



# Rwanda Baseline Study Report

## Decent Work for Women Programme

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## List of acronyms

CEO	Chief Executive Officer
CEDAW	Convention on the Elimination of all forms of Discrimination against Women
CESTRAR	Centrale des Travailleurs du Rwanda (Trade Union Centre of Workers of Rwanda)
COMESA	Common Market for Eastern and Southern Africa
COTRAF	Congrèsdur Travail et de la Fraterinite des Travailleurs
CSOs	Civil Society Organizations
CSP	Cooperative Support Programme
DHS	Demographic Health Survey
EDPS	Economic Development and Poverty Reduction Strategy
FAWE	Forum for African Women Educationalists
FRW	Francs Rwandais (Rwandan Francs)
GBV	Gender-Based Violence
GMO	Gender Monitoring Office
GoR	Government of Rwanda
Ha	Hectare
ILO	International Labor Organization
Kg	Kilogram
LIFAM	Linking Farmers to Markets
MDGs	Millennium Development Goals
MIFOTRA	Ministry of Public Services and Labor
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture and Animal Resources
NAEB	National Agricultural Export Development Board
NCCR	National Cooperative Confederation of Rwanda
NES	National Export Strategy
NGO	Non-Governmental Organization
NISR	National Institute of Statistics of Rwanda
NEPAD	New Partnership for Africa's Development
NWC	National Women Council
PPE	Personal Protective Equipment
PSF	Private Sector Federation
RCA	Rwanda Cooperative Agency
RDB	Rwanda Development Board
RHIOS	Rwanda Horticulture Inter-Professional Organization
RHOS	Rwanda Horticulture Organization Survey
RHWG	Rwanda Horticulture Working Group
RWAMREC	Rwanda Men's Resources Center
RWN	Rwanda Women's Network
SACCOs	Community Savings and Credit Cooperatives
SMEs	Small and Medium Enterprises
USAID	United States of America International Development
UNSC	United Nations Security Council
US\$	United States Dollar

## Executive Summary

This executive summary presents the key findings of the baseline study on Horticulture sector. The conditions of work for women in the product chain (including participation in decision making at the workplace; protection from violence including sexual harassment; promotion of reproductive health rights; promotion of non-discriminatory workplace policies; wages/ Living Wage).

According to the 2013 Baseline Survey of Horticultural Cooperatives and Other Producer Organizations and Groups in Rwanda<sup>1</sup>, there are several types of horticultural products grown in Rwanda, including the following:

- a) Vegetables: Tomatoes and green paper, French beans, chilli, carrots, hot paper,
- b) Fruits: Major fruit export products include avocados, mangoes, pineapples, passion fruits, bananas, and strawberry.
- c) Nuts: Macadamia nuts and ground nuts etc.
- d) Herbs and spices: These include lemon, parsley, spicy grass, ginger, and garlic.
- e) Flowers:

The present baseline study focused on two horticulture value chain namely flower, French beans and snow peas and attempted to establish employment conditions. The choice of these two horticulture product value chains was motivated by the fact that they are conceived to be an important means of diversifying the export regime, an additional source of export earnings and an employment generation opportunity in Rwanda.

Specifically, the study sought to:

- a) Identify existing gender issues within flowers, French beans and snow peas value chains;
- b) Learn about the status of female and male in the value chains;
- c) Check of the existence and implementation of gender policy.

Information on production and working conditions were collected from value chain actors (producers and exporters) both who are comprised of companies and their associated out grower, cooperatives, and individual farmers.

A deliberate emphasis was placed on discussing the following points with both key informants in government public and private institutions, horticulture companies and cooperatives and workers themselves: Participation in decision making at the workplace; protection from violence including sexual harassment; promotion of reproductive health rights; promotion of non-discriminatory workplace policies; wages/ Living Wage).

Information on the policy framework, the context and were gathered through desk research. This helped to understand what other researchers have said about relevant issues for the study. The consultant also carried out key informant interviews from various public and private institutions concerned with horticulture sector in Rwanda. (A complete list of consulted literature and people can be found in the References and websites).

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<sup>1</sup>(hereafter referred to as the Rwanda Horticulture Organizations Survey, or RHOS on Rwandan Horticulture Sector. The survey sought to assess the state of horticultural production, processing and marketing (including fruits, vegetables, mushrooms, flowers, essential oils and nuts), carried out collectively by cooperatives, associations and private horticultural companies (hereafter referred to as "horticulture organizations).

Information on flowers and French beans cooperative and individual farmers was gathered through desk review of Rwanda Cooperatives and key informant interviews with sampled cooperatives' board executive committees and their members.

The findings of this baseline revealed that floriculture sector is still young in Rwanda but in the last two years we have seen sizeable shipments to Europe and Asia. Current flower production in Rwanda is limited to small number of producers. They produce on smallscale and serve mainly the domestic market. The majority of workers in farms were employed in fixed terms and as daily laborers. The labor force in the farms are adults (aged 18 years and above); an indication that the farms had complied with child labor regulations.

- a) The findings of this baseline study revealed that floriculture and French beans sub-sectors are still young in Rwanda but some sizeable shipments of exports products have been sent to Europe and Asia, owing to NAEB and Private sector concerted efforts;
- b) In all farms, cooperatives and companies' female workers constitute the majority of the workforce;
- c) Majority of workers are casual laborers as shown in the table showing work status within companies, cooperatives and individual farms;
- d) Wages are too low to live a decent life. There is a high proportion of casual workers who are paid between RWF 1000-1500, save for a few exceptions where they are paid between RWF700-800 a day, slightly between 1US\$ and close to 2US\$<sup>2</sup>. Most use their meager earnings to pay school fees, but the bulk to buy cheap nonnutritive food for mere survival;
- e) There is a strict observance of health and safety measure especially regarding pesticide spraying
- f) Respondents indicated the recommended working hours of 8 hours a day is adhered to according to the management, worker respondents revealed that overtime are exceptional and never compensated for; they happen as an internal and mutually agreed upon arrangement between workers and their supervisors;
- g) One salient finding of this baseline study is that horticulture companies surveyed maintained that they avoid gender bias in setting payment rates;
- h) It was found out that more women than men are employed by companies, cooperatives and individual farms. This is probably because there are more women than men interested in such low paying temporary works available locally whilst a good number of active men out migrated in search more lucrative jobs in construction, mining and informal sector<sup>3</sup>.
- i) Currently, there are no relevant policy or other program designed to address any gender inequalities within companies or cooperatives;
- j) Practical needs of women and men are not adequately met as it was generally noticed that both permanent and casual workers received meager resources which do not enable them to meet their basic needs (food, water, shelter, clothing and healthcare);

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<sup>2</sup>Currently 1US\$ is exchanged against RWF 785

<sup>3</sup>Men and women who participated in our interview maintained that only few men accept to work as casual laborers for local horticulture farmers simply because they can be hired outside their localities where there are more lucrative jobs. They cited the example workers at construction site who are between 2500-5000 Rwf/day whereas casual laborer daily pay ranges between 7000-2000/day.

- k) Cooperatives have clear strategies and or institutional mechanism to ensure that women and men have equal participation in decision-making as they make sure women and men are equally represented on co-operatives board executive committees and other committees. The situation is unclear with private horticulture companies;
- l) The subordinate position of women within horticulture producing cooperatives was identified as majority of chairmanship positions are held by men owing to the fact that women and girls prefer being secretaries and or treasurers.
- m) Key informants maintained that both women and men are represented in decision-making bodies (executive committees, senior management teams);
- n) It is not certain if all value chain actors have an understanding and commitment to contribute to gender equality in their undertakings;
- o) Managers and technicians working for the few existing horticulture companies indicated that they do have commitment to achieve equal balance among male and female staff at all levels and provide equal remuneration for men and women for work of equal value. They are committed to used proper contracts and ensure the observance of fundamental labor standards and maternity protection in personnel, equipment and subcontracting policies and procedures.

Suggestions:

- There is still need to strengthen the capacity of all value chain actors (producers and exporters companies) to promote gender equality.
- There is need to tackle the issues of workers unmet basic needs

## 1. Introduction and Background

Rwanda's horticulture sector includes fruits, vegetables, and flowers<sup>4</sup> for domestic and export markets. Currently, the horticulture sector exports approximately US\$3M a year. However, there is need for further export diversification within horticulture. It is in this regard that the government is looking for nearly \$120 million (about RWF80 billion) of investments over the next five years to erect flower parks in different parts of the country, prepare sites for growing vegetables and fruits, and build cold rooms and modern pack houses, among other national projects, to develop the horticulture sector<sup>5</sup>. In effect, the revised National Export Strategy(NES) targets a growth in horticulture exports from US\$ 6 million in 2013 to around US\$16 million in 2018<sup>6</sup>.

The horticulture sector has been identified as the potential area that will help the country to achieve its development goals. Rwandan's key national economic programs such as Vision 2020 and the second phase of Economic Development and Poverty Reduction Strategy (EDPRS2) emphasize on increasing national exports to stimulate national economic growth and reduce poverty. The EDPRS2 envisages that national exports should increase by 28% every year. Then, this is evidently one of the reasons behind the quick push by the Ministry of agriculture in order to unblock the Rwandan horticulture potential.

Rwanda 's horticulture sector hopes to achieve export revenues of at least \$140 million (about Rwf105 billion) worth of export returns annually by 2020. Through an array of interventions including agricultural extension agents, land consolidation and tax incentives for value addition, Rwanda can encourage the long-term success of this sector. According to George William Kayonga, the National Agricultural Export Development Board (NAEB) Chief Executive Officer, the horticulture sector presents huge investment opportunities.

