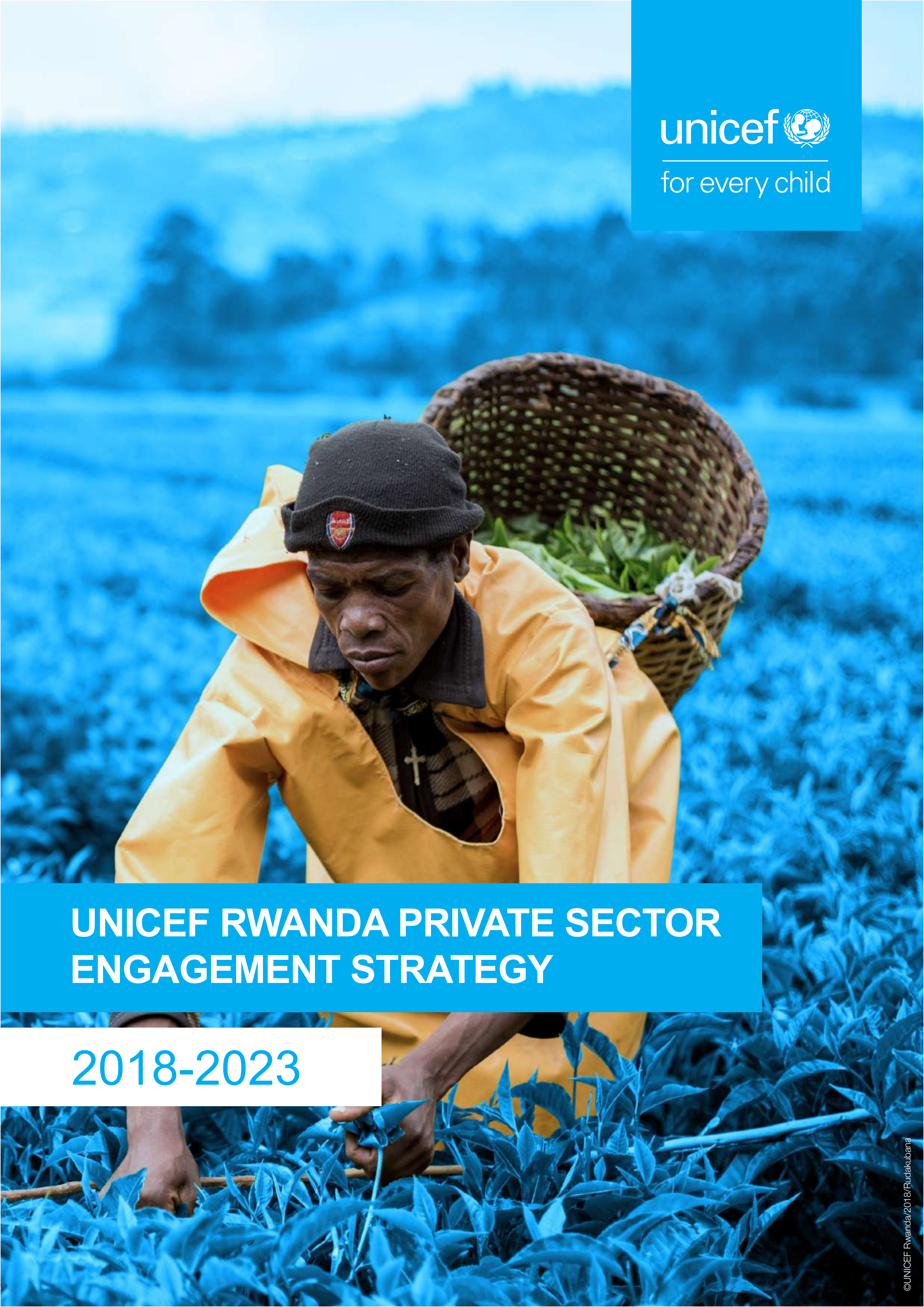

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UNICEF RWANDA PRIVATE SECTOR ENGAGEMENT STRATEGY

2018-2023

UNICEF Rwanda Private Sector Engagement Strategy

Design and layout: Rupert Bazambanza Design Ltd

Contents:

Annexes:

ACRONYMS

CAP	Communications, Advocacy and Partnerships
CPD	Country Programme Document
CRB	Child Rights and Business
CRBP	Children's Rights and Business Principles
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
ESARO	Eastern and Southern Africa Regional Office
GDP	Gross Domestic Product
ICT	Information and Communications Technology
KPI	Key Performance Indicator
MINECOFIN	Ministry of Finance and Economic Planning
NAEB	National Agriculture Export Development Board
NGO	Non-governmental Organization
ODA	Official Development Assistance
PFP	Division of Private Fundraising and Partnerships
PPPs	Private Public Partnerships
PSE	Private Sector Engagement
PSF	Private Sector Federation
PSVP	Priority Shared Value Partnerships
RDB	Rwanda Development Board
RO	Regional Office
RCA	Rwanda Cooperatives Agency
RURA	Rwanda Utilities Regulatory Authority
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprise
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Terms of Reference
VACY	Violence Against Children and Youth Survey
CO	Country Office
CSR	Corporate Social Responsibility
ICT	Information and Communications Technology
MINAGRI	Ministry of Agriculture and Animal Resources
NST	National Strategy for Transformation
RCSP	Rwanda Civil Society Platform
RRA	Rwanda Revenue Authority
RSB	Rwanda Standards Board
RWF	Rwandan Franc
SEZ	Special Economic Zone
USAID	United States Agency for International Development
USD	United States Dollar
WASH	Water, Sanitation and Hygiene

Executive Summary

Why is private sector engagement important?

Partnering with the private sector to help advance development is not new. But with the advent of the ambitious 2030 Agenda, the increased need for resources and innovation opens up doors for more strategic and deeper engagement with the private sector.

Private sector engagement (PSE) in developing countries is even more pressing in the face of declining funding from international development partners and changes in their funding priorities towards aid and trade, which also includes PSE. This presents an opportunity for development agencies to leverage funding for the SDGs, by partnering with companies to increase their 'impact investing'.

In Rwanda, the private sector is considered to be a force multiplier for the country's development, in support of government efforts to achieve Vision 2020. Vision 2020 has the ambitious goal to upgrade the country to a middle-income state, with 'private sector-led development' as one of its pillars.

How will PSE help Rwanda's children?

Children are at the heart of sustainable development. To build a world where they can thrive and develop their full potential, we need to build stronger and mutually beneficial partnerships between the private sector, governments, multinationals and the non-profit sector.

These multi-stakeholder partnerships have the potential to scale up the innovation,resources and action needed to deliver more robust results for children.

It is in this spirit that UNICEF Rwanda has developed a PSE strategy. The strategy will help to guide engagement with the private sector, in order to accelerate results for children as part of the UNICEF-Government of Rwanda country programme. PSE becomes strategic when it has clear linkages to UNICEF country programme outcomes and challenges children face in their everyday lives. Thus, PSE is not an end in itself, but a tool to support the achievement of results for children.

Vision and approach to PSE

UNICEF Rwanda's overall vision for PSE is that by the end of 2030, the Rwandan private sector, with the support of the government, is taking an active role in enhancing and investing in children's rights in the country, and contributing to the achievement of SDGs.

To achieve this, UNICEF Rwanda will focus on four key strategies: 1) corporate fundraising from Rwandan companies and locally-based international companies; 2) promoting the child rights and business principles (CRBPs) in key industries such as the tea sector; 3) creating shared value partnerships in the long-term; and 3) advocacy with the private sector to advance children's interests in Rwanda.

Recommendations

For successful implementation of the PSE strategy, the following recommendations are made:

1. Base PSE on the strengths of UNICEF's strong brand, its global and local presence and its convening power.
2. Build on, and strengthen UNICEF's Rwanda work with children in the tea belt.
3. Be strategic and focused by selecting only one or two programmes to pilot PSE. The UNICEF early childhood development (ECD) and water, sanitation and hygiene (WASH) programmes are currently best placed to engage strategically with the private sector.
4. Build UNICEF internal capacity on PSE and ensure that everyone shares a common understanding of what PSE means and how to look out for opportunities.
5. PSE is a cross-cutting strategy that should cut across all UNICEF programmes.
6. Develop an internal coordination mechanism and framework that ensures inputs from UNICEF programmes in the early stage.
7. Capacitate all relevant staff members on due diligence processes and approaches to PSE in UNICEF.
8. Develop a systematic and simple tool to collect lessons learned across programmes and to generate evidence on the impact of PSE.
9. Develop a communication plan to support strategic communication with the private sector on the importance of investing in children.
10. 10. Develop a long-term advocacy plan to commit the government in recognising the role and responsibilities of the private sector in investing in children's wellbeing.

INTRODUCTION

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Changing the development cooperation landscape

In recent years, there have been remarkable changes in the field of development cooperation – in policies and approaches, as well as in financing. The biggest changes have culminated in the Agenda 2030 Sustainable Development Goals (SDGs), particularly in terms of the anticipated role to be played by the private sector as a change agent in development.

Private sector engagement (PSE) is not a new phenomenon, but in the past years, we have witnessed a renewed focus on the role of the private sector in development. Some donor governments have started to shift their funding priorities, putting more emphasis on aid and trade initiatives including PSE[1]. Official development assistance (ODA) peaked in 2016[2] but it is not enough to reach the SDGs and other sources of financing need to be sought out. With all sectors of society, including the private sector, responsible for achieving the SDGs, it is that important that PSE is leveraged more effectively.

[1]Donor governments that have revised and updated their development policies with a stronger focus on private sector development and/or aid for trade include the Netherlands, Sweden, Denmark, Germany, Belgium and the UK. The European Union has strengthened its approach to private sector engagement in the recent years.

[2]ODA to Rwanda has been observed to decline in the past years, and the decline is likely to continue as the country aims to become a middle-income country by 2020. See more ODA analysis from MINECOFIN 2017.

