citizens to ensure they have the valid health insurance at the beginning of each and every fiscal year.

The Policy and Laws on Occupational Health and Safety mentioned above also provide that an employer conducts a risk assessment at workplace, develops workplace health and safety guidelines, recruits a Personnel in charge of Occupational Health and Safety where is required by the law and establishes Occupational Health and Safety committees. It is in this framework that, the employer and contractors will be required to respect these legal requirements for ensuring safety and health of workers.

Vulnerable project workers such as women and workers with disabilities will be given due attention by protecting them from any form of mistreatment or harassment and will be provided with assistance whenever deemed necessary.

8.5. Brief Overview of Labor Legislation: Occupational Health and Safety

Generally, National legislation provides for all five branches of Occupational Safety and Health namely: occupational medicine, occupational hygiene, occupational ergonomics, occupational psycho-sociology and occupational well-being.

Specifically, the Ministerial Order N°02 of 17/05/2012 sufficiently provides conditions for Occupational Health and Safety provides for employers' duties as well as employee's duties for Occupational Health and Safety at workplace.

The duties of the employer include the following:

- Ensure the health, safety and welfare at workplace for all persons working in his/her workplace.
- Provide workers with work premises and tools that are appropriate for the work to be done and adequately protect the worker from any damage to his/her health;
- Assure the workers, in consideration of their activities, of regular, reliable and timely renewal of collective and individual means for specific protection;
- Conduct a prior identification and analysis of hazards and risks that may result from the nature of the work such as its location and the work environment, machinery, materials and products to be used, as well as the process and conditions under which the work is done and to take effective protective measures;
- Informing employees about any risks likely to result from the use of new technologies and its imminent danger;

- Ensure that information linked to the protection system is in a clear and readable language and is regularly displayed on all premises likely to cause risks;
- Ensure the respect of measures on protection of health and safety at workplace as taken by competent authorities;
- Make no deductions from an employee's remuneration, levy or charge an employee in respect of anything done or provided in pursuance of this order or any regulation made thereunder;
- Notify to the national occupational safety and health professional/expert and the labour inspector in Districts, and the social security organ any accident, dangerous occurrence, or occupational poisoning which has occurred at the workplace; within four (4) days of the occurrence of the accident.

- **On the other hand, the duties of employees/workers include the following:**

- Avoid and declare to his/her colleagues all that could endanger either his/her own safety and health, or that of his/her colleagues or third parties at work;
- Observe all rules and regulations issued to him/her due to the specific nature of his/her operations;
- Immediately declare to the employer any occurrence of infection, such as any skin or moist tissue linings infection or any disease likely to be related to the work;
- Have any wound treated and protected in case of handling substances likely to be contaminated by infectious germs or toxic
- Immediately report any damage on premises for both individual and collective protection;
- Avoid damaging, dirtying or misusing the prescribed means of protection availed to him/her.

8.5.1. Responsible staff

This section identifies the organs and/or staff within the project who will be responsible for engagement and management of project workers in accordance to the categories they belong to. The organs/staff who will be responsible for OHS, training of workers, addressing workers' grievance are also identified under this section.

- **Engagement and management of project direct workers**

The project direct workers will be managed under the framework of REG-PIU.

- Engagement and management of contractors/subcontractors

The contractors will be managed by the REG-PIU headed by PIU Coordinator while subcontractors will be managed by the contractors.

- Occupational Health and Safety (OHS)

This responsibility will be under the attributions of the Safeguards Specialists, Human Resources staffs (Social Safeguards Specialist, Environmental Safeguards Specialist, HR Officer) and Project managers to ensure safety and health at workplaces. However, all project workers will be trained about the occupational health and safety, its approaches and hazard avoidance concepts for overall successful implementation. Each contractor will have the safeguards staff who will have Occupational Health and safety in his attributions and the overall coordination will be ensured by PIU safeguards staffs.

- Training of workers

Training will be managed under existing structures of RDB specifically under its department of Capacity Development and Employment. However, training of staff on Occupational Health and Safety (Hygiene, Risk assessment and management, Accident/Hazard avoidance, STDs, GBV, SEA, SH, Etc.) will be the responsibility for REG-PIU in collaboration with relevant institutions such as Ministry of Labour and Public Service, Ministry of Health through District Hospitals where the project will be implemented. Contractors will as well undertake this responsibility for their employed workers.

- Addressing workers' grievances

As a normal framework, direct workers' grievances/disputes will be handled by employees' representatives through amicable settlement, by labour inspectors (at MIFOTRA or District Level) in case the amicable settlement fails to work and courts of law or Kigali International Arbitration Centre (KIAC) in case grievances are not handled by labour inspectors.

Grievances from contracted workers and construction sites skilled and unskilled labour will be handled through workers Grievance Redress Committees established at different levels as stated in the project Environmental and Social Commitment Plan (ESCP). In order to handle site-level grievances, Grievance Redress Committees (GRCs) will be established at each cell level (the smallest administrative unit of the local authorities). A second layer of GRCs will be set up at

sector level to handle issues that are not resolved at the cell level and a final level of GRCs will be established and operationalized at the district administrative level (combining representatives of the District authorities and the REG-PIU) in order to handle issues that have not been resolved at the two lower levels. The workers Grievance redress committee will be composed of workers representative, contractor representative (Safeguards), supervising firm representative (Safeguards), client/PIU representative (Safeguards) and District Administration where the project will be implemented.

8.5.2. Policies and procedures

This section sets out information on OHS, reporting and monitoring and other general project policies. Where relevant, it identifies applicable national legislation.

In the event of identification of risks, the following will be done according to national legislation:

- **Occupational health and safety:**

It is a legal requirement for an employer to conduct risk assessment as per the Ministerial Order N°02 of 17/05/2012 Determining Conditions for Occupational Health and Safety. After risks are identified, the law provides that the employer must put in place preventive and control measures (as per hierarchy of control measures) in consultation with workers through occupational health and safety committees. In addition, the labour law provides for penal and administrative penalties in case of non-compliance with labour provisions. Prior to undertaking construction activities, potential risks will be assessed at the construction sites and this will be undertaken by the environmental safeguards Specialist, social safeguards specialist and District Project Liaison officers.

Correspondingly, as provided for by the Ministerial Order N°01 of 17/05/2012 Determining Modalities of Establishing and Functioning of Occupational Health and Safety Committees, issues related to OHS for direct workers will be handled by the OHS committee of the project implementing institutions whereas OHS related issues at the site will be handled by Grievance Redress Committees at Cell, Sector and District level respectively.

- **Child labour**

Various measures have been put in place to prevent and control child labour such as establishment of child labour prevention committees from District to Village level. In the event of identification of child labour or forced labour cases, it will be reported to the above committees from village

level through District level and membership of these committees will include local authorities at Cell, Sector and District level (The labour law also provides for penal and administrative penalties in case of non-compliance with labour provisions).

- Age of employment

Regarding the age of employment, the provisions stated under point 6 above apply. Nevertheless, it is worth to make clarifications on the following aspects.

- Process that will be followed to verify the age of project workers

In accordance with the Law N° 66/2018 of 30/08/2018 regulating labour in Rwanda, through labour inspection, project personnel in charge of environment and social safeguards will inspect the workplace to ensure that there are no underage workers employed in the project and compliance with national and international labour standards. The energy project liaison officers based at district level will inspect construction sites on a monthly basis and will collaborate with the District labor inspector to handle all issues concerning Worker claims which was not settled amicably through project GRM.

The contractors will be required to verify the identify and age of all workers through checking their national IDs and any other attestation replacing the Identity Card provided and approved by Local Government Officials. This will require workers to provide official documentation, which could include a birth certificate, national identification card, passport, or medical or school record. If a child under the minimum age is discovered working on the project, measures will be taken to immediately terminate the employment or engagement of the child in a responsible manner, taking into account the best interest of the child. In case of noncompliance, the sanctions provided by the Law mentioned above in its articles 117,119 and 121 will be applied.

- Procedure to be followed if underage workers are found working on the project

According to the Law regulating Labour in Rwanda in its Article 117, the employment of underage worker is a criminal case. In case it is revealed that an employer has employed underage workers, the case will be reported to the concerned authorities and the employer will be prosecuted.

- **Procedure for conducting risk assessment for workers aged between the minimum age and 18**

Risk assessment for the prevention of occupational risks is a responsibility of an employer according to the Law regulating Labour in Rwanda. The procedure for conducting risk assessments for project workers and more particularly for workers aged between the minimum age and 18 will be the following:

- i. To assess risks of occupational accidents and diseases;
- ii. To develop occupational safety and health guidelines and monitor their implementation;
- iii. To prevent risks of occupational accidents and diseases;
- iv. To reduce in the best possible way risks of occupational accidents and diseases;
- v. To fight occupational accidents and diseases;
- vi. To adapt modalities of preserving occupational health and security of employees with new technology.

8.5.3. Terms and conditions

This section sets out details related to:

- Specific wages, hours and other provisions that apply to the project:

For project workers, wages are determined in accordance with relevant laws.

For contracted workers, specific wages will be calculated upon negotiations between contractor and workers. However, according to the Law regulating Labour in Rwanda, an employer must pay employees equal salary for work of equal value without discrimination of any kind.

- Maximum number of hours that can be worked on the project.

The maximum number of working hours is 45 hours per week. However, the overtime is accepted, and its compensation is regulated by the law.

- Any collective agreements that apply to the project.

When relevant, provide a list of agreements and describe key features and legal provisions.

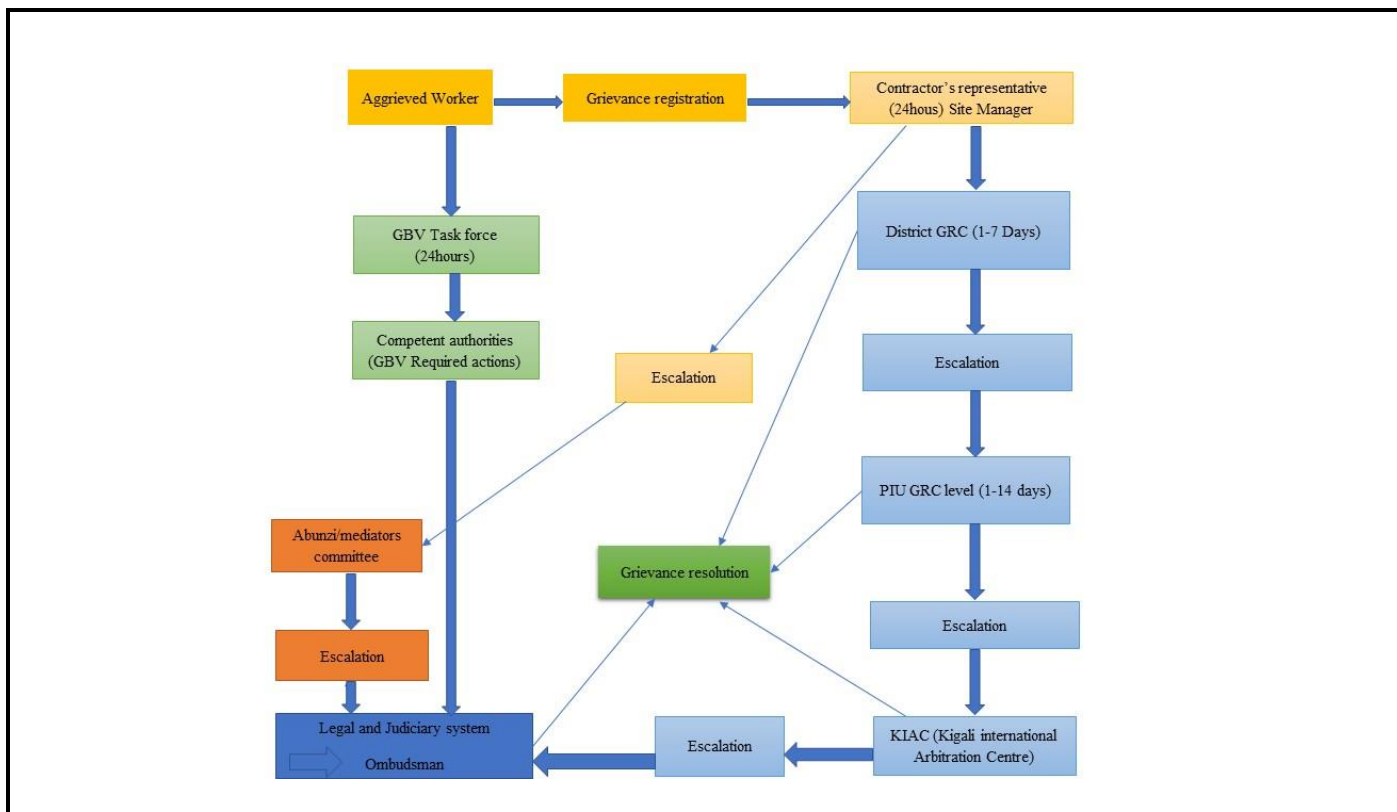
Collective agreement is accepted by the Law regulating Labour in Rwanda. As such, during the implementation of this project, the parties (employees' representatives and employers) who may wish to enter into collective agreement will follow the provisions of laws.