This baseline study on two horticulture crops namely flowers and French beans follows and comes to complement the Rwandan horticulture scoping study completed in April this year which collected a wealth of information on Rwandan horticulture sector. This later presented information on horticulture products mainly for their: a) global horticultural product chain linkages, numbers of women/men working in the product chains, economic importance of the product chain for the country & trends, b) importance of the product chain for export to Netherlands/ EU/ Regional Africa/other regional countries & trends, c) the conditions of work for women in the product chain (including participation in decision making at the workplace; protection from violence including sexual harassment; promotion of reproductive health rights; promotion of non-discriminatory workplace policies; wages/ Living Wage), d) the presence of potential partner organisations (labour rights organisations, human rights

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<sup>4</sup>These include the following.

- a) Vegetables: Tomatoes and green paper, French beans, chilli, carrots, hot paper, etc.
- b) Fruits: Major fruit export products include avocados, mangoes, pineapples, passion fruits, bananas, and strawberry.
- c) Nuts: Macadamia nuts and ground nuts etc.
- d) Herbs and spices: These include lemon, parsley, spicy grass, ginger, and garlic.

<sup>5</sup> NAEB, Horticulture Export Strategy.

<sup>6</sup>Ibid.

organisations, women's rights organisations) for HIVOS to engage with in the coming years 2016-2020.

The present baseline study focused on two horticulture value chain namely flower (rose and summer flowers), French beans and snow peas and attempted to establish employment conditions. The choice of these two horticulture product value chains was motivated by the fact that they are conceived to be an important means of diversifying the export regime, an additional source of export earnings and an employment generation opportunity in Rwanda. Specifically, the study sought to:

- a) Identify existing gender issues within flowers and French beans snow peas value
- b) Learn about the status of female and male in the value chains;
- c) Check of the existence and implementation of gender policy and existing measures to promote gender equality and improve working conditions of women.

## **2. Baseline Study Methodology**

The study was carried out from 9<sup>th</sup> to 30<sup>th</sup> May 2016. Data required for carrying out this study were obtained from both primary and secondary sources. Information on the technical and agronomic requirements of cut flower, popular varieties, location and trade situation were obtained from secondary sources by reviewing related literature on floriculture and from the official records graciously put at our disposal by Rwanda Cooperative Agency (RCA), RHIO and PSF. Data were collected in two ways: review of related literature and dissemination of questionnaires among people involved in different aspects of cut flower business. A number of interview questionnaire were sent to various relevant key informant (people who actively engaged these selected horticulture crops. Information regarding the trade of our country regarding floriculture was recorded from NAEB and NISR.

Interviews with workers and management provided required information on working conditions. More qualitative and quantitative information was generated through focus group discussions with workers found in their workplaces, which were conducted during the research workshops.

## **3. Baseline Study Limitations.**

The consultant did not receive adequate logistical support and this negatively impacted data collection processes. At the writing of this report, many among identified key informant whose perspectives would have informed and enriched this baseline study are yet to come in (if at all they will). This due to the fact that most in the government arena and targeted companies did not understand why HIVOs set out to conduct the present baseline study on horticulture sector in Rwanda, while they do not have a presence here.

Another challenge was on lack of secondary data, especially on horticulture exports and quantities coupled with outdated records on horticulture actors.

Because of these predicaments, the present baseline study report does not pretend to have answered all the questions it was expected to answer and thus does not fully meet the expectations of our client and stakeholders.

#### **4. Organization of Study**

The report is structured in three parts. The first section presents the executive summary which highlights the purpose, scope, methodology and key findings of this baseline study. The second section presents the introduction and background of the baseline study and the methodology employed to gather data and information needed. The third section is about the baseline study findings. The final section contains a summary of the main findings and conclusions. Detailed information on Value chain supporters<sup>7</sup> and value chain influencers<sup>8</sup> are presented in the last section of the report.

#### **5. Baseline Study Findings**

The crops below were selected because they are already being produced and exported by horticulture products export companies. In all of the farms they indicated that there are women workers and related working conditions issues. The baseline study report also presents characteristics, roles and responsibilities of various actors, supporters and influencers of the selected horticulture value chain products, and their potential to contribute to “decent work for women” programme in the future

##### **5.1. Overview of flower industry in Rwanda**

This section presents the main characteristics of flower industry in Rwanda by showing the current actors, supporters and influencers,

Current flower production in Rwanda is limited to small number of producers. They produce on small scale and serve mainly the domestic market. However, volumes are small and varieties are often outdated. The study by the EU (RHOS, 2014) gives an indicative area of about 77ha of flower production. However, it is not clear if pyrethrum is included in this figure, which is widely produced in the Northern Province.

The table 1 below presents the mean value of cut flowers and their volume among all horticulture products then identified in the country. There are four districts, namely: Musanze, Nyabihu, Rubavu and Rulindo which have ideal conditions in both climate and

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<sup>7</sup>These are various actors who never directly deal with the product, but whose services add value to the product.

<sup>8</sup>Value chain influencers: The regulatory framework, policies, infrastructures, etc. (at the local, national and international level).

soils as well as experienced growers to grow these flowers. Summer flower varieties that can be grown in the country include Agapanthus blue & white, Tuberose, Erygium, White arum, Ornithogalum, Mollucella, Craspedia, Ami visnaga, Crocosmia, Arabicum, Buplerium and Carthamus for export purpose while a other smaller varieties and foliage are for the domestic market. Samples were sent to the market agents in Netherlands and were found to be of high quality<sup>9</sup>.

Table 1: Horticulture Sales Value(RWF)

Crop and crop group	N	Mean Value of Sales (FRW)	Total Value of Sales (FRW)	Percent of total value of sales (%)
<b>Total Horticulture Crops</b>	<b>3,171</b>	<b>1,682,963</b>	<b>5,334,993,326</b>	<b>100.0%</b>
Total Fruits	647	1,671,173	1,081,249,203	20.3%
Total Vegetable	2,403	1,717,400	4,125,193,962	77.3%
Total herbs& spices	27	255,585	6,900,800	0.1%
Total nuts	3	18,960,000	56,880,000	1.1%
<b>Total Cut flower</b>	<b>76</b>	<b>809,386</b>	<b>61,513,361</b>	<b>1.2%</b>
Aromas	16	938,056	15,008,892	0.30%
Calla lilies	2	238,334	476,667	0.0%
Carnations	2	233,834	467,667	0.0%
Chrysanthemum	1	466,667	466,667	0.0%
Gladiolus	2	252,334	504,667	0.0%
Pastels	1	466,667	466,667	0.0%
Roses	8	1,024,583	8,196,667	0.20%
Saint Joseph (Lys)	6	636,111	3,816,667	0.1%
Other cut flowers	38	844,968	32,108,800	0.6%
Total Processing Flowers	15	217,067	3,256,000	0.1%

Source: RHOS, (2014). P60.

As it can be seen by the table above, there were 76 horticulture producers out of a total of 3,171 horticulture crops that were identified, which was equivalent to 1.2% of the total value of Horticulture Sales (FRW) recorded countrywide in 2013. The same baseline study report showed that the share of floriculture in terms of the total volume of Horticulture Sales (KG) realized the same year was only 0.4%. that is 126,830 over 29,728,155 kg

The following is a list of companies<sup>10</sup> which produce various varieties of flowers:

**a) Gishari Flower Park of Bella Flowers:**

This is a flower park<sup>11</sup> which has been developed on 35 ha in Gishari, 60 km from Kigali at 1500m ASL to produce greenhouse premium intermediate standard roses for export

<sup>9</sup><http://www.naeb.gov.rw/index.php?id=117>

<sup>10</sup>Flower Producing companies differ with individual producers in that the former are registered with RDB as business organizations, produce in more quantities and employ more people and have bigger annual turnover than individual farmers. These latter are rather family oriented businesses.

market. The Gishari flower park project has been designed by Government of Rwanda to facilitate investment in the nascent floriculture industry, to increase export of non-traditional and high value products. This government launched initiative is implemented on a public private partnership basis. They are planning to cultivate roses for the export market. It is expected to start exporting cut flower to Europe and Asia in a near future. It is expected to produce 44 million stems per year on completion at a projected price of \$0.2 per stem. Currently, the GoR is seeking partners in its flagship projects, like Gishari flower park – expansion project (from 35 hectares to 100 hectares). The investments, along with the recent increase in air cargo service providers in the country, will ensure that the country becomes one of the reliable exporters of horticultural products in the next few years<sup>12</sup>. (Further details on the initiative are found in the table below). Kenya's East African Growers, the region's leading player in horticulture has finally acquired a 25 per cent stake in Gishari Flower Park in a deal expected to boost Rwanda's exports. Under the partnership deal, the government has remained with a controlling stake of 75 per cent. But, the government plans to dilute its shares in Gishari Flower Park after three years.

#### **b) Floramatt (Kenyan company)**

The implementation of the above project commenced on 21<sup>st</sup> November 2015 when Floramatt Ltd were given possession of a 3.7-hectare site at Mkoto in Bahimba marshlands Rulindo District. The site was vacant apart from three portions amounting to about 0.5ha which were still occupied by the previous users.

The project under the management of Integrated Horticulture Consultants Ltd embarked on major drainage works to minimize the adverse effects of flooding since the land lies in the marshland and thereafter started preparing the land including making beds for the flowers. This exercise took four weeks and the land was ready for planting towards the end of December 2015<sup>13</sup>.

For the project to bring real impact and be sustainable it requires a minimum of 20 ha so that the production can be continuous through phasing. This will not only create more jobs but will give Rwanda, and Rulindo District in particular a good reputation in the market for being consistent and reliable in supplying flowers to the world market throughout the year. The current site can only produce approximately 1.5 million stems per year and the minimum production required to make the project viable is 5 million stems per year.