The private sector's impact on children's lives

The private sector interacts with children on a daily basis and has a crucial role to play in advancing children's rights. In recent years, we have seen a growth in corporate social responsibility (CSR), an increasing recognition of the business and human rights agenda, and a growing interest to establish shared value partnerships that address the key challenges that children face.

Additionally, the private sector has the enormous power to advocate for, support and protect the rights of children, for example, from harm through the way it operates facilities, treats its employees, develops and markets its products, provides services and exerts influence on economic and social development.

Furthermore, shared value partnerships are essential to achieving the SDGs. Shared value partnerships that leverage the resources, influence, and reach of business will provide UNICEF with additional opportunities for identifying and delivering targeted and effective interventions at scale.

The African context

The African continent, now home to more than 1 billion people, is experiencing rapid economic growth, a growing middle class, a high rate of urbanisation, greater access to technology than ever before and significant progress in human development. The continent's large companies are growing faster and are generally more profitable than their global peers, while foreign direct investment and wealth potential are on the rise. This evolving environment will provide the development community with opportunities to use aid as a catalyst for private sector investment through private public partnerships (PPP[3])[4].

A tool to accelerate results for children

Children are at the heart of sustainable development. Harnessing the innovation, market reach and research and development of the private sector, combined with the influence of government, the global reach of multilaterals and the experience of the non-profit sector, clearly gives us a tremendous chance to build a sustainable world where children can thrive, develop to their full potential and break the cycle of poverty and inequality.

It is in this spirit that UNICEF Rwanda has developed a PSE strategy. The strategy will help to guide engagement with the private sector in the country and will be used as a tool to accelerate results for children as part of the UNICEF-Government of Rwanda country programme. The strategy draws from the UNICEF Strategic Plan 2018–2021, the UNICEF Private Sector Impact Plan and the UNICEF Strategy for Public and Private Sector Partnership in Eastern and Southern Africa 2018–2021. Globally, the UNICEF strategic plan has identified eight change strategies out of which two are linked to the private sector, namely developing and leveraging resources and partnerships for children, and leveraging the power of business and markets for children.

> "We want to combine the innovations, market reach and research and development of businesses with the influence and levers of government, the global reach of multilaterals, and the experience of NGOs and foundations. Businesses know that shared value — the idea that "doing good" is "good business" — is best created by supporting healthier, better educated and more prosperous populations". UNICEF Executive Director Henrietta H. Fore

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[3] PPP refers to PRIVATE Public Partnership. See more on definitions from OEC/DAC paper http://www.oecd.org/dac/peer-reviews/Inventory-1-Private-Sector-Engagement-Terminology-and-Typology.pdf

[4] See Annex 1: UNICEF Strategy for Public and private Partnerships in Eastern and Southern Africa. Situation Analysis for 2018–2021.

THE PRIVATE SECTOR IN RWANDA

Rwanda's vision for the future

In Rwanda, the private sector is considered to be a force multiplier for the country's development, in support of government efforts to achieve Vision 2020. Vision 2020 has the ambitious goal to upgrade the country to a middle-income state, with 'private sector-led development' as one of its pillars. The aim is to use private sector development as a catalyst, ensuring that infrastructure (IT, transport and energy), human resources and legal frameworks are geared towards stimulating economic activity and the growth of private investments. Investment in private sector development is seen as a way to reduce Rwanda's aid dependency, especially in the context of declining ODA and increasing private flows. (MINECOFIN 2017.)

The National Strategy for Transformation (NST), which is a new development plan for July 2018–2024, also places the private sector as the engine of economic growth. Emphasis is put on unlocking the business potential and development of the private sector. Under the economic transformation pillar of the NST, attention is placed, for example, on developing and enhancing strategic partnerships with private sector companies in the implementation of workplace learning. In addition, under the transformational governance pillar, the private sector is identified as a key stakeholder to contribute to national development, democratic governance and improvement in citizens' wellbeing.

At the centre of Rwanda's private sector development is the Made in Rwanda Policy (2017), which outlines a holistic roadmap to increase Rwanda's economic competitiveness by enhancing the domestic market through value chain development. Two key channels are applied to achieve this. Firstly, bringing together existing government interventions under a clear policy framework and secondly, addressing supply-side bottlenecks via targeted interventions aimed at deepening specific high potential value chains, improving quality, and boosting cost competitiveness[5].

The Rwandan private sector – market analysis[6]

Rwanda is a rapidly growing developing country, with an average gross domestic product (GDP) growth of over 7 per cent per annum since 2010 and backed by a strong policy framework. However, the country's industrial sector remains rather small and 98 per cent of Rwandan companies fall into the category of small and medium enterprises (SMEs), with limited access to finance, raw materials and skills. The economy remains largely agrarian[7].

UNICEF Rwanda carried out a private sector mapping exercise to better understand the private sector landscape, priority industries and opportunities for engagement. There are a number of strategic sectors that are actively promoted for foreign and domestic investments by the apex government agency Rwanda Development Board (RDB). These are as follows:

a) Agriculture
b) Education
c) Energy
d) Financial services
e) Health services
f) ICT
g) Infrastructure
h) Manufacturing
i) Mining
j) Real estate and construction
k) Hospitality/tourism

[5] Ministry of Trade and Industry (2017). Made in Rwanda Policy p. 1.
[6] UNICEF Rwanda (2018). Private Sector Mapping and Partnership Opportunities report, August 2018.
[7] Ministry of Trade and Industry (2017). Made in Rwanda Policy.

Companies and corporations that dominate these strategic sectors have regional and global operations. For instance, the South Africa-based telecom giant MTN has a pan-African reach with a turnover of approximately US$2 billion (2016) while the Radisson Blu in Kigali city is of one of the largest hotel companies with over 1,400 hotels; the company was estimated to generate a revenue of over EUR200 million in 2018.

Market dominance by such players is also indicative of the relative modest growth witnessed by domestic private sector entities in the current phase of economic growth. The large players can mobilize significantly larger resources, they have pre-existing regional supply chains (in the case of construction companies, for instance) and they also bring advanced expertise to the Rwandan market. These are elements that the government seeks to promote in domestic entrepreneurship in the long term. Engagement with such players will enable a greater degree of success – given the resources they can dedicate towards partnership initiatives and the fact that they have corporate philosophies that incorporate CSR and social investments – and allow for a strong demonstrative effect for the domestic companies that will eventually be engaged.

The government's investment promotion efforts focus on a number of sectors that intersect with UNICEF's thematic areas of work. For example, agro-processing industries (tea) employ large numbers of females in the workforce, including young mothers. The extractive industry is largely artisanal in nature and creates a number of potential risks for communities engaged in non-mechanised mining. Manufacturing and construction similarly employ relatively large labour forces and generate issues around safeguards and welfare of child dependents.

At the moment, the government leads private sector development through its regulatory role and investment promotion efforts. A number of agencies are involved in creating a business enabling environment in the country. These agencies can additionally act as entry points and facilitators in sectors where UNICEF seeks synergies.

Along with the RDB, UNICEF Rwanda has also partnered with the National Agricultural Export Development Board (NAEB) in the tea sector, for instance. Strengthening ties with business associations such as the Private Sector Federation (PSF) and government agencies such as NAEB and RDB could provide new opportunities to enhance the children's rights agenda. However, a prior risk assessment is needed. There are some structures which can be the source of information for that risk assessment like the Joint Action Development Forum at the decentralized level (as a coordinating mechanism for district development that includes businesses operating in the district), the Rwanda Utilities Regulatory Authority (RURA), the Rwanda Standards Board (RSB) and the Rwanda Cooperatives Agency (RCA).

UNICEF APPROACHES TO PRIVATE SECTOR ENGAGAMENT

PSE becomes strategic when it has clear linkages to country programme outcomes and the challenges that children encounter every day. Thus, PSE is not an end in itself, but a tool to support the achievement of results for children. The starting point is to assess the situation of children and make linkages to industries and private sector players that have an impact on children's wellbeing. The private sector should be seen as a duty bearer that has an obligation or responsibility to respect, protect, promote and fulfil children's rights.

This PSE strategy draws on UNICEF key strategy papers,[8] and applies them in the context of Rwanda. UNICEF emphasises engagement with business as a key driver for development, leading to results for children in the SDG 2030 agenda. The new Country Programme Document (CPD) for UNICEF Rwanda (2018–2023) also recognizes private sector partnerships as one of the strategies to achieve results for children. Among the five strategies, one is on "Leveraging resources and partnerships for children, including strengthening collaboration with the private sector, and enhanced community engagement."

UNICEF Rwanda will work with the private sector to harness its power, reach and influence for children[9] . To achieve this, the country office will apply different PSE approaches outlined in Figure 1: Examples of PSE approaches[10] , each providing unique opportunities to work with the private sector. It is important to select the approach that is most appropriate to a particular outcome. (See Annex 1. Principles of Engagement)

Figure 1 Examples of PSE approaches

Fundraising	Child rights and Business	Shared value	Advocacy
To maximize impact for children from the corporate sector globally, optimizing value for business and driving sustainable quality funding though long term partnership	Refers to all the efforts towards positively changing business behavior and practices in the workplace, marketplace and community i which the company operates	To create social impact using company's core business and assets to support achievement of programme goals, while also meeting the company's business objectives	To maximize the role and influence of private sector in advocacy for children's rights
Philanthropy	Targets the company and the industry	Linked to innovations	Doing advocacy together with the company

[8] UNICEF Strategic Plan for 2018–2021, IMPACT Plan 2018–2021, UNICEF Resource Mobilisation Strategy 2018–2021, UNICEF Strategy for Public and Private Partnerships in Eastern and Southern Africa 2018–2021.
[9] More details found in UNICEF's Impact Plan
[10] Engagement with business is an evolving field within development cooperation, as well as within UNICEF. In addition, the engagement modalities and terminology used are constantly developing. This means that there isn't yet a shared and clear understanding nor terminology to describe the vast spectrum of engagement with business, as well as the synergies and linkages between different modalities within the organization (referring to HQ, Private Fundraising and Partnerships (PFP), regional offices and country offices).