The contractors' labor management procedure will set out terms and conditions for the contracted workers. These terms and conditions will be in line, at minimum, with this labor management procedure, national Labor law and General Conditions of the World Bank Standard bidding documents and comparable business standards.

IX. GRIEVANCE REDRESS MECHANISM

Provisions in law N° 66/2018 of 30/08/2018 regulating labor in Rwanda will be applied for Grievance Redress Mechanism for workers. Grievance redress mechanism shall be established under REG-PIU to address complaints arising during the project implementation. Project direct workers will be informed about the grievance redress mechanism during meetings at the time of the induction and where training will be provided where required, this will follow the same procedure as described in the approved REG manual of procedure for grievance management. Contracted workers will be informed about grievance redress mechanism through meetings at workplaces as well as notices to be made available at the workplace. The Grievance Redress Committees (GRCs) to be established as mentioned earlier will also handle the arising grievances. The process pertaining to how to go about grievances handling are documented for further reference. The worker's GRCs will be established based on below structure and will be followed by all contractors throughout the project implementation.

Figure 2: Structure of the Workers Grievance Redress Mechanism



The workers GRC shall be composed at Site level by the contractor representative, the supervising firm representative, and the workers representative at site level while the GRM at District level

shall be composed of Labor inspector at District level as advisor, Project Liaison Officer, Workers representative, contractor representative, the supervising firm representative, and at PIU Level, the committee will be composed of the Social and Environmental safeguards Specialists, Project Coordinator, Human Resource Specialist as focal point under PIU, and contractor representative, the supervising firm representative and workers representative. REG-PIU will require contractors to develop and implement a grievance mechanism for their workforce including sub-contractors, prior to the start of design stage. The construction contractors will prepare their labor management procedure before the start of civil works, which will also include detailed description of the workers grievance mechanism.

The workers grievance mechanism will include:

- A procedure to receive grievances such as comment/complaint form, suggestion boxes, email, a telephone hotline;
- stipulated timeframes to respond to grievances;
- A register to record and track the timely resolution of grievances;
- A responsible department to receive, record and track resolution of grievances.

The Supervision firm's safeguards staff will monitor the contractors' recording and resolution of grievances, and report these to REG-PIU in their monthly progress reports. The process will be monitored by the GRM Focal Point, the safeguards specialists will be responsible for the project GRM.

The direct workers grievance mechanism will be described in staff induction trainings, which will be provided to the new recruited project workers. The mechanism will be based on the following principles:

- The process will be transparent and allow workers to express their concerns and file grievances;
- There will be no discrimination against those who express grievances and any grievances will be treated confidentially;
- Anonymous grievances will be treated equally as other grievances, whose origin is known;
- Management will treat grievances seriously and take timely and appropriate action in response.

Information about the existence of the grievance mechanism will be readily available to all project

workers (direct and contracted) through notice displaying boards, the presence of “suggestion boxes”, and other means of communication as required.

9.1. Grievance channel for Gender-Based Violence

As Gender -Based Violence, Sexual Exploitation and Abuse or Sexual Harassment requires timely access to quality, multi-sectoral services and involves confidentiality and informed consent of the GBV victim. To this end, MININFRA will develop a GBV Action plan that will include an Accountability and Response Framework, and this will form part of project C-ESMP. The GBV Action Plan will identify service providers in the project areas with minimum package of services (health, psychosocial, legal/security, safe house/shelter, and livelihood). The GBV Action Plan will also provide enough details to allow for the development of a localized referral pathways, will establish procedures of handling cases as part of the service providers mapping. The bidding documents will clearly define GBV requirements. During implementation phase, separate facilities for women and men will be recommended to all contractors with indication signage.

9.1.1. For workers and labor contracting issues

i) Individual labor disputes: Article 102 of law n° 66/2018 of 30/08/2018 regulating labor in Rwanda

Workers will elect representatives who will form a committee that will act as the Workers Grievance Redress Committee. As mandated by article 102 of the law regulating labor in Rwanda, the employees’ representatives amicably settle individual labor disputes between employers and employees. If employees’ representatives fail to settle the disputes amicably, the concerned party refers the matter to the labor inspector of the area where enterprise is located. In the case of EAQIP it will be the District where works will be being implemented and the elected workers representative will play the role of focal point of the workers grievance and he/she will report to the supervising firm and liaise with District labor inspector and PIU to assist and participate in grievance for its resolution. If the Labor Inspector of at the District fails to settle the dispute due to the nature of the case or the conflict of interests, he/she refers the dispute to the Labor Inspector at the national level stating grounds to refer such a dispute. If amicable settlement fails at the national level, the case is referred to the competent court.

In any case, the PIU will be informed from the beginning of any workers grievances and provide insight and mediation if possible. The matter will be referred to the labor inspector only if the PIU fails to do the mediation.

ii) Collective labor disputes: LAW N° 66/2018 OF 30/08/2018 regulating labor in Rwanda

The law requires that collective labour disputes be directly notified to the labour inspector of the area by the workers representatives. Within this framework, any collective labor disputes that will arise under EAQIP, will be addressed to labor inspector at District level for assessment and settlement. In case of escalation, the matter will be referred to the national level.

Before escalating the collective labor dispute, the PIU through the Environmental and Social Safeguards will be alerted. Necessary investigations will be conducted, and the contractor will be duly approached. The matter will be referred to the labor inspector only if the PIUs and workers representatives fail at amicable settlement.

9.1.2. For workers safety issues

All grievances related to workers safety will be addressed through the Occupational Health and Safety committee as required by Article 78 of the labor law.

9.1.3. Grievance process for non-labor related issues involving project workers

In the project area there might be other conflicts related to relationships between the workers and the local community. Depending on who is the aggrieved party, the following mechanism will be used:

- **Worker against other worker:** These grievances will be handled through the Workers Grievance Committee/representatives.
- **Community member against a worker:** If there is any grievance from a community member against a worker, they will be handled through the Workers Grievance Committees/representatives.
- **Worker against a community member:** The project will establish a project grievance committee at various levels of the local administration scheme in Rwanda from the Cell, Sector up to the District local government. This grievance mechanism as described in the precedent section, will have the mandate of solving all complaints and grievances related to project activities and impacting local communities. Any grievance from a worker against a community member will be handled through this established committee.

The project grievance mechanism will not impede workers or project affected people's access to the legal system. Local communities have existing traditional and cultural grievance redress mechanisms (Abunzi committees) established and regulated by law no 37/2016 of 08/09/2016 determining organization, jurisdiction, and competence and functioning of Abunzi committee (adjudication/mediation committees). These are established at cell and Sector level to solve community-based conflicts and grievances their regulatory body being the Ministry of Justice. This mechanism cannot be overlooked by the project. The population can choose to use this channel instead of the project grievance mechanism. The escalation at this level leads to the court process. At any time, the complainant may take the matter to the appropriate legal or judicial authority as per National Legal procedure.

X. PRIMARY SUPPLY WORKERS

Where a significant risk of child labor or serious safety issues in relation to primary suppliers has been identified, the procedure for monitoring and reporting on primary supply workers will involve various measures that have been put in place to prevent and control them such as establishment of child labour prevention committees from District to Cell level. In the event of identification of child labour cases, it will be reported to concerned authorities (The labour law also provides for penal and administrative penalties in case of non-compliance with labour law provisions. In instances where local suppliers would be engaged, contractors shall be required to carry out due diligence procedure to identify if there are significant risks that the suppliers are exploiting child or forced labor or exposing worker to serious safety issues. In other hand where foreign suppliers would be contracted, contractors will be required to inquire during their procurement process whether the supplier has been accused or sanctioned for any of these issues and their corporate requirements related to child labor, forced labor, and safety. If there are any risks related to child and forced labor, and safety identified, in case of occurrence, the sanctions stipulated by Rwanda labour law will be applied.

XI. CONTRACTORS MANAGEMENT

REG-PIU will use the Bank's 2018 Standard Procurement Documents for solicitations and contracts, and these include labor and occupational, health and safety requirements.

As part of the process to select design and build contractors who will engage contracted workers, REG-PIU and/or the supervision consultant may review the following information:

- Information in public records, for example, corporate registers and public documents relating to violations of applicable labor law, including reports from labor inspectorates and other enforcement bodies in the Districts where the project will be being implemented;
- Business licenses, registrations, permits, and approvals;
- Documents relating to a labor management system, including OHS issues, for example, labor the prepared management procedures;
- Identification of labor management, safety, and health personnel, their qualifications, and certifications;
- Workers' certifications/permits/training to perform contracted work;
- Records of safety and health violations, and responses;
- Accident and fatality records and notifications to hierarchical authorities;
- Records of legally required worker benefits and proof of workers' enrollment in the related programs;
- Worker payroll records, including hours worked and pay received;
- Identification of safety committee members and records of meetings; and
- Copies of previous contracts with contractors and suppliers, showing inclusion of provisions and terms reflecting ESS2.

The contracts with selected contractors will include provisions related to labor and occupational health and safety, as provided in the World Bank Standards Procurement Documents 2018 and law N°62/2018 of 25/08/2018 governing Public Procurement in Rwanda.

The Supervision Consultant will manage and monitor the performance of Contractors in relation to contracted workers, focusing on compliance by contractors with their contractual agreements (obligations, representations, and warranties). This may include periodic audits, inspections, and/or spot checks of project locations or work sites and/or of labor management records and reports compiled by contractors. Contractors' labor management records and reports may include: (a) a representative sample of employment contracts or arrangements between third parties and

contracted workers; (b) records relating to grievances received and their resolution; (c) reports relating to safety inspections, including fatalities and incidents and implementation of corrective actions; (d) records relating to incidents of noncompliance with national law; and (e) records of training provided for contracted workers to explain labor and working conditions and OHS for the project.