#### **c) Bloom Hills (Japanese company)**

The Ministry of Agriculture and Animal Resources (MINAGRI) has established partnership with Japanese companies to introduce new technologies in floriculture and boost flower production in Rwanda. Japanese companies including Toyota Motor Corporation, MIZUHO

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<sup>11</sup>This flower park is not equated to ordinary "Export Processing Zones" developed elsewhere where national laws like labour laws do not apply. It was labelled park simply to indicate that it is meant to attract further external investment.

<sup>12</sup>(NAEB). National Horticulture Strategy.

<sup>13</sup>four million stems of summer flowers are expected to be exported from Rulindo flower project next year.

Information and Research Institutes among others are funding Bloom Hills Rwanda LTD's venture to grow flowers in Kinigi located in Musanze District. Shungo HARADA, the Managing Director of Bloom Hills Rwanda Ltd, said they intend to be growing 5 varieties of flowers on 70 ha with sales of \$ 11 million per year in the next five years. Harada's company targets to establish an export system to export flowers to the Netherlands and Japan<sup>14</sup>, with the initial volume planned for 480,000 flower stems. Starting next month, Bloom Hills Company plans to begin shipping 18,000 plants (stems) per week.

Japanese investor developing farms and greenhouses in Musanze district aim to export high value specialty flowers to Europe and Japan. They commenced operations in 2015 and will develop up to 70 ha of land. Already exporting Helianthus.

#### **d) Hinga Volcanoes Seed Promotion Company (Rwanda national owned company)**

Hinga Volcanoes Seed Promotion Company is a company experienced in growing, multiplying and distributing Agapanthus flower in and outside of Rwanda. It partners with 27 farmers' groups in the vicinity.

Table 2: Flower Producing Companies

Name of Company	Location District-Sector	Work status and number of women/men working in the product chains,			
		Work status	Women	Men	S/Total
1. BELLA FLOWERS	Rwamagana-Gishari	Work status	Women	Men	S/Total
		Permanent	1	3	4
		Casual labourers	30	20	50
2. FLORAMAT T LTD	Rulindo-Bushoki	Work Status	Women	Men	S/Total
		Permanent workers	2	3	5
		Casual labourers	12	4	16
3. Bloom Hills	Musanze-Kinigi	Work status	Women	Men	S/Total
		Permanent	2	3	5
		Casual labourers	60	44	104
4. La Rosine Fleur Company LTD	Ngoma-Huye	Work Status	Women	Men	S/Total
		Permanent workers	1	3	4
		Casual labourers	4	2	6
5. UBWIZA BW'INDABO	Rubavu-Nyundo	Work status	Woman	Men	S/Total
		Permanent	3	1	4 <sup>15</sup>
		Casual labourers	3	3	6 <sup>16</sup>

<sup>14</sup>Japan is trying to expand floriculture in sub-Saharan Africa by experimenting with their technology using specific flowers from Japan to Rwanda, especially those with high prices on the international market, thus contributing to foreign exchange earnings

<sup>15</sup>Paid 30.000 RWF

<sup>16</sup>Paid 1500 RWF per day for 8 hours' work

6. JADIS FLOWERS <sup>17</sup>	Musanze - Muhoza	Work status	Woman	Men	S/Total
		Permanent	0	1	1 <sup>18</sup>
		Casual labourers	5	5	10 <sup>19</sup>
7. HingaVolcanoes seedPromotion Company	Musanze-Kinigi	Work status	Women	Men	S/Total
		Permanent	2	1	3
		Casual labourers	80	40	120

Source: *Key informant interviews with relevant companies' senior managers.*

### Flower Producing Cooperatives

The RCA granted our request for information by presenting us a list of all horticulture cooperatives involved in horticulture production countrywide. That list contains cooperatives names, number of members and their physical address (districts and sectors), and contact details of the chairperson). We then embarked on contacting cooperatives in an effort to gather additional information. That list contained cooperatives that are no longer active but it appeared that some of them are still in the business. We then contacted them and together with information gained from RCA district representatives and LIFAM project staff.

There are many advantages to establishing small farm cooperatives. According to the Director General of RCA farmers in cooperatives have more bargaining power, lower transaction costs in getting loans, and better access to information about its members and their resources compared to “outsiders” such as moneylenders and contractors, benefits which strengthen the cooperative’s power.

Cooperative farms members on their part, asserted that the reason they prefer forming cooperatives is because they allow them to share capital and reduce input costs thereby increasing production and income. Farmers making up those cooperatives have voluntarily grouped their small plots together which they exploit together in what is generally known as “land consolidation”

Table 3: Flower Producing Cooperatives

Name of the Cooperatives	Location District-Sector	Work status and number of women/men working in the product chains,			
		Work Status	Women	Men	S/Total
1. COMASHYO	Rulindo-Bushoki	Board	2	3	5
		Members	38	24	62

<sup>17</sup>This is a one-man company which produces aromas and agapanthus around Kigombe river in Muhoza sector. These are locally sold to traders in Musanze, Rubavu and Kigali cities.

<sup>18</sup>This permanent staff is paid 30,000 RWF per month.

<sup>19</sup> These casual labourers are paid 2000 per working day.

2. COOPROFMU	Rubavu-Kanzenze	Work Status	Women	Men	S/Total
		Board	2	3	5
		Members	7	11	18
3. IJURU FLORA URURABYO	Musanze-Muhoza	Work Status	Women	Men	S/Total
		Board	1	4	5
		Members	10	24	34
4. SHYIGIKIRUR ABYO	Musanze-Muhoza	Work Status	Women	Men	S/Total
		Board	2	3	5
		Members	31	20	51
5. URURABO RWIZA	Rubavu-	Work status			
		Board	1	4	5
		Members	20	32	52
6. TWITEZIMBE RE VISION 2020	Muhanga-Nyamabuye	Work status	Women	Men	S/Total
		Board	1	4	5
		Members	20	34	54
7. COFLAPRO	Gasabo-Kinyinya	Board	3	2	5
		Members	20	12	32
8. CO-OP URURABYO	Rubavu-Kanzenze	Work status	Women	Men	S/Total
		Board	2	2	4
		Members	5	8	13

Source: *RCA Database and interviews with relevant companies' senior managers*

### Individual Flower Producers.

Smallholders are among flowers producers. Smallholders with their own land, generally small plots of less than 1 Ha. They sometimes utilize available household labor before hiring additional casual farm workers.

Table 4: Individual Flower Producers.

Name of the producers	Location District-Sector	Work status and number of women/men working in the product chains,			
		Work Status	Women	Men	S/Total
1. Cecile Mukamuganga	Gisagara-Kibilizi	Permanent workers	0	0	0
		Casual labourers	1	2	3
		Work Status	Women	Men	S/Total
2. Habimana	Rubavu-Nyundo	Permanent workers	0	0	0
		Casual labourers	2	2	4
		Work status	Women	Men	S/Total
3. Jean de Dieu Tereriyoy	Rubavu-Rugerero	Permanent	0	0	0
		Casual labourers	2	2	4
		Work status	Women	Men	S/Total
4. Elisa Nturnyenabo	Rubavu-Gisa	Permanent	0	0	0
		Casual labourers	2	2	4
		Work status	Women	Men	S/Total
5. Nshimiyimana Jean de Dieu	Burera-	Permanent	0	0	0
		Casual labourers	2	3	5
		Work status	Women	Men	S/Total
6. Nshimiyimana Anaclet	Burera-	Permanent	0	0	0
		Work status	Women	Men	S/Total

		Casual labourers	2	2	4
7. Munyaneza Samuel	Burera-	Work status	Women	Men	S/Total
		Permanent	0	0	0
		Casual labourers	2	4	6
8. BéatriceMukamuhizi	Muhanga-Nyamabuye	Work status	Women	Men	S/Total
		Permanent	0	0	0
		Casual labourers	2	3	5
9. Emmanuel Uwihoreye	Muhanga-Nyamabuye	Work status	Women	Men	S/Total
		Permanent	0	0	0
		Casual Labourers	4	4	8
10. Jeanne d’ArcMukarugara	Gicumbi-Byumba	Work status			
		Permanent	0	0	0
		Casual labourers	5	2	7
11. Jean Marie Sebikeli	Rubavu-Kanzenze	Work status			
		Permanent	0	0	0
		Casual labourers	2	5	7
12. Jean de DieuRutayisire	Burera-Cyeru	Work status	Women	Men	S/Total
		Permanent	0	0	0
		Casual labourers	6	4	10

Source: *LIFAM Records and Interviews with individual farmers*

Flowers produced by smallholder farmers are: aromas, Saint Joseph, Aster, Remerathi, EclisantemMarguerite(White), according to representative of COMASHYO<sup>20</sup>- Rulindo District

## 5.2. Details on French Beans Value Chains.

It was proven that Rwanda can produce high quality of snow peas in Northern Province with cold and humid weather and fertile volcanic soil which are the required conditions. Rwanda has demonstrated huge potential for the production and export of snow peas that are in high demand in international markets.

The production of French beans, one of Rwanda’s most important export vegetable crops, is steadily rising. The crop is grown for both the fresh export and domestic market. However, processing of the beans, including canning and freezing, is not yet started. French beans from Rwanda are exported to United Kingdom and Belgium, France, Dubai, etc. Currently there is one Mauritian investor involved in the export of French beans and snow peas to Europe, he started business in 2015. Currently operating on two sites, including via contract farming Exporting up to 10MT per week.

A hillside Irrigation project in the Ministry of Agriculture and Animal Resources has completed the construction of two Hillside irrigation projects in Nyanza and Karongi districts that are being used for production and export of horticultural products. Pilot production of Asian Vegetables in Nyanza and snow peas and sugar snaps in Karongi has been successful as produce from these irrigation schemes have already been exported. The project is also working with students who have been trained in Israel through a government capacity

<sup>20</sup>Cooperative TuramuraneShyorongi, closely translated as Cooperative for self-help and development of farmers in Shyorongi(administrative sector)

building programme to support farmers on issues of quality and reliable supply of horticulture.