Approach 1: Fundraising from the private sector

UNICEF corporate fundraising has a long tradition and this work has been led by the Division of Private Fundraising and Partnerships (PFP) in Geneva. The corporate fundraising mission is to maximize impact for children from the corporate sector globally, optimizing value for business and driving sustainable quality funding through long-term partnerships. Opportunities and the potential for fundraising from corporates depend considerably on the market and its maturity for fundraising in each country. UNICEF has developed guidelines and tools for corporate fundraising, which are available on the PFP intranet.[11]

In the context of Rwanda, opportunities to fundraise from local companies exist but are limited. Some corporates have CSR budgets through which they donate money to social programmes. For example, MTN implements its CSR programmes through the MTN Foundation. The company has committed 1 per cent of profit after tax annually to support the foundation's activities. The foundation's focus of giving back to society and "impacting the quality of lives in our communities" is done through investment in four key areas: education, community and health, economic empowerment and government priorities.

Fundraising potential in the Rwandan private sector is still small, based on the evidence gathered from some of the local companies that shared their CSR budgets[12]. Nevertheless, CSR fundraising potential is an important area to explore in more detail as part of the country office's resources mobilisation strategy. In general, CSR is gaining popularity in developing countries such as Rwanda, but it is still in its infancy and is small-scale and philanthropic in nature.

There is also a culture of volunteerism and giving in Rwanda. The government is putting emphasis on the provision of safety nets for vulnerable Rwandans through programmes such as the Vision 2020 Umurenge programme and Genocide Survivors Support and Assistance Fund. The private sector is regularly called upon to donate money for vulnerable communities and for different social issues, and when this call for action is led by the government, the response is likely to be positive.

This may work to UNICEF's advantage but requires further analysis to assess opportunities and risks. It should be noted that the Rwandan private sector has strong linkages to the government and therefore government interests need to be taken into account[13]. The government has also commissioned a study on philanthropy in Rwanda. The document will provide a great background on opportunities in the country, as well as on the government's interests in harnessing philanthropic money to support development[14].

The preliminary analysis and private sector mapping suggest that there is a need to develop innovative fundraising approaches in the Rwandan context as CSR budgets in local companies are relatively modest. Such approaches could include pooling of funding from companies; supporting the establishment of a government-led fund to generate income from the private sector to invest in, for example, early childhood development of children as the future labour force; and leveraging funding from the private sector and matching with regular resources funding.

Approach 2: Child rights and business

For the past five years or more, UNICEF has developed tools to encourage the private sector to take relevant and sustainable action to address the direct and indirect impact of their policies and operations on children's rights. This area of work is called child rights and business (CRB), referring to all the efforts made to positively change business behaviour and practices in the workplace, marketplace and community in which the company operates[15].

[11] PFP guidelines and tools are found here.

[12] For example, Gatare Tea Company gave Rwf 3 million (~ US$3,725) for their farmers' health insurance last year whereas Sahasra Electronics spent Rwf 9 million (~ US$11,180) on building houses for genocide survivors. The company's annual CSR budget is 50 million Rwf (~ US$62,100) and it targets publicity and outreach work. Figures are based on interviews with these companies.

[13] More information regarding corporate fundraising can be found in the UNICEF Rwanda Resource Mobilisation Strategy.

[14] http://www.minecofin.gov.rw/fileadmin/user_upload/FINAL_STRATEGY_REPORT-PHILANTHROPY.PDF

[15] Read more on CRB at PFP intranet here

To support this work UNICEF, Save the Children and UN Global Compact have developed 10 child rights business principles (CRBP[16]). CRBPs are the first comprehensive set of principles to guide the private sector, identifying key areas where companies can take action to respect and support children's rights. They identify a range of actions that all business should take to prevent and address any adverse impact on children's rights, as well as measures to support and advance children's rights.

UNICEF has also taken an industry approach in its engagement with companies, which means that UNICEF is currently focusing on the following sectors: extractives, food and beverage, garments, ICT, travel and tourism and sports and children's rights. UNICEF also recognizes supply chains as a cross-cutting issue. Children are affected in global supply chains in many different ways, ranging from child labour to the lack of decent working conditions for parents, limited maternity protections and the absence of childcare and breastfeeding support in the workplace. To date UNICEF has focused its supply chain work around tea, cocoa, garments and palm oil. See Box 1: Example of UNICEF's CRB work in Bangladesh.

A situation analysis to assess how children are affected by practices of a particular industry or company helps to strengthen CRB work and make it strategic. A situation analysis in which companies are seen as duty bearers helps to define the focus of CRB work in relation to programmes, as well as supporting the achievement of country programme outcomes[17].

In the context of Rwanda, CRB is a new topic among corporates, civil society organizations (CSOs), and government partners. Local companies' CSR programmes and strategies are not underpinned by human rights principles as they are mainly philanthropic in nature. The Collective of Leagues and Associations for the Defense of Human Rights (CLADHO) – a human rights-focused umbrella with 12 NGO members across the country – has, in recent years, looked at major laws and regulations related to the private sector and the impact of business operations on children and youth but no clear action has been taken yet. In general, it can be said that local awareness and knowledge of human rights and children's rights in business practices is very low, indicating a need to build the capacity of relevant CSOs in this area[18].

With regards to UN agencies, UN Women has collaborated with the Private Sector Federation (PSF) to engage CEOs around gender equality as part of the global HeForShe campaign. The President of Rwanda is committed to the campaign and 10 companies have committed to become HerForShe champions[19]. Strengthening the collaboration with PSF and linking into existing programmes may provide an entry point to enhance children's rights among corporates and industries.

UNICEF Rwanda started its CRB work in the tea industry in November 2016. The main focus has been on the workplace, first as a pilot partnership with one of the tea companies, and then at the industry level, working with the National Agriculture Export Development Board (NAEB) to cover all 16 tea companies and 20 tea cooperatives. UNICEF and NAEB agreed to collaborate on providing decent work for young workers, parents and caregivers, ensuring protection and safety of children at the workplace and eliminating child labour.

[16] Read more on CRBPs on the UNICEF intranet.

[17] UNICEF guidelines on how to link PSE work with programme outcomes will be available by the end of 2018. For more information be in touch with PFP.

[18] CSOs and particularly those working with children's rights (e.g. Save the Children, Plan International) are not engaged with children's rights and business practices in Rwanda although they are at global level and in other countries. World Vision in Rwanda is doing private sector development and improving the livelihoods targeting small farmers, agro-processing and entrepreneurs.

[19] These companies are: Bank of Kigali, Caferwa (MFK Group), Trust Industries, ENGEN, KK Security, KCB Bank, TIGO, PSF, GT Bank and ATC Rwanda.

Box 1

Example of CRB partnership with Bangladesh's garment industry and sourcing brands

Employing more than three million people, approximately 60 per cent of whom are women, Bangladesh's ready-made garment sector has played a pivotal role in the country's recent and stunning economic growth: export earnings in the sector have contributed to increases in GDP of up to 7 per cent annually (since 2016) and reductions in poverty from 44.2 per cent in 1991 to 12.9 per cent in 2016 (World Bank, 2016). Simultaneously, these developments have provoked changes in Bangladesh's population, which has been marked by increased urban migration (one third of the total population of Bangladesh live in urban areas) and shifting family structures.

The main objective of UNICEF's partnership with the industry, the Government of Bangladesh and other key stakeholders is to support working parents and working youth in Bangladesh's garment export industry.

The partnership is focused on several levels:

- Partnerships with 10 of the country's leading manufacturers;
- Partnership with the country's leading industry body – Bangladesh Garment Manufacturers and Exporters Association;
- Partnerships with global brands such as V&F Corporation (Timberland, The North Face, etc.), H&M, Li & Fung, and others sourcing from Bangladesh; and

UNICEF's engagement supports the industry by improving working and living conditions for parents and young workers. For business, this is key to addressing worker absenteeism, staff turnover and retention, and to attracting skilled workers and improving worker productivity. For example, initial results show that increased breastfeeding by working mothers has led to reduced work absenteeism, breastfed children are sick less often, reducing days taken off by mothers. Scaled up, this could result in millions of dollars of savings for a female-dominated industry.

Furthermore, in response to recurrent criticism and to maintain Bangladesh as a competitive and leading apparel export hub globally, the industry is keen to show their proactive support for workers and their families. The industry also recognizes UNICEF as the leading voice for children and values the organization's relationship with the government. It also appreciates UNICEF's convening ability to bring relevant stakeholders around one table to address the systemic issues around industrialisation, urbanisation and their impact on children and families.

The partnership is managed and coordinated within UNICEF as follows:

- Overall, the design and coordination of the partnership is provided by the UNICEF Geneva
- Child Rights and Business team, including technical capacity building and tools development;
- UNICEF Bangladesh supports all activities in country; and
  National Committees in Sweden, UK, USA, Netherlands, Norway and France lead the engagement with the global brands and stakeholders in their countries.

Approach 3: Shared value partnerships

In the last few years, there has been a growing interest from the private sector to engage in partnerships that are based on shared value. Shared value refers to the approach businesses are taking to create social impact while also enhancing their long-term business value. The central premise behind creating shared value is that the competitiveness of a company and the wellbeing of communities are mutually dependent. Thus, recognising and capitalising on the connections between social and economic progress has the power to unleash the next wave of global growth. In essence, shared value means creating social impact using company's core business and assets while also meeting the company's business objectives[20].

For the past few years, ESARO has taken the lead in developing the shared value conceptand highlighting opportunities for shared value partnerships in the region.