XII. LABOR MANAGEMENT PROCEDURES PERFORMANCE MONITORING

Monitoring is a continuous assessment that aims at showing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities planned under the project. It is an oversight of the activity's implementation stage where the project is and the extent to which implementation is reached. Its purpose is to determine if the outputs, deliveries and schedules planned have been reached so that action can be taken to correct the discrepancies as quickly as possible.

In order to ensure the implementation of the LMP by stakeholders' contractors in particular, the following monitoring indicators will be established by the Government on a regular basis:

- Number of workers for each contractor segregated by gender;
- Number of workers with valid contracts segregated by gender;
- Number of training provided to workers on OHS, GBV and sexual harassment including men and women;
- The existence of an OHS committee with women representative
- The presence of an OHS personnel;
- Number of workers provided with PPEs;
- The presence of sanitary facilities: toilets (separate for men and women), hand washing facilities, waste collection points;
- The existence of a worker's GRM at displaying board for every site;
- Workers grievance logbooks illustrating the number of grievances received, status of the received grievance, pending grievance, referred grievance and level of the grievance resolution;
- Frequency of the workers meeting at site;
- Number people who received training and topics of these trainings

A detailed check list that will be used during monitoring is in annexes. Monthly and quarterly reports will be prepared, and the quarterly reports will be shared with the World Bank and other development partners. Incidents reports will be prepared as well if circumstances require it. More details on reporting requirements are provided in the Environmental and Social Commitment Plan (ESCP) prepared under this project. The Monitoring and Evaluation framework for LMP is attached (annex 1) to this labor management procedures given that the indicators might be varied depending on different parameters based on project phase.

REFERENCES

1. MININFRA, 2020. Concept Note for Rwanda Energy Access and Quality Improvement Project;
2. PRIMATURE, 2018. Energy Sector Strategic Plan;
3. MINECOFINE, 2017. National Strategy for Transformation one;
4. PRIMATURE, 2018. Labor Law;
5. REG, 2019. REG Strategic plan;
6. WB, 2016, Environmental and Social Framework;
7. WB, 2020 Disclosed Environmental and Social Review Summary for Rwanda Energy Access and Quality Improvement Project;

ANNEXURE

Annex 1: Template for M&E framework for the LMP

	INDICATORS BASELINE (What is the current value?)	TARGET (What is the target value?)	DATA SOURCE (Where/from whom will the data be obtained?)	TECHNIQUE (How will it be measured?)	FREQUENCY (How often will it be measured?)	RESPONSIBLE (Who will measure it?)	REPORTING (Where will it be reported?)
Goal							
Outcomes							
Outputs							
Activities							

Annex 2: Incident reporting form

Date Reported	
Division	
Region	
Office / Sub Location	
Business Unit	
Classification <i>(select one)</i>	<input type="checkbox"/> Drill or Inspection <input type="checkbox"/> Motor Vehicle Accident <input type="checkbox"/> Environmental Incident <input type="checkbox"/> Near Miss <input type="checkbox"/> External Event <input type="checkbox"/> Property Damage <input type="checkbox"/> Hazard <input type="checkbox"/> Safety Alert/News/Meeting <input type="checkbox"/> I and I – First Aid <input type="checkbox"/> Safety Talk Conducted <input type="checkbox"/> I and I – Lost Time <input type="checkbox"/> Security <input type="checkbox"/> I and I – Medical Treatment
Activity at time of incident <i>(select one)</i>	<input type="checkbox"/> External Event <input type="checkbox"/> Office Base related <input type="checkbox"/> Project Site related <input type="checkbox"/> Travel Related <input type="checkbox"/> Not applicable

Event Details

Date of Event		Time of Event	
Project Number (if applicable)			
Total time away from work due to injury *Method of recording would be in hour and half hour intervals i.e. 7, 7.5, 24 etc.			
Person Reporting Incident			
<input type="checkbox"/> Provide this person permission to view/modify this item			

Describe event in your own words:	
Exact Location of the Event e.g. third floor corridor near lunchroom	
Is the location of the event a Contractor? -controlled office or facility?	<input type="radio"/> Yes <input type="radio"/> N/A <input type="radio"/> No
Does this incident need to be reported to the Client/ Principal Contractor of the respective project where the incident occurred?	<input type="radio"/> Yes <input type="radio"/> N/A <input type="radio"/> No
Immediate Response by Personnel on Site:	

Injury Details (Fill out this section if the incident involves an injury)

Injured Person Name	
Injured Person is <i>(select one)</i>	<input type="checkbox"/> Contractor employee <input type="checkbox"/> Contractor to <input type="checkbox"/> Subcontractor/Sub consultant to <input type="checkbox"/> Visitor to(Name of contractor)..... site <input type="checkbox"/> Member of the public <input type="checkbox"/> Other
Home Address	
Witness	
Witness Contact Details	
Nature of Injury	<input type="checkbox"/> Amputation <input type="checkbox"/> Electric shock

<p><i>(select one)</i></p>	<div> <input type="checkbox"/> Asthma or other respiratory illness <input type="checkbox"/> Effects of exposure to the elements </div> <div> <input type="checkbox"/> Biological illness or Blood born pathogen <input type="checkbox"/> Fracture </div> <div> <input type="checkbox"/> Bruise, contusion or crushing injury <input type="checkbox"/> Internal injury </div> <div> <input type="checkbox"/> Burn <input type="checkbox"/> Poisoning or effects of substances </div> <div> <input type="checkbox"/> Concussion <input type="checkbox"/> Psychological </div> <div> <input type="checkbox"/> Cuts/Foreign body penetration <input type="checkbox"/> Sensory loss </div> <div> <input type="checkbox"/> Dermatitis or other skin condition <input type="checkbox"/> Sprain/Strain </div> <div> <input type="checkbox"/> Dislocation <input type="checkbox"/> Superficial injury </div> <div> <input type="checkbox"/> Other </div>
<p>Body Part affected</p> <p><i>(select one)</i></p>	<div> <input type="checkbox"/> Ear <input type="checkbox"/> Trunk </div> <div> <input type="checkbox"/> Eye <input type="checkbox"/> Back </div> <div> <input type="checkbox"/> Face <input type="checkbox"/> Internal organs </div> <div> <input type="checkbox"/> Head <input type="checkbox"/> Hip or leg </div> <div> <input type="checkbox"/> Neck <input type="checkbox"/> Feet or toes </div> <div> <input type="checkbox"/> Shoulder or arm <input type="checkbox"/> Multiple locations </div> <div> <input type="checkbox"/> Hand or fingers <input type="checkbox"/> Not applicable </div>
<p>Cause of Injury</p> <p><i>(select one)</i></p>	<div> <input type="checkbox"/> Bite or sting <input type="checkbox"/> Muscular stress </div> <div> <input type="checkbox"/> Contact with object <input type="checkbox"/> Physical/mental abuse </div> <div> <input type="checkbox"/> Struck by object <input type="checkbox"/> Trapped between </div> <div> <input type="checkbox"/> Exposure to element/substance <input type="checkbox"/> Trapped by </div> <div> <input type="checkbox"/> Fall from height <input type="checkbox"/> Vehicle accident </div> <div> <input type="checkbox"/> Fall at same level <input type="checkbox"/> Not otherwise specified </div>
<p>Description of Treatment:</p>	

First aid administered by	
After treatment the injured person <i>(select one)</i>	<input type="checkbox"/> Returned to work <input type="checkbox"/> Went home <input type="checkbox"/> Transported to medical centre
First full day or shift that injured person missed	
Injured person returned to work on	
Injured person returned to permanent duties	
Will a compensation claim be lodged? <i>(select one)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure
Add additional details if necessary	

Annex 3: Complaint form

Complaint Form		
Grievance Number		Copies to forward to:
Name of the recorder		(Original) Receiver Party
District/ Sector/Cell		(Copy)- Responsible Party
Date		
INFORMATION ABOUT GRIEVANCE		
Define the Grievance		
INFORMATION ABOUT THE COMPLAINANT	Forms of Receive	
Name-Surname		Phone line
Address		Community/Information meetings
Village/ Cell		Mail
Sector/ District		Informal
Signature of Complainant		Other

DETAILS OF GRIEVANCE				
1.Access to land and Resources <ul style="list-style-type: none"> • Lands • Pasture lands • House • Water • Latrines • Commercial site • Other 	2.Damage to <ul style="list-style-type: none"> • House • Land • Latrines • Livestock • Means of livelihood • Water • Road access • Other 	3.Damage to Infrastructure or Community Assets <ul style="list-style-type: none"> • Road • Bridge/ Passageways • Power • Water sources, canals and water infrastructure for irrigation and animals • Drinking water • Other 	4.Decrease or Loss of Livelihood <ul style="list-style-type: none"> • Agriculture • Animal husbandry • Beekeeping • Small scale trade • Other 	5.Traffic accident <ul style="list-style-type: none"> • Injury • Damage to property • Damage to livestock • Other

6.Incidents Regarding Expropriation and Compensation (Specify)	7.Resettlement Process (specify)	8.Employment and recruitment (Specify)	9.Construction Camp and Community Relations <ul style="list-style-type: none"> • Nuisance from dust • Nuisance from noise • Vibrations due to expressions • Misconduct of the project personal/worker • Complaint follow up Other 	10.Other (specify)
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Grievances Close Out Form

Grievance Number:.....

Define immediate action required:.....

Define long term action required (if necessary).....

Verification of corrective action and sign off

Corrective action taken	Due date

Responsible Party

Notes: This part will be filled in and signed by the complainant when he/she receives the compensation or file is closed out

Complainant:.....

Name and Signature.....

Date

Representative of Responsible Party

Title, Name and Signature..... Date:.....

Annex 4: Contractor's Code of Conduct

Implementing Environmental, Social Health and Safety (ESHS) and Occupational Health and Safety (OHS) Standards

Preventing Gender -Based Violence (GBV) and Violence Against Children (VAC)

(Name of contractor) acknowledges that adhering to environmental, social health and safety (ESHS) standards, following the project's occupational health and safety (OHS) requirements, and preventing gender-based violence (GBV) and violence against children (VAC) is important. All forms of GBV or VAC are unacceptable, be it on the work site, the work site surroundings, at worker's camps, or the surrounding communities.

The company considers that failure to follow ESHS and OHS standards, or to partake in GBV or VAC activities, constitute acts of gross misconduct and are therefore grounds for sanctions, penalties or potential termination of employment. Prosecution of those who commit GBV or VAC may be pursued if appropriate.

(Name of contractor) agrees that while working on the project every employee will:

- Attend and actively partake in training courses related to ESHS, OHS, HIV/AIDS, GBV and VAC as requested by employer.
- Shall wear personal protective equipment (PPE), in the correct prescribed manner, at all times when at the work site or engaged in project related activities.
- Take all practical steps to implement the organization's environmental and social management plan (CESMP).
- Implement the OHS Management Plan.
- Adhere to a zero-alcohol policy during work activities, and refrain from the use of illegal substances at all times.
- Consent to a police background check.
- Treat women, children (persons under the age of 18), and men with respect regardless of race, color, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.
- Not use language or behavior towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.