Karongi irrigation scheme banks on the opportunities presented by Ndaba stream to irrigate 250Ha of the hillsides that surround Ndaba falls. Pilot cultivation of snow peas and sugar snaps in Karongi were successful and some investors are looking forward into expanding production.<sup>21</sup>

Table 5: Vegetable Sales Values(RWF)

Crop and Crop Group	N	Mean Value of Sales (FRW)	Total Value of Sales (FRW)	Percent of total value of sales (%)
TotalVegetables	2,403	1,717,400	4,125,193,962	77.3%
Cabbage	548	661,967	362,757,834	6.8%
Carrot	341	703,443	239,874,171	4.5%
Eggplant (local)	282	1,199,395	338,229,305	6.3%
French beans	88	2,114,005	186,032,400	3.5%
Leek	15	99,147	1,487,210	0.0%
Mushrooms	45	1,165,807	52,461,300	1.0%
Onion	233	3,733,879	869,993,848	16.3%
Pepper	33	235,843	7,782,820	0.1%
Sweet pepper	164	3,745,431	614,250,762	11.5%
Tomato	300	4,460,778	1,333,772,550	25.0%
Other vegetables	354	334,892	118,551,762	2.2. %

Source: RHOS (2014) P.60

### French Beans Producing Companies

The baseline study identified four companies involved in the production on French beans, namely Garden French, New Extension Technology (own by a Rwandan national) and Lotec Rwanda (whose owner is Mr.Gatheru Peter, of Kenyan Nationality. More details about these companies are presented in the table 6 below:

Table 6: French Beans Producing Companies

Name of the Company	Location District-Sector	Work status and number of women/men working in the product chains,			
		Work Status	Women	Men	S/Total
1. GARDEN FRESH	Karongi-Rugabano	Permanent workers	4	5	8
		Casual labourers	140	60	200 <sup>22</sup>
		Work Status	Women	Men	S/Total
2. GARDEN FRESH	Nyagatare-	Permanent workers	3	2	5
		Casual labourers	90	60	150
		Work Status	Women	Men	S/Total
3. NEW EXTENSION	Nyanza-Busasama	Work Status	Women	Men	S/Total

<sup>21</sup>[http://www.minagri.gov.rw/fileadmin/user\\_upload/documents/FlashNews/Flash\\_News\\_29\\_August\\_2014.pd](http://www.minagri.gov.rw/fileadmin/user_upload/documents/FlashNews/Flash_News_29_August_2014.pd)

<sup>22</sup>Both men and women are paid 1, 000 RWF per working day. A working day is equivalent to 6 hours that is from 7:00 to 1:00 PM

TECHNOLOGY <sup>23</sup>		Permanent workers	4	4	8 <sup>24</sup>
		Casual labourers	13	5	18
4. LOTEK RWANDA	Nyanza-Busasama	Work status	Women	Men	S/Total
		Permanent	2	2	4
		Casual labourers	40	10	50

Source: Interviews with relevant companies' senior managers

French beans production in Rwanda is practiced by a small number of smallholder producers on their own land. They produce on small scale and serve mainly the domestic market. Details on those farmers' cooperatives and smallholder producers are contained in the tables 7 and 8 below:

Table 7: Cooperatives Producing French Beans

Name of the Cooperative	Location District-Sector	Work status and number of women/men working in the product chains,			
		Work Status	Women	Men	S/Total
1. COOPERATIVE UMOJA NI NGUVU-RWANDA/Nyanza <sup>25</sup>	Nyanza-Busasama	Board	0	7	7
		Members	2	162	164 <sup>26</sup>
		Work Status	Women	Men	S/Total
2. KOPUBINGA	Nyabitekeri	Board	1	3	4
		Members	4	2	6
		Work Status	Women	Men	S/Total
3. URUMURI RWA MUSA	Rwamagana-Musha	Board	2	3	5
		Members	3	3	6
		Work Status	Women	Men	S/Total
4. WIHOGORA	Gicumbi-Byumba	Board	3	2	5
		Members	2	3	5
		Work status	Women	Men	S/Total
5. DUFATANYE	Nyanza-Busasamana	Board	6	3	9
		Members	40	16	56
		Work status	Women	Men	S/Total
6. INGENZI ZA KICUKIRO	Kicukiro-Kicukiro	Board	2	4	6
		Members	16	4	20
		Work status	Women	Men	S/Total
7. COUNYA	Nyarugenge-Mageragere	Board	3	3	6
		Members	20	15	35
		Work status	Women	Men	S/Total
8. GEMCAS	Rulindo-Masoro	Board	3	3	5
		Members	4	7	11
		Work status	Women	Men	S/Total

<sup>23</sup>The owner is called KananiEnani

<sup>24</sup>These include 3 male technicians, 2 production officers (1 man; a woman) and 3 female cleaners. Technicians are paid 80,000 RWF per month. Production officer receive 40,000RWF a month while cleaners are paid 10,000 RWF. There are also 2 watch men.

<sup>25</sup> Produce vegetables on 2 Ha. They are pioneer in the production of French beans in the area for local market.

<sup>26</sup>They hire out casual laborers (30 women; 20 men) to do production works on their behalf whom they pay 1000 RWF per day.

9. KOGIRU	Nyaruguru-Cyahinda	Work status			
		Board	3	2	5
		Members	20	36	56
10. ABADATEBA BA KIGOMAN	Huye-Kigoma	Work status			
		Board	1	4	5
		Members	9	9	18

Source: Interviews with relevant cooperative representatives.

Table 8: Individual Farmers Producing French Beans

Name of the Cooperatives	Location District-Sector	Work status and number of women/men working in the product chains,				Quantities produced and/or exported per month/Year
		Work Status	Women	Men	S/Total	
1. Jean de DieuMudahe muka,	Kicukiro-Gahanga	Work Status	Women	Men	S/Total	15 sacks per season.
		Permanent workers	0	0	0	
		Casual labourers	4	2	6	
2. SaidatiMukandoli	Kigarama	Work Status	Women	Men	S/Total	4 tones / season
		Permanent workers	0	0	0	
		Casual labourers	3	0	3	
3. Jean de DieuRutayisire	Burera-Cyeru	Work status	Women	Men	S/Total	200kg/month
		Permanent	0	0	0	
		Casual labourers	1	2	3	
4. PapiasMunya mpundu	Muhanga-Cyeza	Work status	Women	Men	S/Total	500 Kg/Trimester
		Permanent	0	0	0	
		Casual labourers	1	1	2	

Source: Interviews with individual producers.

### 5.3. Workers and working conditions in the sectors

**Employment Security;** - This study showed that the majority of the workers in flower farms are employed as daily labourers or as fixed-term employees and managers claim that it is due to the seasonality of production. It also means that employers save on labour costs as they do not have to pay the same benefits as permanent workers are entitled to. This predominant<sup>27</sup> casualization means that workers are not assured of their employment throughout the year.

**Leave;** - All companies paid annual leave for all permanent workers (permanent & fixed term workers). It should be noted that female workers will start enjoying paid maternity leave and the length of maternity leave will be 12 weeks with full salary<sup>28</sup>. This follows the previous move which had reduced it to only 6 weeks. This is positive development as currently

<sup>27</sup>As it has been noted, both company and individual farmers generally casual laborers throughout the year and this makes it impossible for these latter receive entitlements that are usually paid to permanent workers.

<sup>28</sup>The government has approved a draft law establishing and governing the organization of Maternity Leave Benefits scheme, which is an insurance plan under which working women going on a 12-week maternity leave will be paid their full salary in the last six weeks of their leave. Once the new law governing the maternity insurance scheme comes into force, employers will be paying full salary for the first six weeks for a working parent on maternity leave, while the last six weeks of the leave will be paid in full salary by the insurance scheme.

working women collect their full salary only in the first six weeks of their maternity leave, and have to come back to work upon expiration of those 6 weeks or surrender 80 per cent of their monthly salary in case they opt to stay home and take care of their babies.

**Health and Safety;** - Health and safety issues seem to be generally taken seriously in most of the visited farms. At both Gishari Flowers Park and Floramatt sites, we were told that sprayers of chemicals are provided withadequate personal protective equipment. The most PPE used are respirators and gloves. Also, flower harvesters and transporters who are predominantly females, are provided with gloves. Production managers and their assistants held they havebeen trained in health and safety issues and added that they do take drastic measures to protect everyone against health hazards associated with flower production. It is not certain if workers are provided with medical care for occupational illnesses and injuries.

**Wage & Benefits:** - The majority of permanent workers working for companies earned a monthly salary of between 80,000 – 200,000 FRW (approximately 100US\$-300 US\$) for the formal 8 hour working day. There was no variation in wages earned by male and female workers.

Work status	Wage(FRW)	Wage(US\$)
<b>Companies</b>		
Permanent workers	80,000-200,000	100-300/month
Casual Laborers	700-800- 1,500-2,000	1-2.5/day
<b>Individual farmers</b>		
Permanent workers	30,000-70,000	100-300/month
Casual Laborers	700-800- 1000	1-1.5/day

However, given the ever increasing price of subsistence consumer goods there was a significant gap in workers’ ability to afford their basic needs and the wage they earn. As a result, most workers found it difficult to meet their daily needs with the meager wage they earn and saving and investment by these workers is almost nonexistent.

The situation is less satisfactory for workers contracted by individual farmers and or cooperatives. Some employers said they pay their staff a net salary ranging between 30,000-70,000 RWF equivalent to less that 50US\$ and slightly equal less than 100US\$. Farm sizes of less than one hectares in general. On the whole, these small farms are not economically efficient because of relatively high input costs compared to profits. Small farmers are unable to take advantage of economies of scale and often lack the financial resources such as credits and loans to make their farms profitable.