Box 2 Differences between CSR and shared value creation

Corporate social responsibility	Shared value
• Values: doing good citizenship, philanthropy, sustainability • Discretionary or in response to external pressure • Separate from profit making • Agenda defined by external reporting and personal preferences • Impact limited by corporate footprint and CSR budget	• Values: doing good citizenship, philanthropy, sustainability • Discretionary or in response to external pressure • Separate from profit making • Agenda defined by external reporting and personal preferences • Impact limited by corporate footprint and CSR budget

A shared value partnership for UNICEF means assessing all the assets which business can bring to help achieve results for children[21]. Shared value partnerships[22] have linkages to the SDGs, UNICEF's programmes and innovations[23]. It is important to recognise that shared value partnerships; what they mean and how they are defined, is still an evolving concept in UNICEF, as well as the development community.

There are some differences between CSR and shared value. CSR work focuses on mitigating risks and safeguarding the brand, whereas shared value focuses at creating new business opportunities and having a positive impact on society. See Box 2: Differences between CSR and shared value creation[24].

In the Rwandan context, the opportunities for shared value partnerships may come in the long run, as the local market grows and becomes more attractive for large and multinational companies. The ability to invest in a shared value partnership using core assets requires a long-term strategy and ability to take risks which SMEs rarely have.

With the growth of multinationals on the continent, and the desire for deeper and richer partnerships

[20] See Porter and Kramer (2011) Creating Shared Value.
[21] PFP has recently developed the Priority Shared Value Partnerships (PSVP) concept. PSVPs are multifaceted relationships with companies that have been identified as instrumental for UNICEF to implement its strategic priorities at scale and to achieve several of the results outlined in the UNICEF 2018–2021 Strategic Plan in support of the SDGs. PSVPs harness the power of corporate core business and assets, child rights and business, income, influence and reach to achieve UNICEF's goals for children.
[22] See more on shared value and the private sector landscape in the region in the UNICEF Strategy for Public and Private Partnerships in Eastern and Southern Africa 2018–2021, and Annex 2: Detailed analysis of the Private Sector Engagement Landscape in Eastern and Southern Africa.
[23] See more on UNICEF's approaches to innovation at https://www.unicef.org/innovation/
[24] See more on CSR and shared value from the ESARO Africa Partnerships Workshop 20–22 July 2017 PowerPoint presentation.

across all audiences, the regional office has identified a strong potential for a new model of engagement with strategic corporate partners for National Committees and country offices. This is thought to be most relevant for shared value partnerships.

The model is based on the premise that most of the financial investment may come from corporate headquarters, but regional or country-level offices of a multinational maintain an African sustainability agenda and are therefore deeply engaged in it from a business perspective with core assets and advocacy. This requires more of an equal partnership approach, with both National Committees and country offices engaging with the partner at various levels, and in some degree of depth. This is quite different from the traditional approach of a National Committee sourcing content from a country office and solely managing the relationship and seeking approval at partner headquarters[25]. See Box 3: A shared value partnership between Nokia and UNICEF.

UNICEF's experience with shared value partnerships is rather new and lessons learned have not yet been systematically collected. It is, however, recognised that shared value partnerships are human resource-intensive and require more support than traditional partnerships. Typical for shared value partnerships is extensive expectation management and co-creation of partnership goals that require attention throughout the partnership[26].

Approach 4: Advocacy with the private sector

UNICEF defines advocacy as a deliberate process, based on demonstrated evidence, to directly and indirectly influence decision makers, stakeholders and relevant audiences to support and implement actions that contribute to the fulfilment of children and women's rights[27] . Private sector leaders are increasingly using their resources and influence to engage in the humanitarian and development agenda. These major influencers can be advocates for UNICEF, ensuring that policies, innovations and solutions keep the most disadvantaged children in mind. More than ever, leading CEOs are speaking out on a range of public issues such as climate change, health care, education, gender and migration in different multi-stakeholder platforms and events. There is increased expectation and pressure from customers, employees and investors for companies to take a stand on important issues.

"I think every generation has the responsibility to enlarge the meaning of human rights. I do view that a CEO today of Apple should participate in the national discussion on these type of issues." Apple CEO Tim Cook, Washington Post, August 2016.


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[25] UNICEF Strategy for Public and Private Partnerships in Eastern and Southern Africa 2018–2021.
[26] Decision to enter into a shared value partnership should be based on an assessment of benefits and value that a partnership can provide in terms of achieving the programme outcome. If the partnership can potentially yield significant impact on the wellbeing of children, investment in the partnership is worthwhile.
[27] Access UNICEF's advocacy toolkit here.

Box 3

A shared value partnership between Nokia and UNICEF – Connecting the unconnected and empowering underprivileged girls through improved learning outcomes in Kenya

Nokia is a multinational ICT company, and UNICEF's engagement with Nokia is both financial and non-financial. The partnership started in January 2018 and will end in December 2019. The financial contribution is allocated to support education programme outcomes while the non-financial contribution consists of Nokia technical solutions and expertise (core assets contributed in-kind, financial value not known).

UNICEF Kenya, in close cooperation with the Government of Kenya and through a partnership with Nokia and UNICEF Finland, are working to connect the unconnected and improve learning outcomes, particularly of disadvantaged girls in arid and semi-arid counties and urban informal settlements. Nokia will provide technical and in-kind support to improve internet connectivity in unconnected schools so that children can access tailor-made, accessible and gender-sensitive digital learning content, which will be curated and hosted by the Kenya Institute of Curriculum Development (KICD). Through connectivity and quality digital learning content, learning outcomes will improve and children will be prepared for a life in a digital world.

The partnership is shared value in nature, meaning that the partnership is expected to provide positive outcomes for UNICEF in terms of country programme results, and for Nokia in terms of business opportunities. UNICEF expects a positive impact on improved quality education outcomes for Kenyan children, using Nokia's core assets and technology to address the connectivity issue in rural schools.

Nokia, as a company, is committed to use its technology for good and thus the partnership is expected to fulfill that commitment, as well as to enhance indirectly Nokia's business opportunities in Kenya and in the region. Indirect opportunities come from UNICEF connections to the relevant government authorities, as well as to other private sector partners such teleoperators in the country.

A central part of the partnership has been co-creation, to define together the focus of the partnership and to agree how Nokia's core assets can be best used to support education programme outcomes. Deployment of Nokia's technological solution to pilot schools is subject to agreement with the ICT Authority. The role of UNICEF Finland is to coordinate and facilitate the relationship with Nokia, which has its HQ in Finland. In addition, UNICEF Finland is responsible for reporting implementation progress and utilization of funds to Nokia.

Advocacy with business allows tapping into the voice, influence and reach of business to place children on the agenda in various multi-stakeholder platform and high-level events. There are different ways to partner and collaborate with corporates. Business leaders can become champions for children. See Figure 2: Advocacy with Business – What it means[28].

Figure 2 Advocacy with Business – What it means

Voice	**Tap into business voice, influence and reach**	**Corporate Partners** • Policy advocacy • Peer to peer advocacy • Champions for children • Business channels
Influence		
Reach	**Place children on the agenda**	**UN/Multi-stakeholder platforms** • Raising awareness and building the case for children and for UNICEF

Partnerships & Collaborations

Advocacy with business is a continuum in which business can be a target or business can be a channel. Advocacy targeting business falls under CRB activities, whereas advocacy in which business is a channel focuses on advancing UNICEF's advocacy priorities for children within the country. The objective of private sector advocacy within UNICEF is to maximize the role and influence of the private sector in advocacy for children's rights. Advocacy with business needs to be linked to country programme priorities and to upstream work with government in order to gain its full impact. See Box 4: Example of advocacy – LEGO championing on children's rights.

Box 4

Example of advocacy – LEGO championing on children's rights

LEGO is a multinational company in the toy industry, with its HQ based in Billund, Denmark. In early 2015 the LEGO Group, the LEGO Foundation and UNICEF launched a global partnership to promote quality early learning through play while leaving a positive impact on children via the CRBPs. The partnership with LEGO is both financial and non-financial (CRBP and advocacy).
The LEGO Foundation has committed US$8.2 million to the 3.5-year partnership that will promote quality early learning through play for children around the world. A global review of policies on early childhood development (ECD) will be conducted and the understanding, among decision makers, of the critical link between play and child development will be increased. By working with the South African government to change policies and programmes, three million children aged 9 and under will receive support and care from parents, caregivers and educators who have been trained to use play as a tool for stimulation and learning.
On 26 September 2016, the LEGO Foundation and LEGO Duplo launched the 'Partners in Play' advocacy campaign to raise awareness around the importance of play for ECD; encourage parents to play with their young children; and celebrate the power of play. See more on the PFP intranet.

[28] Original picture from Advocacy with Business PowerPoint presentation on the PFP intranet.

In the context of Rwanda, advocacy opportunities with the private sector may well exist, particularly in the SDG framework. For example, last year leading Rwandan CEOs explored their role in the implementation of the SDGs with President Kagame[29] . In another event, the President called upon the private sector to engage in alleviating poverty, as well as to contribute to the achievement of the SDGs[30] . The Sustainable Development Goals Centre for Africa in Kigali could provide an entry point to discuss issues affecting children and role of the private sector in the SDG agenda 2030 framework[31].

The strong influence of the President on the Rwandan private sector, as well as the President's strong commitment to building the nation by, for example, emphasising the importance of ECD in which UNICEF has a recognised high-level role, may serve as an entry point for getting the private sector on board. The private sector can both advocate for and invest in ECD. There are also other opportunities to network with companies such as the Rwanda's first private sector CEO event in 2019.