- Not participate in sexual contact or activity with children—including grooming or contact through digital media. Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense or excuse.
- Not engage in sexual harassment—for instance, making unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct, of a sexual nature, including subtle acts of such behavior. Ex. Looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; giving personal gifts; making comments about somebody’s sex life; etc.
- Not engage in sexual favors—for instance, making promises or favorable treatment dependent on sexual acts—or other forms of humiliating, degrading or exploitative behavior.
- Unless there is the full consent² by all parties involved, every worker shall not have sexual interactions with members of the surrounding communities. This includes relationships involving the withholding or promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex—such sexual activity is considered “non-consensual” within the scope of this Code.
- Consider reporting through the GRM (Grievance Redress Mechanism) or to the manager any suspected or actual GBV or VAC by a fellow worker, whether employed by my employer or not, or any breaches of this Code of Conduct.

Quality of products and services

(Name of the contractor) expects that products and services provided by each sub-Contractor will be of the highest quality and will be fairly and reasonably priced so that *(Name of the contractor)* customers are served with the best value. In addition to any specific requirements in the agreement with *(Name of the contractor)*, products and services will meet or exceed applicable government standards, including environmental and safety standards.

² **Consent** is defined as the informed choice underlying an individual’s free and voluntary intention, acceptance or agreement to do something. No consent can be found when such acceptance or agreement is obtained through the use of threats, force or other forms of coercion, abduction, fraud, deception, or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the World Bank considers that consent cannot be given by children under the age of 18, even in the event that national legislation of the country into which the Code of Conduct is introduced has a lower age. Mistaken belief regarding the age of the child and consent from the child is not a defense.

Health and Safety

(Name of the contractor) is dedicated to providing safe, injury-free working conditions and a healthy work environment. Compliance with this commitment is a condition of any sub-Contractor engagement with *(Name of the contractor)*.

Workplace safety

Each Sub-Contractor is responsible for ensuring that its Representatives complete all necessary safety training and per formwork in conformance with all applicable safety rules, laws, standards and procedures and for complying with and enforcing any additional *(Name of the contractor)* safety policies and procedures communicated to Sub-Contractor.

Reporting injuries, damage and unsafe conditions

In addition to any other legal reporting requirements, *(Name of the contractor)* and each Contractor must immediately report any occupational injuries, unsafe conditions or practices and damage to property occurring as a result of the *(Name of the contractor)/Sub-Contractor* or its Representative's activities to REG or any deserved entity.

Alcohol and drug use

(Name of the contractor)'s commitment to providing a healthy and safe working environment is compromised by the consumption of alcohol and illegal drugs. While performing work for *(Name of the contractor)*, Employees, Sub-Contractors and Representatives must not consume, use or be impaired by alcohol or illegal drugs or be under the influence of prescription drugs that impair a person's ability to perform work in a safe and efficient manner.

Workplace violence

Acts or threats of physical violence, intimidation and harassment will not be tolerated. Engaging in violence or threatening or intimidating behavior may result in termination of the contract with *(Name of the contractor)* or removal of the Representative from *(Name of the contractor)* property, as deemed appropriate by *(Name of the contractor)*.

The Environment

REG is committed to conducting its business in an environmentally responsible manner. *(Name of Contractor)* and Representatives will comply with all applicable environmental laws and regulations and operate in a way that minimize the negative environmental impact of the products and services.

Ethics

(Name of Contractor) must operate within the highest standards of ethical conduct when dealing with REG, Representatives, REG employees, customers and the public. *(Name of Contractor)* will ensure that its actions, and those of its Representatives, comply with the letter and spirit of this Code.

Anti-corruption

(name of contractor) and Representatives are committed to zero tolerance against corruption and shall not engage in any form of bribery, extortion, embezzlement or other corrupt practices.

Fair competition

When conducting works *(Name of Contractor)* and Representatives shall uphold fair standards in recruiting and competition.

Confidentiality

Confidential information includes information that is not known by the public and that may be harmful to the organization, its employees or its customers if disclosed. *(Name of the Contractor)* is committed to safeguarding and protecting its own confidential information and the personal information of its customers and employees. Sub-Contractor must maintain the confidentiality of information entrusted to it in accordance with its agreements with *(Name of the Company)* and applicable law. The obligation to protect *(Name of the Company)*'s confidential information continues even after the business relationship with *(Name of the Company)* ends.

Updates to Code and Disclaimer

(Name of the Contractor) reserves the right to amend and modify this Contractor Code of Conduct at its discretion. The provisions of the Code are not intended to change any obligations set forth in the Contractor's agreement with REG and in the event of any conflict, the terms in the agreement with REG will prevail.

Annex 5: Individual code of conduct in case of contractor

Implementing Environmental, Social Health and Safety (ESHS) and Occupational Health and Safety (OHS) Standards

Preventing Gender -Based Violence (GBV) and Violence Against Children (VAC)

I, _____, acknowledge that adhering to environmental, social health and safety (ESHS) standards, following the project's occupational health and safety (OHS) requirements, and preventing gender-based violence (GBV) and violence against children (VAC) is important. All forms of GBV or VAC are unacceptable, be it on the work site, the work site surroundings, at worker's camps, or the surrounding communities.

The company considers that failure to follow ESHS and OHS standards, or to partake in GBV or VAC activities, constitute acts of gross misconduct and are therefore grounds for sanctions, penalties or potential termination of employment. Prosecution of those who commit GBV or VAC may be pursued if appropriate.

I agree that while working on the project I will:

- Attend and actively partake in training courses related to ESHS, OHS, HIV/AIDS, GBV and VAC as requested by my employer.
- Shall wear my personal protective equipment (PPE), in the correct prescribed manner, at all times when at the work site or engaged in project related activities.
- Take all practical steps to implement the contractor's environmental and social management plan (CESMP).
- Implement the OHS Management Plan.
- Adhere to a zero-alcohol policy during work activities, and refrain from the use of illegal substances at all times.
- Consent to a police background check.
- Treat women, children (persons under the age of 18), and men with respect regardless of race, color, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.
- Not use language or behavior towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.

- Not participate in sexual contact or activity with children—including grooming or contact through digital media. Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense or excuse.
- Not engage in sexual harassment—for instance, making unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct, of a sexual nature, including subtle acts of such behavior. Ex. Looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; giving personal gifts; making comments about somebody’s sex life; etc.
- Not engage in sexual favors—for instance, making promises or favorable treatment dependent on sexual acts—or other forms of humiliating, degrading or exploitative behavior.
- Unless there is the full consent by all parties involved, I shall not have sexual interactions with members of the surrounding communities. This includes relationships involving the withholding or promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex—such sexual activity is considered “non-consensual” within the scope of this Code.
- Consider reporting through the GRM (Grievance Redress Mechanism) or to my manager any suspected or actual GBV or VAC by a fellow worker, whether employed by my employer or not, or any breaches of this Code of Conduct.

With regard to children under the age of 18:

- Wherever possible, ensure that another adult is present when working in the proximity of children.
- Not invite unaccompanied children unrelated to my family into my home, unless they are at immediate risk of injury or in physical danger.
- Not sleep close to unsupervised children unless absolutely necessary, in which case I must obtain my supervisor's permission, and ensure that another adult is present if possible.
- Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also “Use of children's images for work related purposes” below).
- Refrain from physical punishment or discipline of children.

- Refrain from hiring children for domestic or other labor which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury.
- Comply with all relevant local legislation, including labor laws in relation to child labor.

Use of children's images for work related purposes

When photographing or filming a child for work related purposes, I must:

- Before photographing or filming a child, assess and endeavor to comply with local traditions or restrictions for reproducing personal images.
- Before photographing or filming a child, obtain informed consent from the child and a parent or guardian of the child. As part of this I must explain how the photograph or film shall be used.
- Ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive.
- Ensure images are honest representations of the context and the facts.
- Ensure file labels do not reveal identifying information about a child when sending images electronically.

Sanctions

I understand that if I breach this Individual Code of Conduct, my employer shall take disciplinary action which could include:

- Informal warning.
- Formal warning.
- Additional Training.
- Loss of up to one week's salary.
- Suspension of employment (without payment of salary), for a minimum period of 1 month up to a maximum of 6 months.
- Termination of employment.
- Report to the police if wanted.

I understand that it is my responsibility to ensure that the environmental, social, health and safety standards are met. That I shall adhere to the occupational health and safety management plan. That I shall avoid actions or behaviours that could be construed as GBV or VAC. Any such actions shall be a breach this Individual Code of Conduct. I do hereby acknowledge that I have read the foregoing Individual Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities to prevent and respond to ESHS, OHS, GBV and VAC issues. I understand that any action inconsistent with this Individual Code of Conduct or failure to take action mandated by this Individual Code of Conduct may result in disciplinary action and may affect my ongoing employment.

Signature: _____

Printed Name: _____

Title: _____

Date: _____

Annex 6: Individual code of conduct in case of electrical line works

Implementing Environmental, Social Health and Safety (ESHS) and Occupational Health and Safety (OHS) Standards

Sexual Exploitation and Abuse (SEA), Sexual Harassment (SH) and Violence against Children (VAC)

I, _____, acknowledge that sexual exploitation and abuse (SEA), sexual harassment (SH), Violence against Children (VAC) and other unethical behaviors are prohibited at workplace, while adhering to Environmental, Social Health and Safety (ESHS) standards and following the project's Occupational Health and Safety (OHS) requirements is a must at workplace. As an employee of Village; CellSector;District..... in Rwanda, I acknowledge that sexual exploitation and abuse (SEA),sexual harassment (SH), violence against children (VAC) and other unethical activities, not adhering to Environmental, Social, Health and Safety (ESHS) standards and not following the project's Occupational Health and Safety(OHS) requirements on the work site, the work site surroundings, or the surrounding community constitute a violation of this *Code of Conduct*. I understand SEA, SH, VAC and other unethical activities, not adhering to ESHS standards and not following OHS requirements are grounds for sanctions, penalties or potential termination of employment. I pledge not to commit SEA, SH, VAC or other unethical offense, otherwise I will undergo the above punishments, including being pursued by prosecution.

I agree that while working on the project, I will:

- Treat all persons, including children (persons under the age of 18), with respect regardless of sex, race, color, language, religion, political or other opinion, national, ethnic or social origin, gender identity, sexual orientation, property, disability, birth or other status.
- Commit to creating an environment which prevents SEA, SH, VAC and unethical practices and promotes this code of conduct. In particular, I will seek to support the systems which maintain this environment.
- **Not** participate in SEA, SH, VAC and other unethical activities as defined by this *Code of Conduct* and as defined under Rwandan law.