### **Sexual Harassment**

There was no mention of harassment in general and cases of physical abuse in the visited farms. Few workers reported cases of threats of dismissal from the owners, managers and supervisors of the farms, and similarly few cases of physical abuse.

**Freedom of Association;** - Union membership as a facet of Freedom of association is inexistent. This is probable because this establishment of horticulture producing and exporting companies is new, and thus trade unions yet had time to introduce workers of these companies to trade movement. It is also because majority of workers are casual laborers and thus cannot become subscribed members of the trade union in their respective workplaces. They can be organized and facilitated to join trade unions if they are made aware benefits of part of a trade union. Otherwise, joining trade union movements is not of their priority concerns for the time being.

#### **5.4. Regulatory and Accountability framework and platforms**

The following are the questions that the baseline set out to answer:

- Has the national government integrated gender equity goals?
  - a) in its labor policies?
  - b) In its private investment policies;
- If so, do these goals cover the global horticultural product chains considered here?
- What concrete measures has the government taken to implement these policies.

Our literature and consultations with key informants enabled us gather the following facts about the regulatory and accountability framework and platforms:

- Rwanda is signatory to the Convention on the Elimination of All forms of Discrimination against Women (CEDAW), the Beijing platform, and its implementation plan. Despite the fact that the country is one of the most gender-equitable countries in the world in terms of women's representation in political leadership, gender-based violence continues to persist.
- The National Gender Policy “highlights principal guidelines on which sectoral policies and programmes will base to integrate gender issues in their respective social, cultural, economic and political planning and programming.” The Policy also clearly articulates strategies for advancing gender equality in each of the key sectors in Rwanda, and thus provides important guidance for the monitoring and evaluation role of the GMO. GMO is included in the National Gender Policy as a key stakeholder to ensure the implementation of the policy's recommendations, and its responsibilities under the Policy are clearly articulated.
- Other frameworks include the Government Seven Year Programme 2010 – 2017 which has four Pillars: Good Governance, Justice, Economy, and Social Well-being in which Gender mainstreaming and women's empowerment are noted as key strategic interventions.
- Rwanda has adopted and ratified several treaties and conventions aimed at fighting gender inequalities in general and gender-based violence in particular. Women now have

the right to inherit as men do under the law related to matrimonial regimes, liberalities and successions (Law No. 22/1999 of 12<sup>th</sup> November 1999). Women also have right of equal access to land. There is also a national policy on GBV (2011) and a GBV law (Law No. 59/2008 of 10<sup>th</sup> September 2008) and important advances have been made in providing services to GBV victims<sup>29</sup>

- The Government of Rwanda is committed to put in places appropriate measures aimed at promoting a stable, harmonious family environment, prevent and prosecute incidence of violence against women There are other existing mechanisms to be summarized here:
  - a) Law No 59/2008 of 10<sup>th</sup> September 2008, on the Prevention and Punishment of Gender-based Violence;
  - b) Law No 22/1999 of 12<sup>th</sup> November 1999, to supplement Book one of the Civil Code and to institute Part Five regarding Matrimonial Regimes, Liberalities and Successions;
  - c) Law No 13/2009 of 27<sup>th</sup> May 2009, Regulating Labour in Rwanda;
  - d) Organic Law n°01/2012/OL of 02/05/2012 instituting the Penal code
  
- Officially there is no minimum wage in Rwanda. However, in most cases it is the minimum wage contained in the 1974, 1973 or 1972 Labour Law which is being used. By then, the minimum wage was RWF 100. There is a high concern about the standard of living and the minimum wage as per now. Last year a consulting firm was assigned to conduct a survey and determine a minimum wage, but they failed to carry the study. Our key informants held that horticultures firms and cooperatives clearly know that there is a minimum wage that employers have to pay their employees. We were informed that the minimum amount paid to the less-skilled workers range between FRW 700-1000 per day.
  
- Labour Code prohibits sexual harassment of women at workplace. Labour code prohibits any kind of physical, psychological or sexual gestures or actions directed at a person or an assault on their property on the grounds of their sex. If a worker resigns after being victim of violence and sexual harassment at work, the dismissal is considered unfair dismissal. A worker must not be dismissed on reporting or having testified of violence. The study acknowledges that. However, a study on gender-based corruption concluded in 2013 by Transparency International Rwanda revealed that much as Rwanda has made impressive progress both in the fight against corruption and in the promotion of gender equality, 5% of respondents personally experienced gender-based corruption in workplaces, 10% perceive that the problem exists and nearly 20% know someone who has been a victim. The same study further underscored that the sector that is most affected is the private sector, as 58.3% of interviewees think that gender-based corruption exists in private companies, while the public sector and especially civil society seem to be slightly less affected (51.4% and 43.1% respectively). The study also noted that the victims of this form of corruption are mostly women (84.5%), particularly those in search for job, while the perpetrators are mostly men (83.2%), especially directors and other senior staff<sup>30</sup>.

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<sup>29</sup>Republic of Rwanda (2014). National Family Policy.

<sup>30</sup>[http://www.transparency.org/news/pressrelease/20110811\\_rwandan\\_workplaces](http://www.transparency.org/news/pressrelease/20110811_rwandan_workplaces).

- The same Labour Code stipulates that any employer or any other person guilty of exercising sexual harassment by way of orders, intimidation and terrorizing a person he/she leads is liable to imprisonment of two years to five years and a fine between one hundred thousand Rwandan francs and two hundred thousand Rwandan francs. However, GMO has not been able to systematically monitor the situation both in public and private instructions.

## **5.5. Opportunities and threats for the promotion of Decent Work for Women**

### **5.5.1. Opportunities**

In 1995, Rwanda adopted the Beijing Platform of Action and undertook strategic actions aimed at tackling nine identified crucial areas among the twelve critical areas suggested in the Beijing Platform for Action. Rwanda ratified and adhered to a number of international and regional conventions, charters and declarations, including the CEDAW, the Millennium Development Goals (MDGs), the United Nations Security Council Resolution 1325, the Universal Declaration of Human Rights of 10 December 1948, the New Partnership for Africa's Development (NEPAD), and COMESA among others. All of these instruments highlight gender as an important approach for sustainable development. By ratifying the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), in November 1981, and the International Conference on Population and Development (ICPD) in 1994, Rwanda undertook appropriate measures, including legislation to fight any act or practice of discrimination against women, to modify and/or abolish existing laws, regulations, customs and practices which embody discrimination against women. It is important for Rwanda just like other countries to measure progress towards achieving the commitments made to achieve gender equality objectives and standards set by these instruments.

The ILO and the UN System, together with the international donor community are committed to providing technical assistance to facilitate such policy processes, in particular to strengthen institutions, and also to provide technical guidance to policy research and options to promote full, productive and freely chosen employment and decent work for all, including for youth and women.

- Labor law was gazetted in 2009;
- Law N° 22/99 of 12/11/1999 related to matrimonial regimes, liberalities and successions, giving to women the same rights of succession as men;
- Land Organic Law N°08/2005: Equal access to land for both men and women;
- Chamber of Women Entrepreneurs in Private Sector Federation (PSF);
- Savings and Credit Cooperative « COOPEDU » initiated by Women's association
- “DUTERIMBERE”;
- People's Bank for Women's Promotion (Banque Populaire pour la Promotion Féminine);
- Establishment of Savings and Credit Cooperatives based in each sector called Umurenge SACCO;

- Women's guarantee and funds;
- Women employment Strategic plan;
- Free hotline in Rwanda National Police, Rwanda Defence Force and in and in National
- A Men's association (RWAMREC) that strives to sensitize the population and eradicate gender based violence specifically violence against women.
- Nine year- basic education is under implementation and will facilitate full access to education by both girls and boys.
- Girls' education Policy and its strategic plan put in place by the Ministry of Education to ensure access, retention performance of girls and women at all levels. Emphasis is put on
- Girls' education in science and technologies. In this regard, some affirmative actions were
- put in place including the FAWE Girls' schools, Awards for girls, etc.

### **Non-Discrimination**

In accordance with article 11 of the Constitution, all Rwandans are born and remain free and equal in rights and duties. All forms of discrimination on the basis of, inter alia, ethnic origin, tribe, clan, colour, sex, region, social origin, religion or faith, opinion, economic status, culture, language, social status, physical or mental disability or any other form of discrimination is prohibited and punishable by law.

The labour code also prohibits discrimination on the ground of race, colour, origin, sex, marital status, family responsibilities, religion, beliefs, political opinions, social or economic conditions, country of origin, disability, previous, current or future pregnancy and in any other form. Discrimination at workplace with regard to the disabled people is also forbidden<sup>31</sup>.

### **Law regulating sexual harassment**

Labor Code prohibits sexual harassment of women at workplace. Labor code prohibits any kind of physical, psychological or sexual gestures or actions directed at a person or an assault on their property on the grounds of their sex. Such action or gesture deprives them of their rights and negatively affects them. If a worker resigns after being victim of violence and sexual harassment at work, the dismissal is considered unfair dismissal. A worker must not be dismissed on reporting or having testified of violence. Any employer or any other person guilty of exercising sexual harassment by way of orders, intimidation and terrorizing a person he/she leads is liable to imprisonment of two years to five years and a fine between one hundred thousand Rwandan francs and two hundred thousand Rwandan francs<sup>32</sup>.