[29] http://uok.ac.rw/2017/10/09/leading-ceos-explore-their-role-in-the-implementation-of-sustainable-development-goals-sdgs-in-rwanda/

[30] http://www.rnanews.com/business/14098-the-private-sector-as-an-engine-to-eliminate-poverty-and-create-wealth-kagame

[31] One of the board members is the President himself. There are also a number of partners associated with the centre such as SIDA, JICA, Development Bank of Rwanda, UNDP and UN Women. As starting points, UNICEF could seek more information about the centre from UNDP.

THE SITUATION OF CHILDREN IN RWANDA

Rwanda has achieved significant progress in human and economic development over the past 20 years. The economy has continued to expand at a rapid and sustained rate. GDP has increased at an average rate of 8 per cent per year between 2001 and 2015; this rate of growth has supported a near tripling of the national budget since 2008. Rwanda was one of the few countries that achieved all the Millennium Development Goals. Political stability, strong governance, fiscal and administrative decentralisation and zero tolerance for corruption are among the key factors that attributed to this growth and development. These achievements will also pave the way for Rwanda to become a middle-income country by 2020.

Out of a population of 11.8 million, 5.4 million are children below 18 years of age. The country is experiencing rapid urbanisation but 75 per cent of the population still lives in rural areas. The welfare of the country's children continues to be challenged on different fronts, despite the country's progress.

Poverty remains widespread, with 39 per cent of the population living below poverty line, including 16 per cent living in extreme poverty. Children are disproportionally affected by poverty and inequality, and they experience multiple overlapping deprivations of their basic needs.

Under-five and maternal mortality remain high, particularly in rural areas and among the poorest families. Health seeking behaviour for children's common illnesses such as acute respiratory illnesses, fever and diarrhoea needs to be improved as only 44–54 per cent of cases are taken to a health facility or a health care provider. In addition, stunting rates remain high and are more common among boys, rural children and children in low income households.

The HIV prevalence has stabilised around 3 per cent and about 80 per cent of HIV-positive Rwandans receive antiretroviral treatment. Nevertheless, HIV testing among children (aged 0–14) is just 55 per cent.

Less then half of the population (47 per cent) has access to an improved water source within 500 meters of their home and only 5 per cent of households have hand washing facilities with soap.

The net primary education enrolment rate is 98 per cent, and in 2016 the country moved towards a competency-based curriculum. Key challenges include low foundational levels of knowledge (approximately 50 per cent) and poor access to early learning. Only 13 per cent of young children are enrolled in early learning programmes, impeding optimal learning and school readiness.

In addition, high levels of violence against children persist in the country. Half of all girls and boys have experienced at least one form of violence (physical, sexual or emotional) during their childhood (VACYS 2015–2016). Norms and understanding around violence have impeded disclosure and service uptake[32].

Each PSE approach provides an opportunity to address child rights issues identified through the programmes and through the child rights business principles. When PSE is carried out from a programme perspective, the starting point is to analyse the situation of children: to identify the key child rights issues that need to be tackled, and to determine whether the private sector have a role to play in addressing identified issues.

[32] See more details in the draft CPD, Rwanda, 16 March, 2018.

VISION AND GOALS

Based on the analysis of the internal and external environment, as well as internal discussions with management, the UNICEF Rwanda vision and goals for PSE are defined as follows:

Vision
By the end of 2030, the Rwandan private sector, with the support of the government, is taking an active role in enhancing and investing in children's rights in the country, and contributing to the achievement of SDGs

Goal 1	Goal 2	Goal 3
By 2023, selected industries have adopted and integrated CRBPs in their work policies	By 2023, the private sector has supported the achievement of the UNICEF country programme outcomes	By 2023, the private sector, with the support of the goverment, is investing in children's issues
KPIs - Number of businesses adopting CRBPs - Number of businesses actively engaged with UNICEF	KPIs - Number of partnerships - Number of children reached through the partnership with business - Number of business stakeholders advocating for children - Number of business champions	KPIs - Gross revenue raised from businesses - Goverment calling upon the private sector to invest in children's issues

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To ensure successful implementation of the strategy, UNICEF Rwanda has made strategic choices based on the private sector mapping exercise and internal discussions as follows:

- Strengthen the engagement with the tea sector and relevant government stakeholders. The sector employs a large number of women who have children. Workplace practices have direct and indirect negative consequences for children.
- Sequence PSE by focusing first on two programmes, ECD and water, sanitation and hygiene (WASH). A pilot will be carried out to collect lessons learned on how PSE can support the achievement of country programme outcomes.
- Develop partnerships with a number of private sector companies identified in the private sector mapping exercise, in collaboration with the programmes. The engagement approach will be decided after analysis of identified opportunities.
- Explore partnerships with business associations such as PSF, Business Development Facility (BDF) and government bodies such as the Ministry for Trade and Industry, Ministry of Finance. The key focus would be on policy-level advocacy with clear linkages to programmes.
- Identify business influencers to leverage their personal networks to advance and to advocate for children's rights.
- Identify influential individuals to support financial and in-kind contributions to programmes.
- Develop strategic partnerships with selected National Committees to support the implementation of the strategy.

CAPACITY AND RESOURCES

An essential part of the strategy is to assess what capacity and resources are needed for successful implementation of the strategy. To do this, an analysis of strengths, weaknesses, opportunities and threats (SWOT) of the internal and external environment was compiled as part of the strategy development process and reviewed by the senior management team. The internal operating environment presents a number of key strengths that can be leveraged and areas of weaknesses that have to be addressed to support the effective execution of the strategy. See Annex 2. SWOT analysis for more details.

Strengths

Internal environment

- UNICEF's leadership at global, regional and national levels is committed to realise the vision for engagement with the private sector.

- UNICEF global and local presence, as well as its strong brand and convening power, provide excellent starting points to generate interest and commitment of key private sector stakeholders in the country.

- UNICEF experience in PSE on the global and regional levels positions us far ahead of many other agencies.

- UNICEF Rwanda has already gained experience working with the private sector, particularly in the tea sector, and it has taken initial steps to engage in a more strategic tripartite partnership with NAEB and tea corporates. Partnerships with mobile companies such as Airtel and TIGO have also added to the knowledge base.

External environment

The external environment analysis shows opportunities for PSE. These include Rwanda's strong economic growth and the government's strong commitment to consider the private sector as the driver for development. Discussions with a number of private companies, as part of the private sector mapping exercise, show opportunities for engagement. The existing CSR investments undertaken by big companies could serve as entry points for engagement.

Weaknesses

- In general, UNICEF's experience in using PSE to support programme delivery and how the different PSE approaches overlap is still limited to a certain extent.

- There is relatively little expertise in the programmes on how to engage with the private sector and how to identify opportunities for engagement.

- The overall human resources capacity for active and strategic PSE is inadequate.

- The understanding of the complexity of industries and the private sector ecosystem is limited, as well as the Rwandan private sector itself, which consists largely of SMEs.

- The local market is not seen as lucrative by multinational companies, despite the positive factors of political stability, the government's strong support for investment and zero tolerance for corruption.

- Engagement with the private sector poses certain risks. A critical risk is related to reputation and brand. There is also no guarantee that the investment in PSE will yield the expected results and return on investment.

RECOMMENDATIONS

For successful implementation of the strategy, the following recommendations are made:

11. Base PSE on the strengths of UNICEF. UNICEF can attract private sector stakeholders due to its strong brand, global and local presence and its convening power. It is, however, important to create a shared understanding of what the private sector can provide for children, as well as to develop 'one voice' when talking to the private sector.

12. Build on the tea plantation work and develop it to the next level. This will require further analysis of the children in the tea belt and evidence gathering on how boys and girls are affected by the tea industry. This will allow more strategic engagement with the industry, together with programmes. In addition, an investment case of the ECD work needs to be developed to further commit tea sector stakeholders to invest in ECD services for children whose parents are working in the tea plantations.

13. Be strategic and focused by selecting only one or two programmes to pilot PSE to support achievement of country programme outcomes. ECD and WASH programmes are in the best position to start more strategic engagement with the private sector: ECD because it is a focus of the tea plantation work, and WASH because opportunities have been identified. Both sections also have staff members with experience in working with the private sector.

14. Build UNICEF internal capacity on PSE, particularly senior management, and ensure that everyone shares a common understanding of what PSE means and how to look out for opportunities. Capacity building should be linked to all four approaches identified in the strategy: it could be carried out as a workshop for senior management and relevant staff members (see point 6). Support for capacity building can be requested from the regional office, PFP and/or a National Committee with strong PSE experience.

15. PSE is a cross-cutting strategy that should be coordinated and implemented by CAP team with direct reporting responsibilities to the Country Representative. Two of the goals (1 and 3) fall directly under current CAP responsibilities, as well as coordination of partnerships. The CAP Chief should take overall responsibility to ensure that the strategy is implemented according to the workplan, as well as to report progress and any other issues in the senior management meetings (e.g. MMM). PSE should be an agenda item in relevant senior-level meetings to allow exchange of experiences, lessons learned, opportunities and, more importantly, to keep everyone on board.

16. Develop an internal coordination mechanism and framework that ensures inputs from the programmes in the early stage. The Deputy Representative has a key role to play in ensuring that PSE is embedded in programmes while coordinated by CAP. Each programme should nominate a PSE focal point and the coordination team should meet regularly to share information, ideas and opportunities. It is also recommended that the Gender Specialist participates in the PSE coordination meetings as there are a lot of synergies related to women and children's rights in private sector.

17. All relevant staff members require capacity building on due diligence processes and approaches to PSE in UNICEF. Support should be requested from PFP and the regional office. The CAP team requires more specific training on private sector prospect identification, development of asks, proposals and co-creation to develop shared value partnerships, as well as partnership management. Additional HR support in corporate partnerships is envisaged for smooth and successful implementation of the strategy, and to make sure that adequate support is available for the programmes to start exploring PSE opportunities.