- **Not** use language or behavior towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- **Not** participate in sexual contact or activity with anyone below the age of 18. Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense. I will not participate in actions intended to build a relationship with a minor that will lead to sexual activity.
- **Not** solicit/engage in sexual favors in exchange for anything as described above;
- Unless there is the full consent by all parties involved, recognizing that a child is unable to give consent and a child is anyone under the age of 18, I will not have sexual interactions with coworkers or any members of the surrounding communities. This includes relationships involving the withholding or promise of actual provision of benefit (monetary or non-monetary) to coworkers or community members in exchange for sex—such sexual activity is considered “non-consensual” under this Code;
- Reveal any case related to hiring children for domestic or other labor which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury;
- Always wear my personal protective equipment (PPE), in the correct prescribed manner, at all times when at the work site or engaged in project related activities;
- Take all practical steps requiring employee compliance and adherence to implement the contractor’s environmental and social management plan (CESMP) and any relevant instructions which will be provided by the employer in relation to Environmental and Social Safeguards requirements;
- **Not** manifest any kind of robbery or theft of any kind at the workplace;
- Fully observe the principle of honesty, integrity, fair play and mutual respect at work;
- Avoid soliciting or accepting any advantage from any persons to in turn secure ineligible benefits of any kind from the project;
- Avoid using the employment position or any information made available to me in the course of my duties for not deserved personal gains or gains of any other persons;
- Ensure proper use, maintenance, safety and security of site property and materials;
- Always possess at my disposal a valid personal Health Insurance during employment period;

- Not be indulged in any form of interpersonal conflict such as fighting, insults, abuse of any sort, etc.
- Observe working hours, avoid absenteeism without genuine reasons and fully work as required

I commit to:

- Adhere to the provisions of this code of conduct both on and off the project site.
- Attend and actively partake in training courses related to preventing SEA, SH and other unethical practices as requested by my employer.

If I am aware of or suspect SEA, SH and any other unethical practice, at the project site or surrounding community, I understand that I am encouraged to report it to the Grievance Redress Committee (GRM) for case proper follow up and handling. The safety, consent, and consequences for the person who has suffered the abuse will be part of my consideration when reporting. I understand that I will be expected to maintain confidentiality on any matters related to the incident to protect the privacy and security of all those involved.

Sanctions: I understand that if I breach this Individual Code of Conduct, my employer will take disciplinary actions which could include:

- Informal (verbal) warning or formal warning;
- Additional training;
- Deduction from the salary;
- Loss of payment;
- Suspension of employment (with or without payment of worked days);
- Termination of employment contract;
- Report to the Rwanda National Police (RNP) or Rwanda Investigation Bureau (RIB) or other authorities as warranted.

I understand that it is my responsibility to adhere to this code of conduct. That I will avoid actions or behaviors that could be construed as SEA, SH, VAC and unethical practices. I will avoid any activity that could hinder the implementation of Environmental, Social, Health and Safety (ESHS) standards and Occupational Health and Safety (OHS) requirements Any such actions will be a breach to this Individual Code of Conduct. I acknowledge that I have read the Individual Code of Conduct, do agree to comply with the standards contained in this document,

and understand my roles and responsibilities to prevent and potentially report SEA, SH, VAC and other unethical issues, environmental damage, health and safety problems. I understand that any action inconsistent with this Individual Code of Conduct or failure to act mandated by this Individual Code of Conduct may result in disciplinary action and may affect my employment.

Signature: _____

Printed Name: _____

Title: _____

Date: _____

Annex 7: First Aid Box Contents Checklist

MATERIAL	CHARACTERISTICS	QUANTITY	QUANTITY PRESENT IN BOX	COMMENTS
ADMINISTRATIVE MATERIAL				
List of the first aid material		1		
List of the contact numbers in case of emergence		1		
Pen		1		
Notebooks	Format A5	1		
LIGHT STUFF				
Torch	Small	1		
Batteries	1.5 V	4		
Match box		1		
Candles	mm 45x110	5		
HYGIENIC, DISINFECTION AND PROTECTION MATERIALS				
Water container	250 ml	1		
Soap	200 g	1		
Towel	60x30 cm	2		
Sterile and non-sterile gloves	Different sizes	10		

MATERIAL	CHARACTERISTICS	QUANTITY	QUANTITY PRESENT IN BOX	COMMENTS
Antiseptic solution	200 ml	1		
Vaseline gauzes	10 cm x10 cm	10		
Non sterile gauzes	10x20 cm	50		
Sterile gauzes	10x10 cm	25		
Adhesive bands		1		
Dressing ready for use	Different size	1 box		
MATERIAL FOR BANDAGE AND IMMOBILISATION				
Gauze bandages	8 cm x 4 m	15		
Elastic bandages	10 cm x 5 m	15		
Triangular bandages		7		
Arm sling		1		
Safety blanket	35 x 45 cm	2		
INSTRUMENTS				
Scissors	14.5 cm	1 pair		
Safety pin	Box	1		
DRUGS				
Analgesic – antipyretics (Paracetamol)	Tablets	100		

MATERIAL	CHARACTERISTICS	QUANTITY	QUANTITY PRESENT IN BOX	COMMENTS
Oral rehydration solution	27.9 g/1 L	3		
Magnesium Trisilicate	Tablets	100		
Anti-inflammatory	ointment or spray	1		

Annex 8: Occupational health and safety inspection checklist

Contractor/Developer Name:					Date:	
Location:					No	of
Conducted By:					Employees:	
S – Satisfactory		NS – Not Satisfactory			NA – Not Applicable	

#	ITEMS	S	NS	NA	NOTES/ ACTION TAKEN
1	HEALTH AND SAFETY POLICIES, PLANS AND PROCEDURES				
1.1	Is Health and Safety Policy /Plan developed and available?				
1.2	Is Health and Safety Policy /Plan communicated to the staff?				
1.3	Are Health and Safety Policy/ plan enforced				
1.4	Are Health and safety procedures in place (Incident reporting & investigation, first aid, fire emergencies)				
2	FIRE AND EMERGENCIES				
2.1	Are there emergency procedures e.g. for evacuating the site in case of fire, or for rescue from a confined space?				
2.2	Do people on site know what the procedures are?				
2.3	Is there means of raising the alarm, and does it work?				
2.4	Is there a way to contact the emergency services from site?				
2.5	Are there adequate escape routes and are these kept clear?				
2.6	Are suitable fire extinguishers provided and checked regularly?				

#	ITEMS	S	NS	NA	NOTES/ ACTION TAKEN
2.7	Are workers trained to use fire extinguishers?				
2.8	Are smoking and other ignition sources banned in areas where gases or flammable liquids are stored or used?				
2.9	Are gas cylinders, associated hoses and equipment properly maintained and in good condition?				
2.10	Fire evacuation plan is posted?				
2.11	Workers know the plan: Ask a worker				
2.12	Is flammable and combustible waste removed regularly and stored in suitable bins or skips?				
2.13	Does emergency assembly point known by each employee and clearly marked				
3	HYGIENE, SANITATION AND ENVIRONMENT				
3.1	Are workers protected from air cool drafts or excessive heat				
3.2	Are lighting levels in work areas adequate: Observation				
3.3	Signs are posted when floors are wet (e.g., when floors are washed, spills)				
3.4	Aisles are marked, clear and unobstructed				
3.5	Stairs are kept clear and unobstructed				
3.6	Are all work areas clean, sanitary and orderly?				
3.7	Are work surfaces kept dry or appropriate means taken to assure the surfaces are slip- resistant				

#	ITEMS	S	NS	NA	NOTES/ ACTION TAKEN
3.8	Are all toilets and washing facilities clean and sanitary and free from bad smell? Existence of water and soap				
3.9	Are hazardous substances separated with non-hazardous substances during collection process				
3.10	Are floors clean and free from oil or grease				
4	ACCESS ON SITE				
4.1	Can everyone get to their place of work safely and work there safely?				
4.2	Are access routes in good condition and clearly signposted?				
4.3	Are holes protected with clearly marked and fixed covers to prevent falls?				
4.4	Is the site tidy, and are materials stored safely?				
4.5	Are temporary structures stable, adequately braced and not overloaded?				
4.6	Is lighting adequate, especially when work is being carried on after dark outside or inside buildings?				
5	WORK AT HEIGHT				
5.1	Is there appropriate protection to stop people or materials falling?				
5.2	Is there appropriate measures to prevent construction materials from falling from the top?				
5.3	Have you taken precautions to stop people falling through fragile materials				

#	ITEMS	S	NS	NA	NOTES/ ACTION TAKEN
	<i>e.g.</i> by providing barriers, covers or working platforms?				
5.4	Are people kept away from the area below high-height work? If this is not possible, have additional precautions been taken to stop debris falling onto them?				
6	PERSONAL PROTECTIVE EQUIPMENT				
6.1	PPE is available and worn when required: observation				
6.2	Training in PPE use and care: Ask worker				
6.3	Is all personal protective equipment maintained in a sanitary condition and ready for use				
6.4	All staff are trained and sensitized on the need to use and usage of protective equipment available to him/her				
6.5	Have workers had information and training on the noise so they know what the risks are from noise on site, and what they need to do to avoid those risks?				
7	INCIDENT REPORTING, RECORDING AND INVESTIGATION				
7.1	Are all accidents and incidents reported?				
7.2	All incidents reported immediately using relevant incident report forms				

#	ITEMS	S	NS	NA	NOTES/ ACTION TAKEN
7.3	The immediate supervisor investigates the cause of the incident, and complete Accident/Incident Report Form or Near Miss Form				
8	SAFETY TOOLS, MACHINERY AND EQUIPMENT				
8.1	Is equipment, safety tools and machinery kept clean				
8.2	Are operators properly trained				
8.3	Are noise levels of machines controlled				
8.4	Are machinery fumes, exhaust and wastes controlled				
8.5	Guarding and safety devices in place				
8.6	Start/Stop switches clearly marked and easy to reach				
8.7	Safe operating procedures available				
8.8	Manufacturers' manuals available for all tools and machinery				
8.9	Are all dangerous parts guarded, e.g. gears, chains drives, projecting engine shafts?				
8.10	Are guards secured and in good repair?				
9	FIRST AID EMERGENCIES				
9.1	Is the first aid kit accessible and clearly labeled				
9.2	Is the first aid kit adequate and complete				
9.3	Is the first aid kit clean and dry				
9.4	Are emergency phone numbers displayed				
9.5	Do workers know where to go and who to call for first aid assistance				

#	ITEMS	S	NS	NA	NOTES/ ACTION TAKEN
9.6	Do workers know where to find personal protective equipment				
9.7	Do workers know how to use personal protective equipment				
9.8	Do workers receive adequate first aid related training				
10	HAZARDOUS SUBSTANCES MANAGEMENT				
10.1	Hazardous substances policies and procedures available				
10.2	Hazardous substances are properly labeled, stored and disposed of				
10.3	A material safety data sheet (MSDS) for each product used is available for worker's reference and included in the hazardous substances register				
10.4	Have you identified all harmful substances and materials, such as asbestos, lead, solvents, paints, cement and dust?				
10.5	Have you identified and put into place precautions to prevent or control exposure to hazardous substances, by: i) doing the work in a different way, to remove the risk entirely; ii) using a less hazardous material; or iii) using tools fitted with dust extraction?				
10.6	Have you checked whether a licensed contractor is needed to deal with asbestos on site? (Most work with				

#	ITEMS	S	NS	NA	NOTES/ ACTION TAKEN
	asbestos requires a license, although you can do some very limited work with material which contains asbestos without one.)				
10.7	Have workers had information and training so they know what the risks are from the hazardous substances used and produced on site, and what they need to do to avoid the risks?				
10.8	Have you arranged health surveillance for people using certain hazardous substances (e.g. lead)?				
11	DISEASE PREVENTION, SURVEILLANCE AND EMPLOYEE WELFARE				
11.1	Does contractor/ EDCL organize a medical check- up for the employees				
11.2	Does contractor/ EDCL organize vaccination for specific diseases: Hepatitis B,...				
11.3	Does contractor/ EDCL provide fitness facilities (sports) for their employees				
11.4	Does contractor/ EDCL provide health insurance coverage to help accessing medical benefits for affected employees: Precise				
11.5	Does contractor/ EDCL provide refreshment facilities (water, milk,) for their employees				
11.6	Existence of awareness program of workers: hygiene and sanitation, communicable and non- communicable				

#	ITEMS	S	NS	NA	NOTES/ ACTION TAKEN
	diseases like HIV/AIDS, malaria, hypertension, diabetes,...				
11.7	Does tobacco and alcohol prohibited at workplace				
12	OTHER HEALTH AND SAFETY REQUIREMENTS				
12.1	Did Contractor /developer appointed a health and safety officer at the site?				
12.2	Does contractor/ developer perform prior and periodic risk assessment?				
12.3	Does a contractor/ developer perform inspection and keep all the records findings				
12.4	Does contractor /developer report monthly injuries statistics by using provided template?				
12.5	Does Contractor / developer organize training of his/ her staff on health, safety and welfare issue?				
12.6	Does contractor/developer record and report any accident/ incident as soon as practicable (within 24 hours) after its occurrence to the health and safety personnel?				
12.7	Does contractor/ developer provide health and safety briefs/ tool box talks with all staff under supervision every day before departure to worksites?				
12.8	The existence of infirmary with a trained nurse and ambulance service always available at the site				

#	ITEMS	S	NS	NA	NOTES/ ACTION TAKEN
12.9	Site is kept clean, free from effluvia arising from any drain or other places				
12.10	Contractor's employees have valid insurance for occupational accidents/injuries and medical insurance				
12.11	Provision of adequate and suitable washroom clean in orderly condition				
12.12	Place reserved for taking meals, if available at site, is maintained in perfect state of cleanliness and such place shall meet the satisfactory standards of comfort and hygiene.				