### **Principle of equal pay guaranteed by the Constitution of Rwanda:**

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<sup>31</sup>§11 of the Constitution of the Republic of Rwanda 2003, §12 & 97 of the Law regulating Labour in Rwanda, 2009 (aka Labour Code)

<sup>32</sup>§9-11 of the Law regulating Labor in Rwanda, 2009 (aka Labor Code), §24 of the N°59/2008 of 10/09/2008 Law on prevention and punishment of gender- based violence

Constitution of Rwanda supports the principle of equal pay by stating that persons with the same competence and ability have a right to equal pay for equal work without discrimination. In accordance with the article 12 of the Labour Code, the principle of equal remuneration for work of equal value between workers applies without any discrimination on the basis of origin, sex, colour, race, marital status, etc.<sup>33</sup>.

### **Free Personal Protective Equipment**

The Rwandan Labor Code requires employer to provide free personal protective equipment (PPE) to workers involved in hazardous work. The type of PPE needed varies depending on the nature of work being performed. The right use of PPE reduces risk of accident and illness. The employer is required to take all necessary steps to ensure that protective equipment is properly used, by maintaining and protecting it against any contamination that may be dangerous to the health of the worker. The worker should also be trained and sensitized on the need to use any protective equipment available to him/her. The personal protective equipment should be easy to handle and must not hinder any task accomplishment. The relevant protective equipment includes a helmet and welding glasses; appropriate respirators to protect against dust, gas, vapors or other noxious fumes; sunglasses; lead-coated blouses; noise control devices; gloves, sleeves, knee pads and headgear; special shoes and protective clothing<sup>34</sup>.

### **Labour Inspection**

The MIFOTRA Directorate Labour is in charge of designing, carrying out and implementing the national policy and legislation governing employment. District Labour Inspectorate offices are staffed with District Labour Inspector who are dependent on Labour Directorate responsible for monitoring compliance with the labour code and the provisions of collective conventions as well as social security laws. The Labour Inspector informs and advises employers and workers concerning the most effective means of complying with the legal provisions. He/she reports on all the activities that are not in compliance with the provisions of the labour code and the social security.

Labour inspector may enter, during working hours whether at night or during the day, any firm of his/her area for inspection with or without prior notice. Inspector may request to be accompanied, by one staff member of his/her choice within the institution. Labour inspector is responsible to secure the enforcement of provisions relating to working hours, wages, hygiene, social security and safety at work place, and the control of child labour at the workplace. He/she adjudicates disputes between workers and employers<sup>35</sup>.

For eradicating Gender Based Violence (GBV), the following are achievements registered:

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<sup>33</sup> §37 of the Constitution of the Republic of Rwanda 2003, §12 of the Law regulating Labour in Rwanda 2009 (aka Labour Code).

<sup>34</sup> §91 of the Law regulating Labor in Rwanda, 2009 (aka Labor Code), § 28 of the Ministerial Order N°02 Of 17/05/2012 Determining Conditions For Occupational Health And Safety)

<sup>35</sup> §156-160 of the Law regulating Labour in Rwanda, 2009 (aka Labour Code), USDOS Human Rights Report 2013, § 3-6 Ministerial Order N°07 of 13/07/2010 Determining the Modalities of Functioning of the Labour Inspector

- Establishment of One stop centres for GBV survivors care in medical, psychosocial, legal support;
- National strategic plan on UNSC Resolution 1325 has been elaborated;
- Promulgation of law preventing and punishing Gender Based Violence;
- Enacting gender sensitive laws and reviewing existing discriminatory laws;
- Establishment of anti - GBV and child protection committees from the grassroots level to the National level;
- Gender Desk in Rwanda National Police, Rwanda Defence Force.

### **The introduction of gender sensitive master's Program in Agribusiness**

A new gender sensitive master's program in Agribusiness opened recently. The overarching aim of this program is to strengthen the capacity of UR to advance women's leadership in the field of agriculture. The M.Sc. program in Agribusiness will provide professionals who can help to raise the quality, productivity and production of agriculture and strengthen its contribution to the development of Rwanda with emphasis on export. The program is being developed in collaboration with Michigan State University (MSU) and Washington State University (WSU). It is a gender sensitive Masters.

#### **5.5.2. Threats for the Promotion of Decent Work for Women**

This section describes other legal and non-legal regulatory frameworks, social norms and informal rules affect women's working conditions in the product chains.

#### **Inequality in gender power relations**

Existing evidence point out the continued inequality in gender power relations, which primarily affects women and girls. For example, the 2010 International Men and Gender Equality Survey (IMAGES), which was a multi-country study, found that Rwanda had the most inequitable attitudes of the countries included; 8 men and women reported attitudes reflecting unequal power dynamics around reproductive work and income: more than 50% of women and 57% of men said that men should earn more than women. 75% of Rwandan women and 57% of men interviewed said that husbands dominate household decision-making in their household.

Also due to household chores and family care responsibilities often assigned to women and girls, they tend to have less time to participate in cooperatives activities and sometimes this is not adequately taken into account. There is an important linkage between economic and social empowerment and gender equality, as unequal power relations limit women's access to services and their ability to claim their rights, including household and community participation and decision-making, and control over resources such as land and income. DHS 2010 data indicated that women who do not participate in household decisions are more

likely to experience GBV than those who do. District where flowers cooperatives operated are still characterized by the same challenges, attitudes, beliefs and social norms.

There persists a belief that women do not have equal power in decision making especially in relation to financial & resource management & utilization;

Conflicts based on property/resource utilization, ownership and sale/transfer especially when there is infidelity or divorce;

There is also still limited awareness on human & women rights as well as the legal framework and structures that protect those rights.

### **Poverty:**

Poverty is identified as one of the biggest issues faced by women and men in Rwanda. The 1994 war and genocide worsened an already precarious situation with women being the majority among the mostly affected. Women require economic freedom, obtained notably by promoting their rights in management and access to resources, employment, adequate working conditions and economic capacity building. Women's participation in economic activities has been measured, at national level, at 56.4% while men's participation is 43.6%. Out of the 56.4% of the economically active women, 55.8% had an occupation and 87.6% of them were involved in agricultural activities. In terms of employment gender inequalities are illustrated as follows: in rural area 66.3% of women are employed while men are 49.7%.

Only 18% of well-structured companies are run by women. A large number of them are in the informal sector, generally comprising small businesses. Concerning access to employment, the majority of women are employed as unskilled labourers, traders or craftsmen. The analysis of the type of employment shows that women compose the majority of the labour force in agriculture and animal husbandry (86% as compared to 61.5% for men) and that in towns, they are numerous in the unskilled occupations.

## **5.6. Political environment for operating**

The baseline study sought to ascertain if the political climate is favorable for the successful promotion of Decent Work for Women. The analysis of existing documents and insights gathered through consultations with key informants helped us make the following observations:

- a) The Government oversight of local CSOs is rigorous and dictated by the NGO Registration Law of 2012 which sets out stringent requirements for 'public interest organizations' to gain legal personality should they wish to operate in the country as well as detailing the Government's role in monitoring them. In short, on the one hand the law gives civil society the right to exist while at the same time being an instrument of control to be used if and when it is required. The message to NGOs is that the rights must be exercised very carefully. However, this does seem to impede NGOs and CSOs' ability

and mechanisms to mobilize and secure funding which they need to achieve their missions.

- b) Civil Society Organizations (CSOs) are significantly impacted by the legal framework as well as the political environment. Many fear that any attempt to raise citizens' concerns without channelling them through the Government recognised structures is likely to be ignored by Government and not merit a response. Furthermore, they fear that if their inputs are not in line with Government policy they may be the recipients of strong sanctions. Consequently, many CSOs have adopted a 'self-censoring approach' which is non-confrontational and, by and large, keeps them in favour with the authorities and allows them to continue working albeit restrictively.
- c) However, not all is bleak. Over the last few years signs have emerged that some within civil society are beginning to challenge the restrictions and obstacles imposed by the Government. Some CSOs that previously had service delivery mandates have steadily moved into more representative advocacy roles where people's rights and entitlements – as defined and protected by the Constitution and the legal framework of Rwanda – form the foundation for their efforts. This unprecedented challenge is in no way confrontational nor aggressive but rather is based upon a strategy of collecting evidence-based material and utilizing it to open dialogue with the Government. This approach appears to be gaining momentum within civil society as a way to slowly influence the Government to be more open and inclusive of all. For its part the GoR has been receptive towards these initiatives and has often utilized them in policy development as it genuinely reflects people's needs and aspirations as well as giving the Government more legitimacy. To date these efforts have yielded very positive results which have peacefully - albeit slowly - allowed greater participation from civil society.

## **5.7. Actors in Government and their roles and responsibilities**

There are ministries, government agencies and some institutional frameworks at local levels promoting gender equity and equality in Rwanda. These are the Ministry for Gender and Family Promotion (MIGEPROF), mandated to play a leading role in implementing the National Gender Policy (NGP), Ministry of Finance and Economic Planning (MINECOFIN), which provides leadership in gender responsive budgeting, Gender Monitoring Office (GMO), mandated to monitor progress towards gender equality and equity with aim to ensure the fundamental principles of gender are respected in all organs at governmental, private, non-governmental and religious levels, the National Women's Council (NWC), which advocates for the integration of women's concerns into national policy and legal frameworks and local development activities. NWC is organised in executive committees throughout the administrative levels.

This section presents actors (in and out of government) and contextual factors influence government policies & practice in these global horticultural product chains, and the trends.

## **1. Rwanda Development Board**

This is a Rwanda's private sector development and investment promotion agency. The main entry point for investors in Rwanda. Provides: Investor information hub: Guidance on laws, policies, incentives, investment climate, trends and opportunities One Stop Centre for starting a business: Online business registration, issuance of investment certificates, facilitation with tax related services and exemptions, issuance of visas and work permits, access to utilities (water and electricity), notary services

## **2. NAEB:**

Government agency focusing on growing and diversifying agricultural commodity exports. Core focus on tea, coffee and horticulture. A key partner for export oriented horticulture investors:

- Supports investor implementation, including finding local partners for production;
- Develops specific exports-enabling infrastructure e.g. cold chain;
- Advises on key export steps and procedures specific to the horticulture sector

## **3. MINAGRI:**

In charge of transforming and modernizing agriculture in Rwanda. Leads on policy development for the sector. Investment Support Unit can: Provide detailed information about the horticulture sector. Support investors to identify appropriate sites and/or local partners for production. Inspections Unit provides inspection and certification services.