18. Develop a systematic and simple tool to collect lessons learned across programmes and to generate evidence on impact based on key performance indicators (KPIs). In addition, it is important to collect lessons learned from the implementation of the overall PSE strategy and make necessary revisions when needed. A central part of PSE is learning-by-doing, and drawing lessons from unsuccessful initiatives and partnerships in particular. PME and SPR should take a lead on developing relevant KPIs, as well as tools to support monitoring of progress and collection of lessons learned.

19. Develop a communication plan to support strategic communication with private sector stakeholders on the importance of investing in children. Clear communication messages will allow strong positioning of UNICEF and attract interest from the private sector toward UNICEF. As part of the communication strategy, a further recommendation is to develop a one-pager 'investment case' describing UNICEF's approach to PSE and what opportunities engagement with UNICEF can offer to the private sector.

20. Develop a long-term advocacy plan with clear policy-level goals, identified together with senior management, which will commit the government to recognising the role and responsibilities of the private sector in investing in children's wellbeing. Influential individuals and CEO champions can be identified to support advocacy efforts.

ANNEX 1.

Principles of engagement with private sector

Before engagement it is good to be aware that choosing a company-led one-to-one partnership may provide results as expected in the short run, but the impact is often limited. When taking into account the nature and complexity of issues affecting children, a more holistic multi-stakeholder-led approach is often needed to bring together the public sector, donors, CSOs and private companies to achieve results for children. One also needs to be aware that a company-led one-to-one partnership may drive the company agenda more than the UNICEF agenda. Remember the due diligence process before formalising the partnership, which applies to both financial and non-financial partnerships. Engagement with companies and the establishment of partnerships need to be based on clear principles.

1. **First engage with children's issues that matter most.** Use the evidence available and UNICEF's knowledge of the situation of children in Rwanda. Develop a value proposition that is simple, demonstrates the impact on children and how the company benefits from investing in the matter. Use language that is understandable for the company. Say up front that UNICEF will not enhance business opportunities for individual companies.

2. **Engage with a company where the potential impact of the partnership on programme outcomes is clear.** Partnership building and management takes time and human resources, so assess the potential impact that the partnership may bring. There are only a limited number of partnerships one can handle professionally, and therefore it is important to choose the rights ones.

3. **Engage with the right people both at operational and strategic levels** – those who can make a decision and/or get things moving. CSR people are often easier to engage that core business staff, but a strategic partnership requires the engagement of a CEO. Technical staff needs to be engaged when innovative solutions are tried out because they know what is realistically doable.

4. **Agree on the rules of engagement at the beginning – establish the scope, frequency, objectives,** delivery format, roles, rules, risks of engagement and execution. Agree on a process of decision-making, monitoring of progress and evaluation of success. Note: risk taking is needed.

5. **Manage expectations throughout the partnership. Companies often have false expectations** about UNICEF and these need to be cleared properly at the get-go. It is also important to share UNICEF's expectations to avoid misunderstanding and false expectations. Expectations may change when the partnership evolves, and expectations need to be managed continuously.

6. **Ensure engagement is a dialogue between UNICEF and the company.** Listen for critical views and facilitate a process that allows fair participation. People change positions and leave organizations. To manage risk related to change of personnel, continued dialogue is important. Dialogue also needs to be conducted with multiple people.

7. **Build trust, be open and accountable, and ask the same from your partner.** Building a trustful partnership takes time and it needs to be cultivated throughout the partnership. Raise any concerns or questions immediately and diplomatically, and encourage the partner to do likewise. Be responsive, timely and consistent in communication. Agree internally on who is the focal point for the company and who manages the partnership.

ANNEX 2.

Summary of the UNICEF Rwanda SWOT analysis

Strengths	Actions to maintain the strength	Weaknesses	Actions to improve the internal capacity
UNICEF senior leadership is committed to realising the vision for PSE (HQ, regional office, country office levels)	At county office level, it is important to create a common understanding of what PSE means and what opportunities strategic partnerships can provide for programmes and country programme outcomes.	There is relatively little guidance and experience on how to integrate PSE into programmes and how the different PSE approaches overlap and are not exclusive.	Require support from PFP and ESARO for building the capacity of CAP that coordinates the implementation of the strategy, as well as relevant staff members from programmes.
UNICEF has identified the power, reach and influence of the private sector as a key driver for accelerating results for children.	Ensure that senior management and relevant staff members are familiar with the key UNICEF strategies such as the private sector Impact Plan.	Limited staffing to support extensive and proactive engagement with the private sector (different approaches).	Distribute the responsibilities and tasks in relation to the four approaches among the CAP team and identify the HR gap that needs to be filled.
UNICEF's global and local presence	Leverage this strength to generate commitment and support from private sector-related stakeholders (e.g. government bodies, corporates).	Relatively little expertise and experience of PSE among programmes.	Build on the existing capacity in programmes, namely WASH and ECD, and identify relevant staff members in other programmes whose capacity requires building.
UNICEF's convening power internationally and locally	Leverage this strength to convene relevant stakeholders to discuss the role and responsibilities of the private sector in respecting and supporting children's rights in Rwanda.	Absence of internal processes that ensure prioritisation and linkages to programmes in order to decide on strategic focus.	Create an internal process and coordination mechanism under the leadership of the Representative and Deputy Representative to ensure strategic focus and programme linkages.
UNICEF's strong brand	Leverage this strength to attract private sector stakeholders to partner with UNICEF.	Inadequate evidence to show the impact of tea plantation work for children.	Generate evidence on impact and create an investment case for the private sector and government.
UNICEF's experience in global and regional PSE puts UNICEF far ahead of other agencies	Build on UNICEF's experience in PSE by strengthening internal collaboration with relevant staff in PFP and the regional office.	Limited understanding of the complexity of industries and the private sector ecosystem.	Build the capacity of key staff members.

Experience of CRB work at the tea plantation	Build on experience gained and lessons learned generated from the tea plantation work.	The Rwandan private sector is still limited and does not provide a lucrative market for multinational companies.	Identify the most relevant approaches and private sector stakeholders, and prioritise building one or two partnerships in collaboration with relevant NatComs and/or ESARO.
Rwanda's economy is growing (approximately 6% GDP) and the government considers the private sector a driver of economic growth.	Demonstrate the value and impact of investing in children by using empirical evidence and appropriate language to secure commitment from the private sector and the government.	UNICEF's rules and regulations don't easily bend to support private sector partnerships. Reputation risk may arise if UNICEF is associated with a company that has a poor perception in the market or worse.	Ensure a comprehensive due diligence process before establishing a partnership.
Opportunities for engagement with the private sector exists in Rwanda.	Communicate clearly to the private sector what UNICEF can offer and what UNICEF expects from the private sector.	Heighted expectations regarding UNICEF's (financial) contribution in a partnership.	Be open and clear what UNICEF offers to the private sector, as well as what UNICEF expects from the private sector from the very beginning.
Existing CSR/social investments undertaken by big companies can serve as entry points.	Share findings about the situation of children in Rwanda in industries/ sectors, to appeal to the emotional and socially responsible side of companies.	There is a risk that PSE will not provide the expected results and return on investment.	Before starting PSE strategy implementation, ensure that there is a shared understanding and agreement at all necessary levels about the risk associated in the achievement of results and return on investment.

ANNEX 3.

UNICEF RWANDA WORKPLAN – OVERALL STRATEGY IMPLEMENTATION

Strategy	Key action	Status *not started *in progress *completed	Respon-sible section/ person	Timeline 2018-2019				KPIs
				Q1 Sept	Q2 Dec	Q3 March	Q4 June	
Create 'one voice' to talk to private sector building on the strengths of UNICEF	Develop a one-pager on the different ways UNICEF engages with the private sector (PS) and what PS can expect from a partnership from UNICEF. This will help to generate interest, commitment and support from PS.	Not started	CAP					#one-pager done
	Develop the UNICEF Rwanda webpage to be more informative and visually appealing to PS and general public (under 'What we do').		CAP					#web page developed
	Develop key messages on children's rights and PS to be regularly shared through social media and other channels such as television, radio and events. (supporting implementation of the strategy – creating enabling environment – positioning UNICEF).		CAP					#key messages developed #tweets #FB
Build internal capacity on PSE, particularly of the senior management	Organize a PSE workshop for management that enhances deeper understanding of PSE and an opportunities for programmes (Finnish NatCom support).		CAP/ Finnish NatCom TBC					#workshop organized #programme opportunities identified
	Include PSE as an agenda item in relevant senior level meetings to allow exchange of experiences, lessons learned, opportunities and more importantly to keep everyone on board. Include quick response and decision-making (e.g. MMM).		CAP					#times agenda item #opportunities identified
	Compile information on the near-past and current engagements/partnerships with PS in each programme (agree where this information is kept and how it is updated) – map internal PSE.		CAP					#lessons learned #decision made

Develop an internal coordination mechanism that ensures inputs from the programs in early stage.	Each programme should nominate a focal point for the PSE team, including a gender focal point, and meet regularly to share information, ideas and opportunities. Deputy Representative to participate also. Draft a ToR for the PSE programme team.		CAP/ focal points from sections					#focal point nominated #ToR developed #meeting minutes (6)
Manage and mitigate risks related to PSE.	Build the capacity of relevant staff members on due diligence processes in UNICEF. Support should be requested from PFP and the regional office.		CAP/RO/ PFP					Staff trained
	Modify a due diligence tool for non-financial engagement (check availability of tool at PFP).		PME/ CAP					Tool available
Collect lessons learned across programmes, including overall strategy implementation and generate evidence on impact based on KPIs.	Collect lessons learned from programmes and share bi-annually. Annual evaluation and lessons learned. Baseline needed. KPIs agreed.		PME/ CAP					2 lessons learned reports #of KPIs
	Assess impact and develop investment cases.		CAP/SPR					#of investment cases
Ensure there is adequate human resources available for implementation of the strategy	Develop a ToR for Corporate Partnership Specialist/ Consultant (needs expertise on private sector and good knowledge of programmes in order to make good pitches to PS and support programmes).		Rep/CAP					ToR developed Consultant contracted
	Develop a ToR for Corporate Partnership Specialist/ Consultant (needs expertise on private sector and good knowledge of programmes in order to make good pitches to PS and support programmes).		REP/Dep Rep Section chiefs					#of PER/ achieves revised with PSE target
	Train CAP + focal points on private sector prospect identification, development of asks, proposal and co-creation to develop shared value partnerships, as well as partnership management. To be combined with management workshop.		CAP/ Finnish NatCom TBC					Staff trained