Annex 9: Employment, Health and Safety conditions Monitoring Form (Checklist)

Contractor' name: Site name.....Date:

Instructions; Tick (✓) if available, put a cross(X) if unavailable.

Tick (✓) if there's evidence, put a cross(X) if there's no evidence.

N	Monthly Checklist: EHS items	Available	Unavailable	Type of evidence	Comment
0					
1	Current Employee List				
2	Valid Working Contract				
3	Appointment letters;				
4	Inductions – all contractor staff				
5	Reporting: Incidents, accidents, tracker/register				
6	Grievance redress mechanism				
7	Health and Safety Committee				
	Sanitary facilities: toilets (separate for men and women), hand washing facilities, waste collection points				
9	PPE (boots, gloves, helmets, masks, etc); Provided & Properly worn at all				
10	Awareness on SGBV and STD				
11	Valid First Aid Kit				
12	Valid Fire extinguishers;				
13	The incident register				

Annex 10: Location of the Health Facilities countrywide

Province	District	Health Facility	Coordinates
East	Bugesera District	Rilima CS	[30.229906,-2.157876]
		Ruhuha CS	[30.054567,-2.3102]
		Gakurazo CS	[30.0254,-2.1853]
		Gashora CS	[30.245,-2.2055]
		Gihinga CS	[30.0076,-2.2706]
		Juru CS	[30.23283,-2.115417]
		Kamabuye CS	[30.1302,-2.3719]
		Mareba CS	[30.0702,-2.2478]
		Mayange (bugesera) CS	[30.1446,-2.2067]
		Mwogo CS	[30.1567,-2.084]
		Ngeruka CS	[30.102574,-2.334047]
		Nyamata CS	[30.0912,-2.1469]
		Nyamata DH	[30.0799,-2.1384]
		Nzangwa CS	[30.2652,-2.3394]
		Ntarama CS	[30.06538,-2.108595]
		Nyarugenge CS	
	Gatsibo District	Kiziguro (gatsibo) CS	[30.3848,-1.7662]
		Kiziguro DH	[30.3848,-1.7666]
		Muhura CS	[30.292,-1.7587]
		Rwembogo CS	[30.50248,-1.60716]
		Bugarura CS	[30.3378,-1.7333]
		Camp Nyabiheke CS	[30.25981,-1.595413]
		Gakenke CS	[30.4164,-1.8016]
		Gasange CS	[30.29713,-1.80927]
		Gatsibo CS	[30.2391,-1.58255]
		Gitoki CS	[30.32248,-1.64262]
		Gituza CS	[30.2919,-1.6192]
		Humure CS	[30.30648,-1.68293]
		Kabarore CS	[30.3887,-1.6242]

Province	District	Health Facility	Coordinates
		Kageyo (gatsibo) CS	[30.2709,-1.6796]
		Kibondo CS	[30.3191,-1.5639]
		Ngarama CS	[30.2598,-1.546]
		Ngarama DH	[30.2429,-1.546]
		Nyagahanga CS	[30.2205,-1.6096]
		Nyagihanga CS	[30.17923,-1.53526]
		Rugarama (gatsibo) CS	[30.4106,-1.7004]
		Rwimitereri CS	[30.3455,-1.8161]
	Kayonza District	Gahini CS	[30.4832,-1.8407]
		Gahini DH	[30.4832,-1.8407]
		Ndego CS	[30.7023,-2.0141]
		Rukara CS	[30.503,-1.6969]
		Rwinkwavu CS	[30.6149,-1.964]
		Cyarubare CS	[30.6377,-2.0204]
		Kabarondo (kayonza) CS	[30.5577,-2.0103]
		Kageyo I (Kayonza Gahini) CS	[30.65387,-1.8394]
		Karama (kayonza) CS	[30.6017,-2.0516]
		Mukarange CS	[30.4971,-1.9014]
		Nyakabungo CS	[30.5809,-1.8391]
		Nyamirama CS	[30.5192,-1.9516]
		Ruramira CS	[30.5041,-1.9815]
		Rutare (kayonza) CS	[30.5554,-1.9254]
		Rwinkwavu DH	[30.6141,-1.964]
		Ryamanyoni CS	[30.4837,-1.7184]
	Kirehe District	Kirehe CS	[30.6536,-2.2666]
		Mulindi (kirehe) CS	[30.6922,-2.103]
		Nyarubuye (kirehe) CS	[30.7583,-2.1736]
		Rusumo CS	[30.756,-2.2834]
		Bukora CS	[30.7865,-2.3088]

Province	District	Health Facility	Coordinates
		Gahara CS	[30.5043,-2.334]
		Gashongora CS	[30.5507,-2.3178]
		Kabuye (kirehe) CS	[30.778,-2.0876]
		Kirehe DH	[30.65355,-2.26741]
		Mahama CS	
		Musaza CS	[30.6285,-2.331]
		Mushikiri CS	[30.674014,-2.190746]
		Nasho CS	[30.8517,-2.1304]
		Ntaruka (nasho Kirehe) CS	[30.6907,-2.1443]
		Nyabitare (kirehe) CS	[30.795079,-2.213425]
		Rwantonde CS	
		Kigarama CS	
	Ngoma District	Gituku CS	[30.6396,-2.1354]
		Jarama CS	[30.3812,-2.28]
		Rukira CS	[30.5881,-2.1997]
		Rukoma Sake CS	[30.3854,-2.2165]
		Zaza CS	[30.4338,-2.1557]
		Kibungo CS	[30.5437,-2.1626]
		Kibungo PH	[30.5394,-2.1659]
		Kirwa CS	[30.4672,-2.0777]
		Mutenderi CS	[30.4889,-2.2731]
		Nyange CS	[30.3729,-2.1107]
		Remera CS	[30.556,-2.081]
		Rukumberi CS	[30.3265,-2.175]
		Sangaza CS	[30.3994,-2.1863]
	Nyagatare District	Matimba CS	[30.4261,-1.1262]
		Nyarurema CS	[30.1651,-1.4051]
		Bugaragara CS	[30.4123,-1.2907]
		Cyabayaga CS	[30.2951,-1.395]
		Cyondo CS	[30.1206,-1.4406]

Province	District	Health Facility	Coordinates
		Kabuga (karama Nyagatare) CS	[30.1984,-1.3551]
		Kagitumba CS	[30.4494,-1.0768]
		Karangazi CS	[30.3885,-1.3883]
		Katabagemu CS	[30.2769,-1.4742]
		Mimuri CS	[30.2521,-1.4478]
		Muhambo CS	[30.1646,-1.442]
		Ndama (nyagatare) CS	[30.46962,-1.41278]
		Ntoma CS	[30.3899,-1.1368]
		Nyagahita CS	[30.2028,-1.486]
		Nyagatare CS	[30.3248,-1.2962]
		Nyagatare DH	[30.3262,-1.2981]
		Nyakigando (Nyagatare) CS	[30.3432,-1.43835]
		Rukomo CS	[30.2509,-1.3789]
		Rurenge CS	[30.2771,-1.3323]
		Rwempasha CS	[30.3031,-1.2208]
		Tabagwe CS	[30.2107,-1.2872]
		Musenyi (Nyagatare) FOSACOM	
	Rwamagana District	Munyaga CS	[30.4661,-2.0275]
		Avega Rwamagana CS	[30.4417,-1.9483]
		Gahengeri CS	[30.32212,-1.97066]
		Gishari/ Police CS	[30.425273,-1.914402]
		Karenge CS	[30.3096,-2.0818]
		Murambi (rwamagana) CS	[30.45568,-1.87554]
		Musha (rwamagana) CS	[30.3321,-1.931]
		Muyumbu CS	[30.2573,-1.9742]
		Nyagasambu CS	[30.28720,-1.88188]
		Nyakaliro CS	[30.2541,-2.0361]

Province	District	Health Facility	Coordinates
		Nzige CS	[30.3371,-2.0262]
		Rubona (rwamagana) CS	[30.3967,-2.0386]
		Ruhunda CS	[30.4125,-1.9005]
		Rwamagana CS	[30.4326,-1.9507]
		Rwamagana PH	[30.4331,-1.9503]
Kigali City	Gasabo District	Caraes Ndera Hnr	[30.169,-1.9547]
		Rubungo CS	[30.1738,-1.946]
		Bumbogo (ex-Gikomero I) CS	[30.2187,-1.887092]
		Gihogwe CS	[30.0462,-1.9058]
		Jali CS	[30.0191,-1.89]
		Kabuye CS	[30.0635,-1.8898]
		Kacyiru CS	[30.0752,-1.9331]
		Kacyiru Police Hospital HM	[30.075489,-1.932984]
		Kagugu CS	[30.0863,-1.9129]
		Kayanga CS	[30.1905,-1.842]
		Kibagabaga DH	[30.112,-1.9308]
		Kimironko CS	[30.1261,-1.9514]
		King Faisal Hospital HNR	[30.0951,-1.9439]
		Kinyinya CS	[30.112,-1.9185]
		Nduba CS	
		Nyacyonga CS	[30.0842,-1.868]
		Avega Kigali CS	[30.1068,-1.9585]
		Gikomero II CS	[30.15383,-1.85982]
		Rwanda Women's Network CS	[30.09308,-1.918283]
		SOLACE MINISTRIES MINISTRIES CS	[30.215106,-1.980794]
	Kicukiro District	Bethsaida CS	[30.11447,-1.97675]
		Gikondo (0103) CS	[30.0784,-1.97]
		Kabuga (kicukiro) CS	[30.2285,-1.9839]
		Kicukiro CS	[30.1145,-1.9767]