## **4. MIFOTRA:**

MIFOTRA is among key actors to as one of its mission consist in Strengthening Institutional and Legal framework to improve conditions of employment in Public and Private sector. Also, one if the strategic objective it pursues is the promotion of gender equity in both public and private institutions.

## **5. GMO:**

The Gender Monitoring Office has the following key responsibilities<sup>36</sup>:

- Monitoring the respect and compliance of gender related commitments across public, private, non-governmental and religious institutions;
- Monitoring the respect of ratified regional and international gender related commitments;
- Monitoring the quality of services offered to Gender Based Violence victims and effectiveness of Gender Based Violence prevention and response mechanisms;
- Carrying out research based on statistics on specific issues in the framework of mainstreaming and respecting gender principles;
- To be a point of reference for information and documentation on gender equality;
- Advocating for the respect of gender equality at all levels

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<sup>36</sup><http://gmo.gov.rw/index.php?id=14>

## **6. Rwanda Horticulture Working Group(RHWG):**

Active forum to push forward strategic issues in the sector and resolve challenges. Co-Chaired by the private sector and GOR, comprises all players in the horticulture sector. Set up and launched on August 18<sup>th</sup> 2015 to stimulate dialogue between the different stakeholders. With a voluntary membership, RHWG is designed as an informal platform where the private and public sector can meet, exchange and take steps towards the enhancement of the cropping, stocking and exportation of horticultural goods.

The RHWG will be co-chaired by the CEO of the National Agricultural Export Development Board (NAEB) and the peer-elected CEO of the Proxi-Fresh. This collaborative organizational structure should be encouraging dialogue and brainstorming during the meetings that will be regularly held throughout the year.

### **5.8. Capacity of stakeholders to partner with HIVOs in “Decent work for Women” Program.**

A Rwanda Horticulture Inter-Professionals Organization (RHIO) was formed with official support in 2009, and has 60 business and technical professionals as members. Members of this structure are free and encouraged to take part in the most recently established Rwanda Horticulture Working Group.

There exist a number of civil society organizations representative of their constituencies (local communities) and have a proven record of being critical and motivated to act on issues affecting their constituents. Below is a summarized description of each partner:

- **Association de la Jeunesse pour la Promotion des Droits de l’homme et le Developpement (AJPRODHO)** is a CSO with the mission to empower youth to promote, defend and respect human rights and to advocate for socio-economic betterment in the society. AJPRODHO was founded as a student’s human rights organization and has since grown to become a reputable and well established national youth-led human rights organization. The organization has been implementing EGDV project activities targeting mainly young people, as well as undertaking a number of advocacy initiatives relating to youth and GBV at local and national level.
- **Pro-femmes Twese Hamwe** is the largest national umbrella organization for women’s promotion and development in Rwanda, with a membership base of 61 organizations within the country. Its mission is to eradicate all forms of discrimination towards women, promote their socio-economic, political, and legal status, and advance the institutional and organizational capacities of its member associations. It is a leading women’s organization promoting women’s participation in the public sphere and was a strategic partner in implementing the ‘Women Can Do It’ approach in Rwanda.
- **RWAMREC (Rwanda Men’s Resource Centre)** is a CSO that promotes positive masculine behaviour and contributes to the eradication of men’s violence against women.

RWAMREC engages in advocacy, mass mobilization and alliance building-particularly men/boys - committed to addressing negative masculinity, gender inequality and GBV in terms of policy development. Its strength is in the approach of incorporating men in promoting gender equality and women’s empowerment while addressing traditional gender roles.

- **Rwanda Women’s Network (RWN)** is a national humanitarian Non-Governmental Organization (NGO) that promotes the socio-economic welfare of women in Rwanda. Its main target groups are women survivors of sexual and gender-based violence as well as children and people living with HIV/AIDS. RWN strives to empower women and their families to meet their own needs. It implements a number of support programmes to help women as well as advocating for women’s human and legal rights.
- AgriProFocus Rwanda network has over 1500 professionals and over 170 organizations – drawn from NGOs, private sector, public sector and farmer based institutions. Together, they create opportunities for economic development. AgriProFocus promotes knowledge sharing amongst agricultural value chain actors for the benefit of all.
- SPARK is coordinating an extensive Cooperative Support Program (CSP). The CSP works within four value chains in Rwanda: Beans, Irish Potato, Maize and Horticulture. The programme targets cooperatives and SMEs working along these value chains, through two different, but complementary approaches. It targets 100 cooperatives and agri-businesses - who are organized in legal entities, reached a medium level of professionalism and who have the potential and motivation to explore and improve their market linkages – directly
- There are three federations of trade unions<sup>37</sup> with proven experience in advocating for workers’ rights and interests before companies and cooperatives. These aim to improve the rights of workers and safety of working environment. These are namely,
  - a) Central Union of Rwandan Workers (CESTRAR)<sup>38</sup> with a total membership of 30,000 (38.7% are women). It is comprised of seventeen national unions are under the
  - b) The Congress of Labour and Fraternity in Rwanda (COTRAF) with a total membership of 7,500
  - c) Confederation of Free Trade Unions of Rwanda (COSYLI) whose on trade union is Réseau Syndical pour la Promotion du Statut de la femme Travailleuse Salariée (RESYFET), literally translated as Trade Union for the Promotion of salaried Woman. Other trade union members of COSYLI are:
    - a) SITR: Syndicat Interprofessionnel des Travailleurs du Rwanda ;
    - b) ASPESAR : Association Syndicale du personnel de santé au Rwanda ;
    - c) SYNESER : Syndicat des Enseignants du Secondaire du Rwanda ;
    - d) ASPECOR : Association Syndicale du Personnel Cadre des ONG au Rwanda
    - e) SYTRAMER: Syndicat des Travailleurs (es) Ménagers (ères) au Rwanda ;
    - f) SJR : Syndicat des Journalistes du Rwanda

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<sup>37</sup>This shows that the GoR complies with article 5 of the ILO Convention no 87 which stipulates that Workers' and employers' organizations shall have the right to establish and join federations and confederations and any such organization, federation or confederation shall have the right to affiliate with international organizations of workers and employer

<sup>38</sup>This is the trade union acronym in French union which stands for “Centrale des Syndicats des Travailleurs au Rwanda.

- g) SIPETRA :Syndicat Interprofessionnel de Protection des Enfants Travailleurs
- h) SYTRAUPLAT :Syndicat des Travailleurs des Usines et Plantations Théïcoles

The law provides for the right to strike, except for public service workers and workers in essential services. A trade union's executive committee must approve any strike, and the union must first try to resolve its differences with management according to steps prescribed by the Ministry of Public Service and Labour. This process essentially prohibits strikes. Rwanda has ratified a total of 27 conventions including all Core Conventions. Rwanda has ratified at total of 27 conventions including all Core Conventions i.e. C.98, C.138, C.182, C.29, C.105, C.100, C.111 and C. 87. Rwanda has also ratified convention number 144 on tripartite consultation

It should be noted that in Rwanda, the real operating context for NGOs is one of enforced collaboration with the government political and development plan. Those working within these boundaries can act fairly freely; those that do not face difficulties. New legislation and decentralisation have opened up space for increased civil society involvement in policy-making. Space for politicised, human rights work is more limited. From a traditionally weak base, local organisations continue to face capacity challenges and co-optation is frequent<sup>39</sup>

## 6. Conclusion and Recommendations

This Horticulture baseline study which focused on French beans and peas and flower industry helps make the following conclusions and suggestions on actions to take in an effort to advance decent work for women in the future. The conclusions are present based on the following areas

### **Characteristics of horticulture value chains studies**

- Rwanda flower floriculture sub-sector is still embryonic with a few producer and export companies exporting their produce to Europe and Asian countries. The same is true of French beans and snow beans. Those few companies work in partnership with local out growers which are comprised of cooperatives and individual farmers.
- Current production levels are low due to many farmers growing horticulture products on their small farmers which have been fragmented over the years due to overpopulation.

### **Women working conditions**

This baseline study set out analyse the conditions of work for women in the product chain (including participation in decision making at the workplace; protection from violence including sexual harassment; promotion of reproductive health rights; promotion of non-discriminatory workplace policies; wages/ Living Wage)

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<sup>39</sup><http://www.intrac.org/data/files/resources/801/Legal-Frameworks-and-Political-Space-for-NGOs-an-overview-of-six-countries-Phase-II.pdf>

- Information on production and working conditions collected from value chain actors (producers who are comprised of companies and their associated out grower, cooperatives, and individual famers) revealed that female workers constitute the majority of the workforce.
- There is a high proportion of casual workers shown in the tables showing work status within companies, cooperatives and individual farms.
- There were no cases of direct discrimination reported by employers and workers that we consulted. They all maintained that members of both sexes are evenly treated and that there is no discrimination done on the ground of sex or any other ground
- Key informants maintained that both women and men are represented in decision-making bodies (executive committees, senior management teams)
- Managers and technicians working for the few existing horticulture companies indicated that they do have commitment to achieve equal balance among male and female staff at all levels and provide equal remuneration for men and women for work of equal value. They also held that they are committed to used proper contracts and ensure the observance of fundamental labor standards and maternity protection in personnel, equipment and subcontracting policies and procedures.
- Wages that are too low to live a decent life. There is a high proportion of casual workers who are paid between RWF 1000-15000, safe for a few exceptions where they are paid between RWF 700-800 a day. Most use their meager earnings to pay school fees, but the bulk to buy cheap nonnutritive food for mere survival
- Currently, there are no specific policy or other programs designed to address any gender inequalities within companies or cooperatives.
- Practical needs of women and men are not adequately men as it was generally noticed that both permanent and casual workers received meager resources which do not enable them their basic needs (food, water, shelter, clothing and healthcare)
- Managers and technicians working for the few existing horticulture companies indicated that they do have commitment to achieve equal balance among male and female staff at all levels and provide equal remuneration for men and women for work of equal value. They also they are committed to used proper contracts and ensure the observance of fundamental labor standards and maternity protection in personnel, equipment and subcontracting policies and procedures.