GOAL 1 By 2023, selected industries have adopted and integrated CRBPs in the work policies								
Strategy	Key action	Status	Respon-sible section/ person	Timeline 2018-2019				KPIs
				Q1 Sept	Q2 Dec	Q3 March	Q4 June	
Develop strategic partnerships with selected business association	Develop strategic partnerships with selected business association		CAP/ Partnership Specialist					#of meeting minutes
	Identify areas of mutual interest and take action.		CAP					#of mutual interests identified # of mutual interest led to action
	Alignment to PSF's annual event calendar (e.g. annual trade expo in July) – align also with other national high-level events.		CAP					#of events participated
Scale up the tea sector work into next level	Carry out a study on tea sector to assess the impact so far, as well as to understand better the situation of children affected by tea industry.		CAP/SPR					#study report
	Use the research evidence to inform the programme design and advocacy focus on CRB (define advocacy ask).		CAP/relevant programmes					#of clear programme targets defined and integrated into programme workplan #CRB advocacy ask defined and plan developed
	Use the evidence to advocate for businesses and cooperatives to take responsibility for children´s issues and to invest in ECD (link to goal 2 below)		CAP/ECD					#of businesses and cooperatives that invest in ECD
	Pursue SORWATHE and another tea companies to become champions of ECD		CAP					# of champions
Build the capacity of stakeholders on CRBP	Identify a CSO partner that is interested in PSE work and build their capacity on CRBP – there is a need for implementing partner (See AVSI PCA)							

	Identify business events to attend/ participate in, to increase awareness of CRBPs, preferably together with a business champion (e.g. SORWATHE).							
Develop a strategic relationship with Ministry of Trade and Industry	Build relationship with the ministry and take action to influence on the new strategy drafted on Rwandan private sector development (advocacy ask).		CAP/ Partnership Specialist					#advocacy ask achieved

GOAL 2 By 2023 private sector has supported achievement of UNICEF country programme outcomes								
Strategy	Key action	Status	Respon-sible section/ person	Timeline 2018-2019				KPIs
				Q1 Sept	Q2 Dec	Q3 March	Q4 June	
Strengthen the strategic partnership with the Ministry of Gender and Family Promotion.	Ensure that the role and responsibility of PS to enhance and support children's rights is well articulated in the ECD strategy.	In progress	ECD/CAP Partnership Specialist					#advocacy ask achieved
	Build the capacity of the ministry in PSE and jointly develop a plan for engagement (e.g. establishment of ECD fund – goal 3 income/leveraging resources)		ECD/CAP					#advocacy asks for PS to invest developed #fund established #income
	Develop an advocacy plan with clear ECD and private sector target (use evidence gathered from the tea sector study) – link above		ECD/CAP					#advocacy plan developed and implemented
Develop strategic partnerships with key businesses involved in selected programmes (WASH, ECD)	Carry out private sector mapping based on the key issues being addressed by programmes. Then identify companies in relation to these issues (remember due diligence).		CAP/ WASH/ ECD					#mapping done #of WASH companies identified #of ECD companies identified
	Select the most relevant companies (per programme) and invite them to UNICEF to discuss opportunities for engagement and to increase awareness of UNICEF's work – involve ministry counterparts.		CAP					#of businesses attending #of opportunities identified
	Co-create a joint plan for partnership/type of engagement with the most relevant company/companies.		CAP/ programmes					#of partnerships established
	Collect baseline, lessons learned and assess impact							
Build relationship with National Council for Science and Technology that is managing the Rwanda National Research and Innovation Fund	Explore opportunities to engage with the Innovation Hub and businesses, in order to develop innovate solution for issues affecting children. Seen also http://impacthub.rw/about-us/		CAP					#of partnership established #innovations for children acknowledged by the fund

GOAL 3 By 2023 private sector with the support of Government is investing on children's issues								
Strategy	Key action	Status	Respon-sible section/person	Timeline 2018-2019				KPIs
				Q1 Sept	Q2 Dec	Q3 March	Q4 June	
Identify and appoint influential and respected individuals with business background as champions for UNICEF's priority programme areas	Use UNICEF staff knowledge to identify such Rwandan individuals.		CAP					#of individuals identified
	Build relationships by hosting influential individuals to introduce UNICEF's work together with senior management.		CAP + section chiefs					# of events # of relationship
	Identify together mutual interests and ways to enhance the children's rights agenda (or use investment on ECD as a starting point as it is also priority for the President – see goal 2 and below).		CAP/programme focal point					#of mutual interests identified
	Identify the 10 most active/ influential young entrepreneurs in social media (Twitter) and engage them to advocate for children's rights (link to youth and volunteer agenda.		CAP					#of tweets on children's rights
Develop strategic partnerships with a number of selected companies	Identify the top five large companies with CSR budget, assess strategies, mutual interests and make a fundraising ask. (Use PS mapping report and remember due diligence).		CAP/ Partnership Specialist					#of asks made #income
	Collect lessons learned and if needed revise the fundraising strategy targeting businesses.		CAP/ Partnership Specialist					Lessons learned
Use the ECD programme and President's commitment on ECD to advocate business investments to ECD	Carry out a stakeholder analysis to assess which ministries have a key role to play in supporting investments in children (Ministry of Finance, Ministry of Trade and Industry etc.).							
	Organize a high-level multi-stakeholder event with key ministries and development partners to increase PS awareness of the importance in investing in ECD (use UNICEF's multinational corporate partners		ECD/ CAP/ REP					#high-level event organized #interest generated #resources leveraged

GOAL 3 By 2023 private sector with the support of Government is investing on children's issues								
Strategy	Key action	Status	Respon-sible section/person	Timeline 2018-2019				KPIs
				Q1 Sept	Q2 Dec	Q3 March	Q4 June	
	– LEGO, Unilever etc.) Involve donors with mutual interests/ or assess any high-level event in 2019 to be engaged at, e.g. CEO forum.							
	Advocate for an ECD fund into which PS can invest (argument e.g. future labour force)		CAP/ ECD					#fund established
Develop strategic partnerships with selected National Committees	Develop funding proposal to support PSE (with programme targets).		CAP/ Partnership/ Donor Relations Specialist					#of strategic NatCom partners #of proposals #income generated
	Identify multinational companies interested in shared value partnerships and/or lobbying for donor funding.		CAP/ Partnership/ Donor Relations Specialist					#of companies identified #proposals developed #partnerships established (target 1)
Form strategic partnerships with Rwandan philanthropists	Use the government study and strategy to assess opportunities for engagement with influential philanthropists.		CAP/ Partnership/ Donor Relations Specialist					#assessment done #philanthropists identified
	Develop clear value propositions for selected philanthropists.		CAP					#value propositions
Develop innovative strategies for fundraising – leveraging resources	- Pooling funds from businesses with mutual interests - Assess in more detail tourism sector and opportunities		CAP					#PS fundraising strategy

ANNEX 4.

Private Sector Mapping and Partnership Opportunities in Rwanda

Executive Summary

Rwanda has achieved remarkable transformation over the past decade. The country has maintained one of the highest growth rates in the East Africa region with a GDP of 6 per cent in 2017. The private sector is gaining momentum and will be a major driver of future growth in line with the government 's long-term goal of transforming Rwanda from a low-income, agriculture-based economy to a service-oriented economy with middle-income country status by 2020. This vision is carried on by the National Strategy for Transformation (NST, 2017-2024). The Rwanda UNICEF Country Office has developed a Private Sector Engagement Strategy (PSE) in line with the new Country Development Programme (CPD) that will engage the private sector for partnerships. An understanding of major sectors and industries will be essential for this new area of work. This mapping exercise identifies and profiles key economic sectors, priority industries, and recommends points of entry and engagement within the sectors as a precursor to long-term partnerships. It informs both the PSE Strategy and helps guide the CPD.

The mapping is based on economic sectors identified by the Rwanda Development Board (RDB) as strategic for economic growth. Sectors such as Agriculture, Manufacturing, Mining and Tourism in this category are targeted for investment promotion activities and given policy support. The report presents an economic profile of the sectors, highlights key challenges posed to child welfare and rights and to communities, and, suggests the types of engagement possible with the sector (under Fund-raising, Child Rights and Business, Shared Value approach and Advocacy). Several sectors listed by the RDB have pre-existing entry points for the Country Office: the labour-intensive agro-processing industries (tea, coffee) employ large workforces involving young mothers and child dependents. The largely-artisanal Mining sector raises potential safeguards' risks for communities engaged. Manufacturing and Construction similarly employ large numbers and generate concerns on accessibility to health, hygiene and education for workers and their dependents.

There is a small but growing space for partnerships with the private sector in Rwanda. This engagement will initially require linkages with larger players across sectors that possess financial capacity and institutionalized models which match UNICEF-oriented partnerships. Engaging a select number of leading companies will enable a greater degree of success in partnership outcomes and create a strong demonstrative effect for domestic companies that will be engaged eventually.

Introduction

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The UNICEF Rwanda Country Office (CO) conducted a private sector mapping exercise in Rwanda. This exercise informs the CO on the private sector landscape and key features to consider as the CO Sections engage companies to attain their objectives. The objectives from this mapping exercise are a) to generate knowledge and information on existing and potential partners in the private sector, with a focus on areas of work, comparative advantages and of mutual interest with UNICEF; b) to analyse the private sector and provide specific recommendations to the CO on potential opportunities in – and areas of – engagement with the private sector; and, c) to explore partnership opportunities in Rwanda with industries displaying strong prospects.