Province	District	Health Facility	Coordinates
		Masaka CS	[30.1913,-1.9956]
		Busanza CS	[30.1496,-1.9801]
		Gahanga CS	[30.1043,-2.027]
		Kanombe Military Hospital	[30.1678,-1.9787]
		Nyarugunga CS	[30.16906,-1.975498]
		Gatenga CS	[30.091768,-1.980125]
		Masaka DH	[30.1913,-1.99563]
	Nyarugenge District	Biryogo CS	[30.06,-1.9669]
		Cor-unum CS	[30.0483,-1.9454]
		Butamwa CS	[30.0237,-2.0255]
		CHK/CHUK HNR	[30.0604,-1.9565]
		Gitega (Nyarugenge) CS	[30.0599,-1.9577]
		Kabusunzu CS	[30.0519,-1.963]
		Muhima CS	[30.05857,-1.9367]
		Muhima DH	[30.0585,-1.9367]
		Mwendo (nyarugenge) CS	[30.0163,-1.9821]
		Rugarama (nyarugenge) CS	[30.0434,-1.992]
		Kanyinya CS	
		Nyarurenzi CS	
North	Burera District	Bungwe (burera) CS	[29.973001,-1.503061]
		Butaro CS	[29.8364,-1.4089]
		Kinoni CS	[29.7279,-1.4376]
		Ndongezi CS	
		Rwerere CS	[29.86947,-1.50141]
		Butaro DH	[29.8366,-1.4089]
		Cyanika (burera) CS	[29.7285,-1.38155]
		Gahunga CS	[29.70015,-1.45017]
		Gitare CS	[29.7665,-1.3906]
		Kinyababa CS	[29.8126,-1.368]

Province	District	Health Facility	Coordinates
		Kirambo (burera) CS	[29.83356,-1.49317]
		Kivuye CS	[29.9313,-1.4921]
		Mucaca CS	[29.6687,-1.3876]
		Ntaruka (kinoni Burera) CS	[29.7479,-1.476]
		Nyamugali CS	[29.8829,-1.6039]
		Ruhunde CS	[29.9416,-1.5733]
		Rusasa CS	[29.8704,-1.4511]
		Gatebe CS	
		Ruhombo CS	[29.773993,-1.509957]
	Gakenke District	Janja CS	[29.6748,-1.6823]
		Nyange (ruli) CS	[29.79073,-1.80107]
		Ruli CS	[29.86142,-1.71277]
		Rwankuba CS	[29.8639,-1.7587]
		Busengo CS	[29.7012,-1.6246]
		Bushoka CS	[29.7361,-1.5967]
		Coko (ruli) CS	[29.8226,-1.7647]
		Cyabingo CS	[29.6882,-1.5854]
		Gatonde CS	[29.6649,-1.6587]
		Kamubuga CS	[29.794167,-1.589194]
		Karambo (gakenke) CS	[29.8402,-1.6303]
		Mataba CS	[29.7436,-1.7198]
		Muhondo (gakenke) CS	[29.8954,-1.8]
		Nemba CS	[29.7865,-1.638]
		Nemba DH	[29.7867,-1.6377]
		Nyundo (gakenke) CS	[29.6585,-1.6039]
		Rukura CS	[29.8292,-1.696]
		Ruli DH	[29.8494,-1.8296]
		Rushashi CS	[29.8581,-1.7259]
		Rusoro CS	[29.67948,-1.71226]
		Rutake CS	[29.72338,-1.67304]

Province	District	Health Facility	Coordinates
		Rutenderi CS	[29.852,-1.6665]
		Muyongwe CS	
	Gicumbi District	Bushara CS	[30.08121,-1.52796]
		Rushaki CS	[30.0914,-1.455]
		Rwesero CS	[30.1766,-1.7993]
		Bwisige CS	[30.15427,-1.57958]
		Byumba CS	[30.0558,-1.5887]
		Byumba DH	[30.0551,-1.5893]
		Camp Gihembe CS	[30.07587,-1.59843]
		Gisiza CS	[30.1244,-1.6089]
		Giti CS	[30.2223,-1.788]
		Kigogo CS	[30.0097,-1.5933]
		Manyagiro CS	[30.0015,-1.5185]
		Miyove CS	[29.9791,-1.616]
		Muhondo (kageyo) CS	[30.0857,-1.628]
		Muko CS	[30.2282,-1.697]
		Mukono CS	[30.1084,-1.5636]
		Mulindi (gicumbi) CS	[30.0428,-1.478]
		Munyinya CS	[30.1354,-1.6446]
		Musenyi (gicumbi) CS	[30.0989,-1.705]
		Rubaya (gicumbi) CS	[29.9968,-1.4639]
		Ruhenda CS	[30.0447,-1.554]
		Rutare (gicumbi) CS	[30.1771,-1.7307]
		Tanda CS	[30.2621,-1.7998]
		Cyumba CS	
		Ruvune CS	
	Musanze District	Busogo CS	[29.5402,-1.5544]
		Nyakinama CS	[29.6349,-1.5798]
		Rwaza CS	[29.693,-1.545]
		Bisate CS	[29.5252,-1.4558]

Province	District	Health Facility	Coordinates
		Gashaki CS	[29.75042,-1.54025]
		Gasiza (musanze) CS	[29.6527,-1.4517]
		Gataraga (MUSANZE) CS	[29.55772,-1.534874]
		Kabere CS	[29.5945,-1.5553]
		Karwasa CS	[29.6762,-1.4896]
		Kinigi CS	[29.5824,-1.449]
		Muhoza (Ruhengeri) CS	[29.6366,-1.5]
		Murandi CS	[29.7293,-1.547]
		Ruhengeri PH	[29.6367,-1.5058]
		Shingiro CS	[29.5525,-1.5]
		Musanze CS	
	Rulindo District	Kinini CS	[29.932692,-1.772598]
		Muyanza CS	[30.0286,-1.6984]
		Rukozo CS	[29.948,-1.6236]
		Rutonde CS	[29.9672,-1.8984]
		Rwahi CS	[29.9224,-1.8602]
		Shyorongi CS	[29.9806,-1.8661]
		Buyoga CS	[30.0127,-1.6941]
		Kajevuba CS	[30.1262,-1.8089]
		Kinihira (rulindo) CS	[29.9885,-1.661]
		Kisaro CS	[30.02761,-1.61994]
		Kiyanza CS	[30.0661,-1.7602]
		Masoro CS	[30.0602,-1.8208]
		Murambi CS	[30.044,-1.7927]
		Remera-mbogo CS	[30.0029,-1.786]
		Rulindo CS	[29.93073,-1.72531]
		Rutongo DH	[30.0598,-1.8148]
		Tare CS	[29.8881,-1.6646]
		Tumba CS	[29.9444,-1.7024]
		Bubangu CS	

Province	District	Health Facility	Coordinates
		Burega CS	
		Kinihira DH	[29.988553,-1.661871]
South	Gisagara District	Gakoma CS	[29.9177,-2.3497]
		Gikonko (Gisagara) CS	[29.8552,-2.484]
		Gikore CS	[29.7941,-2.7328]
		Gisagara CS	[29.8379,-2.599]
		Kansi CS	[29.7508,-2.7012]
		Kirarambogo CS	[29.8999,-2.6206]
		Mugombwa CS	[29.8601,-2.679]
		Save CS	[29.7714,-2.5459]
		Gakoma DH	[29.9177,-2.3497]
		Gishubi CS	[29.87343,-2.58563]
		Kibayi CS	[29.8593,-2.732]
		Kibilizi (gisagara) CS	[29.783,-2.6491]
		Kibilizi DH	[29.7834,-2.6486]
		Kigembe CS	[29.7371,-2.78]
		Musha (gisagara) CS	[29.8593,-2.5353]
		Agahabwa CS	
	Huye District	CUSP Butare CS	[29.7405,-2.6082]
		Karama (huye) CS	[29.6437,-2.6121]
		Matyazo CS	[29.7204,-2.5975]
		Simbi CS	[29.6674,-2.5137]
		Bukomeye (mukura) Fosacom	
		Gitovu (kinazi) Fosacom	
		Busoro-gishamvu CS	[29.693,-2.6654]
		Butare Chu Hnr (huye)	[29.7352,-2.612]
		Huye Police CS	[29.731,-2.6019]
		Kabutare DH	[29.7473,-2.6073]
		Kinyamakara CS	[29.6485,-2.4728]
		Maraba (huye) CS	[29.6351,-2.52288]

Province	District	Health Facility	Coordinates
		Mbazi CS	[29.7459,-2.551]
		Mukura HC	
		Rango CS	[29.7458,-2.6388]
		Rubona (huye) CS	[29.7682,-2.477]
		Ruhashya CS	[29.7293,-2.4797]
		Rusatira-kinazi CS	[29.7744,-2.4318]
		Rwaniro CS	[29.7151,-2.4589]
		Sovu CS	[29.7247,-2.5638]
	Kamonyi District	Gihara CS	[29.9615,-1.944]
		Kabuga (ntamba Kamonyi) CS	[29.9378,-1.8849]
		Nyagihamba CS	[29.86624,-2.09188]
		Remera Rukoma CS	[29.9099,-1.9387]
		Cyeru CS	[29.9695,-2.1873]
		Kamonyi (gacurabwenge) CS	[29.9056,-2.0044]
		Karangara CS	[29.8998,-1.8973]
		Kayenzi CS	[29.8548,-1.9096]
		Kigese CS	[29.9728,-2.0146]
		Mugina CS	[29.9465,-2.108]
		Musambira CS	[29.8441,-2.048]
		Remera Rukoma DH	[29.9099,-1.9387]
		Nyamiyaga (Kamonyi) CS	
	Muhanga District	Gikomero (Kabgayi) CS	
		Kabgayi CS	[29.7525,-2.1018]
		Kabgayi DH	[29.7506,-2.1045]
		Kivumu (muhanga) CS	[29.8044,-2.0477]
		Mushishiro CS	[29.6845,-2.0028]
		Nyarusange (muhanga) CS	[29.6838,-2.0921]
		Buramba CS	[29.7162,-1.966]
		Gasagara (ex-birehe) CS	[29.7456,-1.7679]
		Gasovu CS	[29.7943,-1.912]

Province	District	Health Facility	Coordinates
		Gitarama CS	[29.7813,-2.075]
		Gitega (kibangu) CS	[29.6918,-1.8489]
		Nyabikenke CS	[29.7698,-1.882]
		Nyabinoni CS	[29.6833,-1.773]
		Rugendabali CS	
		Rutobwe CS	[29.80007,-1.97437]
		Shyogwe CS	[29.7775,-2.1257]
	Nyamagabe District	Cyanika (nyamagabe) CS	[29.6032,-2.4406]
		Kaduha CS	[29.5249,-2.333]
		Kigeme CS	[29.5257,-2.4799]
		Mbuga CS	[29.4807,-2.497]
		Nyarwungo CS	[29.4086,-2.2962]
		Rugege CS	[29.3814,-2.3683]
		Jenda (nyamagabe) CS	[29.5732,-2.2859]
		Kaduha DH	[29.5262,-2.3333]
		Kibumbwe CS	[29.44965,-2.40132]
		Kigeme DH	[29.5258,-2.4793]
		Kitabi CS	[29.4275,-2.5211]
		Mugano CS	[29.5085,-2.26444]
		Musebeya CS	[29.4462,-2.425]
		Mushubi CS	[29.4448,-2.348]
		Ngara CS	[29.6042,-2.387]
		Nyamagabe CS	[29.584,-2.483]
		Nyarusiza CS	[29.5776,-2.527]
		Uwinkingi CS	[29.44965,-2.47089]
		Buruhukiro CS	[29.36197,-2.45087]
		Kibirizi (Nyamagabe) CS	[29.56,-2.43491]
	Nyanza District	Busoro CS	[29.9305,-2.2896]
		Gatagara (Nyanza) CS	[29.7472,-2.2963]