### **Government Policies, opportunities and threats for the promotion of decent for women**

- The GoR has integrated gender equity goals in its labor policies and its private investment policies;  
What concrete measures has the government taken to implement these policies:
- Existing evidence point out the continued inequality in gender power relations, which primarily affects women and girls. For example, the 2010 International Men and Gender Equality Survey (IMAGES), which was a multi-country study, found that Rwanda had the most inequitable attitudes of the countries included. 75% of Rwandan women and 57% of men interviewed said that husbands dominate household decision-making in their household.

- The subordinate position of women within horticulture producing cooperatives was identified as majority of chairmanship positions are held by men owing to the fact that women and girls prefer being secretaries and or treasurers
- It is not certain if all value chain actors have an understanding and commitment to contribute to gender equality in their undertakings.

### **Political climate and regulatory framework**

It can be concluded that the political climate is favorable for the successful promotion of Decent Work for Women in Rwanda.

### **Promoting Decent Work for Women-building partnerships**

A Rwanda Horticulture Inter-Professionals Organization (RHIO) was formed with official support in 2009, and has 60 business and technical professionals as members.

The baseline study identified a number of civil society organizations representative of their constituencies (local communities) and have a proven record of being critical and motivated to act on issues affecting their constituents which can make a contributed to efforts aimed a promoting decent work in the country.

### **Recommendations:**

- Much as Rwanda presents a favorable environment for the promotion of decent work for women, there is need to design a project to provide on-going gender based trainings and support to flowers and French Beans producers and exporters who are seeking to implement gender sensitive management policy that will address the needs and concerns of female employees and contribute to the achievement of sustainability in the supply chain, certification and market access.
- There is need to address the issue if low wages noted across the whole value chains. This will help resolve the issue of permanent and casual workers' unmet strategic needs.

## **7. Documents Consulted:**

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3. <http://www.mywage.org/rwanda/home/labour-law/fair-treatment-at-work/sexual-harassment/all-about-sexual-harassment-rwanda>
4. <http://www.newtimes.co.rw/section/article/2016-02-04/196746/>
5. <http://www.naeb.gov.rw/index.php?id=113>

## 8. Key Informants Interviews and Private Institution Representatives (National and District level)

Names	Institution	Position
Pieter Dorst	Embassy of the Kingdom of the Netherlands in Rwanda.	Head of Development Cooperation
Dr.Innocent Matabishi	Embassy of the Kingdom of the Netherlands in Rwanda	Policy Officer Agribusiness
TeddieMuffels	Embassy of the Kingdom of the Netherlands in Rwanda	Agriculture Councillor
AnicetMukizwa	RDB	
UgirimbabaziImmaculee-	RDB	In charge of Horticulture
EpimaqueNsanzabaganwa	Head of Horticulture Division	RDB
Emmanuel Gusasira	NAEB	M&E Officer
Corneille Ntakirutiman	NAEB	Planning Division Manager
Chantal Ufitenema	NAEB	Vegetable Specialist
Olivier Twizeyimana	NAEB	Flower Specialist
AssoumaniUsabyimana	NAEB	Horticulture Marketing Officer
Emmanuel Kayinamura	NAEB PRICE Project	Horticulture Value Chain
Daniel Mirimo	MINAGRI	Export Specialist
Christiane Umuhire	MIGEPROF	Head of Family Promotion
FaustinMurindwa	MIFOTRA	Director of Labour

		Research and Employment Promotion
Alexandre Twahirwa	MIFOTRA	Director of Labour Administration
Damien Mugabo	RCA	Director General
Jean Bosco Karega	RCA	Data Specialist
Augustin Katarwa	NCCC	Chairman of NCCC
Jackline Kamanzi	National Women Council	Executive Secretary
Arlette Iyakaremye	Gender Monitoring Office	Gender Monitoring and Analysis Officer
ModesteMugiraneza	Gender Monitoring Office	Gender Monitoring and Analysis Officer
John Bosco Murangira	MIGEPROF	Women Promotion Specialist
Christine Murebwayire	RHIOS	Chairperson
Regina Kayitesi	PSF	Post-Harvest Specialist
MukaselireDevota	RHIOS	Vice-President
Bora Wilhelmine	RHIOS	Vice-Chairperson
Maurice Habiyambere	PRICE Project	Technical Controller
Anatole Munyemana	AGRIPROFOCUS	Program Manager
HobessNkundimana	CESTRAR	Technical Advisor
Dominique Bicamumpaka	COTRAF	Program Manager Technical Advisor
Chantal Mukarutabana	COTRAF	Advisor-Women Affairs
Africain-	CESTRAR	Legal Officer
Andre Nkulikiye	SORWATHE	Technical Advisor
Juvenal Musime	Imbagaraga	Program Manager
Sylvain Hakizimana	Winrock International	Livelihood Specialist
Vincent Sindihunga	CCOAIIB	Public Policy and Advocacy Coordinator
BertinBarahira	Rulindo District	District Cooperative Officer
Innocent Habimana	Kamonyi District	District Cooperative Officer
HassinaMukakalisa	Nyanza District	District Cooperative Officer
PhocasNzamwita	Rubavu District	District Cooperative Officer
BelineUwiman	Musanze District	District Cooperative Officer
Eugene Hakuzinam	Gisagara/ LIFAM Project	LIFAM Staff
FeliciteNayinganyiki	Gicumbi LIFAM Project	LIFAM staff

### I. Companies

Location	Names of the Cooperative	Names of Person Consulted	Position
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Rwamagana-Gishari	BELLA FLOWERS	Jean Claude Rwema	Assistant Production Manager
Kigali-Gikondo	BELLA FLOWERS	Walter Muganga	Senior Finance Manager
Kigali-Nyarugenge	FLORAMATT	Simon M.Ethangatta,	Technical Advisor-Consultant
Karongi-Rugabano	Garden Fresh	NiyonashimyePacifique	Assistant Production Manager
Kigali-Rulindo	SHEKINA	RomainKasenga	Deputy Managing Director
Kigali-Rulindo	SHEKINA	Pierre Damien Mbatezimana	Managing Director
Musanze-Kinigi	HINGA VOLCANOES	Emmanuel Musabyimana	Managing Director
Rulindo-Bushoki	SINA GERARD ENTREPRISE	HakizimanaTheophile	Public Relations Officer
Rulindo-Bushoki	RWANDA BEST	Jean Claude Ruzibiza	Managing Director
Kigali-Kimironko	FLORIS	DonatilleNibagwire	Managing Director
Musanze-Muhoza	JADIS FLOWERS	TheodoseRutsindintwarane	Managing Director
Kigali-Gasabo	PROXIFRESH RWANDA LTD	Arnaud de Rambures	Managing Director
Kigali-Gasabo	EASTER AFRICA GROWERS	Gakirage Aimable	Country Manager
Kigali-Gasabo	NINAF	FrancoisNsengamihigo	Managing Director
Kigali-Gasabo	Lotec Rwanda	Peter Gatheru	Managing Director

## II. Cooperatives

Location	Names of the Cooperative	Names of Person Consulted	Position
Rulindo-Shyorongi	IMBATURABUKUNGU	MuzindutsiIldephonse	Vice-President
Rulindo-Shyorongi	COMASHYO	Havugimana Jean Pierre	Vice-President
Nyanza-Busasama	CopperativeUmojaniNguvu	Musabyimana Gerard	President
Nyanza-Busasaman	DUFATANYE	Godfrey Kagabo	President
Muhanga-Nyamabuye	(TWITEZIMBERE VISION 2020	MUHIMPUNDU Pascasie	President

### III. Individual Farmers

Location	Names of Person Consulted	Position
Musanze-Muhoza	Francoise Nyirakaje	Farmer
Gisagara-Kibilizi	Cecile Mukamuganga	Farmer
Ngoma-Huye	Uwera Claudette	Farmer
Rubavu-Nyundo	Habimana	Farmer
Rubavu-Rugerero	Jean de Dieu Tereriyo	Farmer
Rubavu-Gisa	Elisa Nturanyenabo	Farmer
Burera	Nshimiyimana Anaclet	Farmer
Burera	Munyaneza Samuel	Farmer
Muhanga-Nyamabuye	Béatrice Mukamuhizi	Farmer
Muhanga-Nyamabuye	Emmanuel Uwihoreye	Farmer
Gicumbi-Byumba	Mukarusagara Jeanne d'Arc	Farmer

### IV. Workers

Irene Musengimana (F)

Amina Data (F)

Francoise Nyirahafashimana (F)

Claudine Nyirahabimana (F)

Gaudence Ayingenge (F)

Claudine Nyiransabimana (F)

Enatha Dusingizimana (F)

Naomi Mutesi (F)

Annonciata Kampire (F)

Solange Uwingeneye (F)

Marguerite Nsekanabo (F)

Florence Mukarurangwa (F)

Boniface Hakizimana (M)

Jean Ndagijimana (M)

Jean Pierre Sibomana (M)

Noel Mwarabu (M)