Province	District	Health Facility	Coordinates
		Hanika I (NYANZA) CS	[29.75761,-2.34247]
		Kibilizi (nyanza) CS	[29.8948,-2.3857]
		Kirambi CS	[29.6615,-2.4124]
		Mweya CS	[29.6426,-2.3315]
		Ruyenzi CS	[29.8301,-2.4249]
		Cyaratsi CS	[29.7144,-2.3858]
		Mucubira CS	[29.6425,-2.2956]
		Ntyazo CS	[29.8854,-2.428]
		Nyamiyaga (Nyanza) CS	[29.8725,-2.3454]
		Nyamure CS	[29.8482,-2.349]
		Nyanza CS	[29.7487,-2.3525]
		Nyanza DH	[29.7493,-2.3526]
		Nyarusange (nyanza) CS	[29.68921,-2.34945]
		Gahombo CS	[29.82252,-2.29327]
		Mututu CS	
	Nyaruguru District	Cyahinda CS	[29.6091,-2.7408]
		Kibeho CS	[29.5532,-2.646]
		Muganza CS	[29.4942,-2.6881]
		Nyantanga CS	[29.653,-2.728]
		Ruheru CS	[29.454,-2.7476]
		Runyombyi CS	[29.535,-2.7798]
		Ruramba CS	[29.5396,-2.5597]
		Coko CS	[29.5802,-2.7161]
		Kabilizi CS	[29.6234,-2.641]
		Kivu CS	[29.4598,-2.61587]
		Maraba (nyaruguru) CS	[29.6456,-2.7374]
		Munini (nyaruguru) CS	[29.5355,-2.7137]
		Munini DH	[29.5355,-2.71341]
		Ngoma CS	[29.69699,-2.74348]
		Nyabimata CS	[29.4444,-2.6895]

Province	District	Health Facility	Coordinates
		Nyamyumba CS	[29.5556,-2.5833]
		Ngera CS	[29.68663,-2.71354]
	Ruhango District	Gitwe CS	[29.69,-2.241]
		Kizibere CS	[29.8186,-2.172]
		Mukoma (ruhango) CS	[29.9458,-2.2014]
		Muyunzwe CS	[29.6612,-2.1677]
		Ruhango CS	[29.7814,-2.22]
		Byimana CS	[29.7434,-2.156]
		Gishweru CS	[29.6557,-2.1258]
		Gitwe DH	[29.6893,-2.247]
		Karambi (ruhango) CS	[29.6506,-2.2255]
		Kigoma CS	[29.7927,-2.2618]
		Kinazi CS	[29.9046,-2.1926]
		Mbuye CS	[29.8479,-2.1312]
		Muremure CS	[29.62,-2.1546]
		Mwendo (Gitwe) CS	
		Nyarurama CS	[29.8739,-2.2445]
		Munanira CS	[29.609739,-2.212423]
		Ruhango PH	[29.905526,-2.193747]
West	Karongi District	Biguhu CS	[29.4892,-2.2228]
		Birambo CS	[29.5221,-2.1447]
		Bubazi CS	[29.4323,-2.0727]
		Gatare (twumba) CS	[29.3095,-2.2256]
		Karora CS	[29.2908,-2.087]
		Kirambo (gitesi) CS	[29.42190,-2.11170]
		Kirinda CS	[29.5769,-2.1854]
		Kirinda DH	[29.6253,-1.9349]
		Mpembe CS	[29.2655,-2.1178]
		Mubuga CS	[29.3142,-2.133]
		Mugonero CS	[29.29287,-2.18215]

Province	District	Health Facility	Coordinates
		Mugonero DH	[29.2927,-2.1808]
		Mukungu CS	[29.2418,-2.2405]
		Musango CS	[29.4362,-2.1742]
		Rubengera CS	[29.4131,-2.041]
		Rugabano CS	[29.4851,-2.1019]
		Bisesero (karongi) CS	[29.33593,-2.17762]
		Gisovu CS	[29.3596,-2.2345]
		Karongi (gisunzu) Police CS	[29.48041,-2.0558]
		Kibuye CS	[29.3453,-2.068]
		Kibuye DH	[29.3463,-2.067]
		Kiziba Camp CS	[29.3557,-2.1322]
		Munzanga CS	[29.5835,-2.114]
		Mwendo (karongi) CS	[29.5104,-2.1849]
		Rufungo CS	[29.5377,-2.0677]
	Ngororero District	Nyange A CS	[29.6463,-1.8359]
		Rususa CS	[29.6309,-1.8409]
		Bungwe (ngororero) Fosacom	
		Gashonyi FOSACOM	[29.647715,-1.762631]
		Gatumba Fosacom	[29.648084,-1.929046]
		Hindiro FOSACOM	[29.619726,-1.811942]
		Kageyo (ngororero) Fosacom	[29.591446,-1.871032]
		Kiziguro (ngororero) Fosacom	
		Mabuye FOSACOM	[29.518957,-1.915216]
		Ndaro Fosacom	[30.11685,-1.858493]
		Nyamisa Fosacom	
		Rugari FOSACOM	[29.544742,-1.904961]
		Ruhunga Fosacom	[29.644358,-1.864388]
		Gashubi CS	[29.54998,-1.9763]
		Gasiza FOSACOM	[29.508168,-1.818312]
		Kabaya CS	[29.5379,-1.7473]

Province	District	Health Facility	Coordinates
		Kabaya DH	[29.5373,-1.7472]
		Muhororo CS	[29.6268,-1.9335]
		Muhororo DH	[29.6253,-1.9349]
		Muramba CS	[29.6125,-1.7706]
		Ntaganzwa CS	[29.6161,-1.899]
		Ntobwe CS	[29.6018,-1.97648]
		Nyange B CS	[29.5961,-2.0533]
		Ramba CS	[29.5295,-1.876]
		Rubaya (ngororera) CS	[29.5032,-1.7765]
		Rubona (ngororera) CS	[29.6524,-1.961]
		Kageyo (Ngororero) CS	
	Nyabihu District	Bigogwe CS	[29.4237,-1.6244]
		Rambura CS	[29.5208,-1.6795]
		Rwankeri CS	[29.5344,-1.586]
		Shyira DH	[29.6291,-1.682]
		Arusha CS	[29.4122,-1.6739]
		Birembo CS	[29.5251,-1.6917]
		Gakamba CS	[29.4884,-1.7318]
		Jomba CS	[29.5948,-1.7094]
		Kabatwa CS	[29.3925,-1.5496]
		Kareba CS	[29.4763,-1.5834]
		Kora CS	[29.4493,-1.6129]
		Mwiyanike CS	[29.5118,-1.656]
		Nyakigezi CS	[29.6327,-1.628]
		Nyakiliba CS	[29.6089,-1.6313]
		Rurembo CS	[29.5751,-1.6596]
		Shyira CS	[29.5208,-1.679]
	Nyamasheke District	Hanika (nyamasheke) CS	[29.1881,-2.2914]
		Kamonyi (ruharambuga) CS	[29.0207,-2.4465]

Province	District	Health Facility	Coordinates
		Karerenga CS	[29.2219,-2.2608]
		Kibogora CS	[29.1373,-2.3307]
		Kibogora DH	[29.1322,-2.3262]
		Mukoma (nyamasheke) CS	[29.0115,-2.3632]
		Muyange CS	[29.0223,-2.3335]
		Mwezi CS	[29.0304,-2.5206]
		Ngange CS	[29.25763,-2.29892]
		Ruheru (kanjongo Nyamasheke) CS	[29.17,-2.3519]
		Yove CS	[29.1992,-2.4066]
		Bushenge CS	[28.9855,-2.449]
		Bushenge PH	[28.9858,-2.4451]
		Gatare (macuba) CS	[29.2154,-2.3016]
		Gisakura CS	[29.0881,-2.453]
		Karambi (nyamasheke) CS	[29.2479,-2.3139]
		Kibingo (nyamasheke) CS	[29.2612,-2.1995]
		Mahembe CS	[29.28412,-2.22244]
		Mugera CS	[29.03505,-2.39034]
		Nyamasheke CS	[29.0899,-2.3412]
		Rangiro CS	[29.1664,-2.407]
	Rubavu District	Nyundo (rubavu) CS	[29.3318,-1.7029]
		Busasamana CS	[29.3449,-1.604]
		Byahi (rubavu) CS	[29.26464,-1.6631]
		Gacuba Ii CS	[29.2642,-1.6794]
		Gisenyi CS	[29.2627,-1.7114]
		Gisenyi DH	[29.2623,-1.7021]
		Karambo (rubavu) CS	[29.3774,-1.7166]
		Kigufi CS	[29.2786,-1.751]
		Mudende CS	[29.3768,-1.6043]
		Murara CS	[29.2559,-1.6724]

Province	District	Health Facility	Coordinates
		Bugeshi CS	[29.367626,-1.537731]
		Nyakiriba CS	
	Rusizi District	Bugarama (rusizi) CS	[29.0113,-2.643]
		Bweyeye CS	[29.214,-2.6179]
		Islamic (Bugarama) CS	[29.01217,-2.69554]
		Mashesha CS	[29.0073,-2.5968]
		Mibilizi CS	[28.954288,-2.568022]
		Mushaka CS	[28.9531,-2.6377]
		Nkanka CS	[28.9289,-2.4269]
		Nkombo CS	[28.8947,-2.4054]
		Nkungu CS	[29.0067,-2.5425]
		Nyabitimbo CS	[29.069898,-2.560109]
		Rusizi CS	[28.893,-2.493]
		Mont Cyangugu CS	
		Giheke CS	[28.97107,-2.47437]
		Gihundwe CS	[28.9148,-2.4832]
		Gihundwe DH	[28.9147,-2.483]
		Gikundamvura CS	
		Mibilizi DH	[28.9537,-2.5676]
		Nyakarenzo CS	[28.915056,-2.540424]
		Rwinzuki CS	
	Rutsiro District	Biruyi CS	[29.3164,-1.851]
		Crete Congo Nil CS	[29.386,-1.964]
		Cymbili CS	[29.2926,-1.8277]
		Kabona CS	[29.4876,-1.9436]
		Kinunu CS	[29.2944,-1.9078]
		Kivumu (rutsiro) CS	[29.3207,-1.7767]
		Murunda CS	[29.3767,-1.9152]
		Mushubati CS	[29.3999,-2.0127]
		Bitenga CS	[29.40947,-1.84773]

Province	District	Health Facility	Coordinates
		Karumbi CS	[29.4512,-1.8649]
		Kayove CS	[29.3437,-1.8872]
		Kibingo (rutsiro) CS	[29.35722,-1.99639]
		Kinihira (rutsiro) CS	[29.3464,-1.832]
		Mukura CS	[29.4869,-2.0084]
		Musasa CS	[29.3487,-1.962]
		Nyabirasi CS	[29.3494,-1.7619]
		Rutsiro CS	[29.457,-1.9152]
		Iwawa CS	
		Murunda DH	[29.3761,-1.9068]

Annex 11: Proposed map indicating the allocation of every Development Partner (DP)