This work is part of the broader private sector engagement strategy in Eastern and Southern Africa[1]. It also informs the new 5-year UNICEF Rwanda Private Sector Engagement (PSE) strategy that will strategically guide the CO as it expands this area of work. The analysis is additionally linked to the Country Programme Document (2018-2023) that has called for 'leveraging resources and partnerships for children, including strengthening collaboration with the private sector and engagement with communities' as a programme approach and a strategy[2].

As a precursor to this mapping exercise, the CO – in partnership with the National Agriculture Export Development Board (NAEB) – initiated dialogue with the Tea industry in 2016. This was an early exercise in private sector engagement[3]. UNICEF's partnership in this industry is addressing early childhood development gaps for children of tea plantation workers. The CO is now looking to engage other strategic sectors in the Rwandan private sector, and regional and international entities operating within, with the aim of establishing partnerships that serve its country programme objectives.

[1] See 'Strategy for Public and Private Partnerships in Eastern and Southern Africa' (2018-2021) by the Eastern and Southern Africa Regional Office, 2nd February 2018.

[2] Programme approaches and strategies', Pg. 5, Country Programme Document: Rwanda, presented at the UNICEF Executive Board Annual Session (11-14th June 2018).

[3] Programme approaches and strategies', Pg. 5, Country Programme Document: Rwanda, presented at the UNICEF Executive Board Annual Session (11-14th June 2018).

Methodology

This mapping exercise follows an Industry-oriented approach: the literature review and research on the Rwandan economy and its existing and emerging industries is based primarily on what the Government of Rwanda considers strategic in the country's transition to a market-based economy (Box 1). The term 'sector' is used in this report to address a collection of industries under a shared area of economic activity; as an example, under the Agriculture sector, the Tea Industry (or 'sub-sector') is a major contributor to the economy. Major sources of published information include the RDB's 2017 'Invest in Rwanda' Guide and the Rwanda Private Sector Development Strategy (2013-2018) developed at the Ministry of Trade and Industry.[4] This exercise was accompanied by discussions with key Private Sector Development and investment promotion agencies. This provided insights into the economy, sectors and industries – particularly from a policy-making perspective. Discussions with officials at the RDB, NAEB and the Private Sector Federation (PSF) form the core of this exercise.

The final stage of the mapping involved preliminary discussions with regulatory and business-facilitating sector agencies and with select private sector companies.[5] This exercise covered 20 commercially-active companies registered in Rwanda and involved meetings with representatives from management, Public Relations and Sales departments within the companies. See Annex 1 for contact details of regulatory agencies and companies visited.

Box 1

RDB Strategic economic sectors

1. Agriculture
2. Education*
3. Energy
4. Financial Services
5. Health*
6. Hospitality/Tourism
7. ICT
8. Infrastructure
9. Manufacturing
10. Mining
11. Real Estate and construction

*** Not included in the mapping exercise.**

Source: Rwanda Development Board (RDB), 2017

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[4] Rwanda Private Sector Development Strategy 2013-18: Unleashing the private sector in Rwanda. Ministry of Trade and Industry publication.
[5] The companies were selected based on a combination of factors: size of company in Rwanda, particularly the labour force; the nature of business operations and their impact on children and youth; nation-wide coverage in Rwanda in terms of goods and services; and, previous or current Corporate Social Responsibility (CSR) activities for employees and social investments for local communities. The list of potential-partner companies in Section 3 is based on this selection. See Annex 2 for company profiles.

Rwanda: Private Sector context

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Rwanda is part of the East Africa Community of nations and borders Uganda, Tanzania, Burundi and the Democratic Republic of Congo (DRC). It is a densely populated country of nearly 12 million with a predominantly rural population that is engaged in agriculture.[6] The country is regarded as politically stable and the government seeks foreign investments and increased domestic productivity in the backdrop of peace and stability. The real Gross Domestic Product (GDP) growth averaged approximately 8 per cent per annum between 2001 and 2015 and the economy has maintained one of the highest growth rates in the East Africa region with a GDP of 6.7 per cent in 2017.[7] Other indicators also point to significant achievements[8] : The proportion of population

6 Source: World Bank Rwanda, Country Overview; accessible online at http://www.worldbank.org/en/country/rwanda/overview.

7 Ibid; data on Global Economic Prospects: Annual GDP Growth chart.

8 Source: Rwanda Poverty Profile Report (EICV 4) findings; National Institute of Statistics in Rwanda; online at www.statistics.gov.rw.

living below the national poverty line fell from 57 per cent to 39 per cent between 2006 and 2014 while the proportion living in extreme poverty decreased from 20 per cent to 16 per cent during the same period. Human development indicators, particularly on child demographics and welfare, indicate existing challenges faced by a significantly young population (the 0-18 age group in Rwanda comprised 48 per cent of Rwandan population in 2016)[9] : Infant mortality and under-5 mortality rates stood at a relatively-high 32 and 50 per 1000 live births, respectively, and 38 per cent of young children are reported as stunted for their age while 9 per cent are underweight.

The private sector in Rwanda is steadily gaining momentum. The country achieved considerable economic success over the last decade due to stable governance and policy consistency. Private sector-driven growth is central to the government's long-term goal of transforming the country from a low-income, agriculture-based economy to a knowledge-based, service-oriented economy with middle-income country status by 2020. This vision is carried on by the new National Strategy for Transformation (NST, 2017-2024) and in the accompanying 'Vision 2050', a blueprint towards achieving high standards of living, modern infrastructure, international cooperation and positioning and acquiring a 'high income' economy status by the year 2050[10]. The NST lays emphasis on the government's commitment to 'develop the private sector as the engine/driver of economic growth'.[11] The Rwanda Development Board, a crucial agency that registers and regulates private enterprise, has promoted eleven core sectors that currently drive or have the potential to drive future growth (Box 1)[12].

Small and Medium Enterprises (SMEs) account for 93 per cent of private enterprise establishments in Rwanda. These are largely informal; by 2013[13], only 11 per cent of SMEs were registered with the Rwanda Revenue Authority (RRA) and under 5 per cent registered with the RDB, forgoing the potential of receiving business service support or attracting foreign investors[14]. Retail outlets are concentrated in the urban centres while agriculture-based activity dominates the countryside. Formal, registered enterprises are primarily based in townships and the commercial hubs including the capital Kigali, Musanze, Rubavu and Huye.

Agriculture remains central to the Rwandan economy. The sector makes up over 33 per cent of the national GDP as per World Bank estimates. Nearly 50 per cent of all exports are generated from this sector and it engages 90 per cent of the total workforce.[15] Food crops like common beans, potato, banana, maize and cassava comprise most of the production. Tea and coffee, commodities linked to the global markets, make up more than 80 per cent of the country's exports.[16] Most farmers in Rwanda can be classified as smallholder farmers and 80 per cent of them have less than one hectare (ha) of cultivable land.[17]

The Government of Rwanda is an important stakeholder in the sector: it has actively intervened to create public-private consortia and to direct investments into infrastructural and energy projects with high positive externalities.[18] Government private sector policy, through agencies like the RDB, retains a strong focus on linking domestic sectors with foreign investors. Observers have credited proactive policies that enable a good domestic investment climate.[19]

9 Source: Rwanda Rolling Situation Analysis: Strategic moment of reflection, June 2016. PowerPoint presentation. UNICEF Rwanda Country Office.
10 See article titled 'Government outlines Vision 2050', by Athan Tashobya, The New Times Rwanda, 17th December 2016.
11 Republic of Rwanda's 7-year Government Programme: National Strategy for Transformation (NST 1), 2017-2024. Draft report.
12 Investment Opportunities' on the Rwanda Development Board website: www.rdb.rw.
13 Section 3 on Micro, Small and Medium Enterprises (M)SMEs in the Draft Rwanda Private Sector Financing Map (Desk Review) by the External Finance Unit, Ministry of Finance and Economic Planning; updated January 2017

14 Ibid.
15 See Rwanda Early Generation Seed (EGS) Study. Country Report. Produced by Feed the Future: Building Capacity for African Agricultural Transformation Project (Africa Lead II), USAID. June 2016
16 Ibid.
17 National Institute of Statistics of Rwanda, NISR (2010). National Institute of Statistics of Rwanda (NISR). (2016). National Gender Statistics Report, September 2016. NISR: Rwanda.
18 See Overseas Development Institute (ODI) Working Paper titled 'How the international system hinders the consolidation of developmental regimes in Africa' by Booth and Golooba-Mutebi, January 2014.
19 See Briefing Paper 'Rwanda: Financing for manufacturing', by Calabrese et al for the ODI Supporting Economic Transformation (SET), June 2017.

Key Sectors and Industries: Profile, Opportunities and Risks

Prioritizing engagement

The mapping splits the profile of the nine strategic sectors into two tiers (Box 2): The first tier consists of the Agriculture sector (specifically, the agro-processing industry), Mining and Tourism (that includes the Hospitality industry). *These are the three priority engagement sectors* (Tier One in Box 2, below) based on an assessment that combines a) the risks posed to children and communities; b) the willingness of leading sector players to engage in partnership (based on preliminary discussion with leading companies); c) pre-existing CSR/Social investment-oriented partnerships[20] in these sectors and current opportunities. Tier 2 consists of other sectors and industries that can be eventually engaged - unless there are specific opportunities in these sectors identified by the CO for engagement.

Box 2

Sector priority in partnership engagement efforts		
Tier 1	Tier 2	
1. Agriculture 2. Hospitality/Tourism 3. Mining	4. Energy 5. Financial Services 6. ICT	7. Infrastructure 8. Manufacturing 9. Real Estate and construction

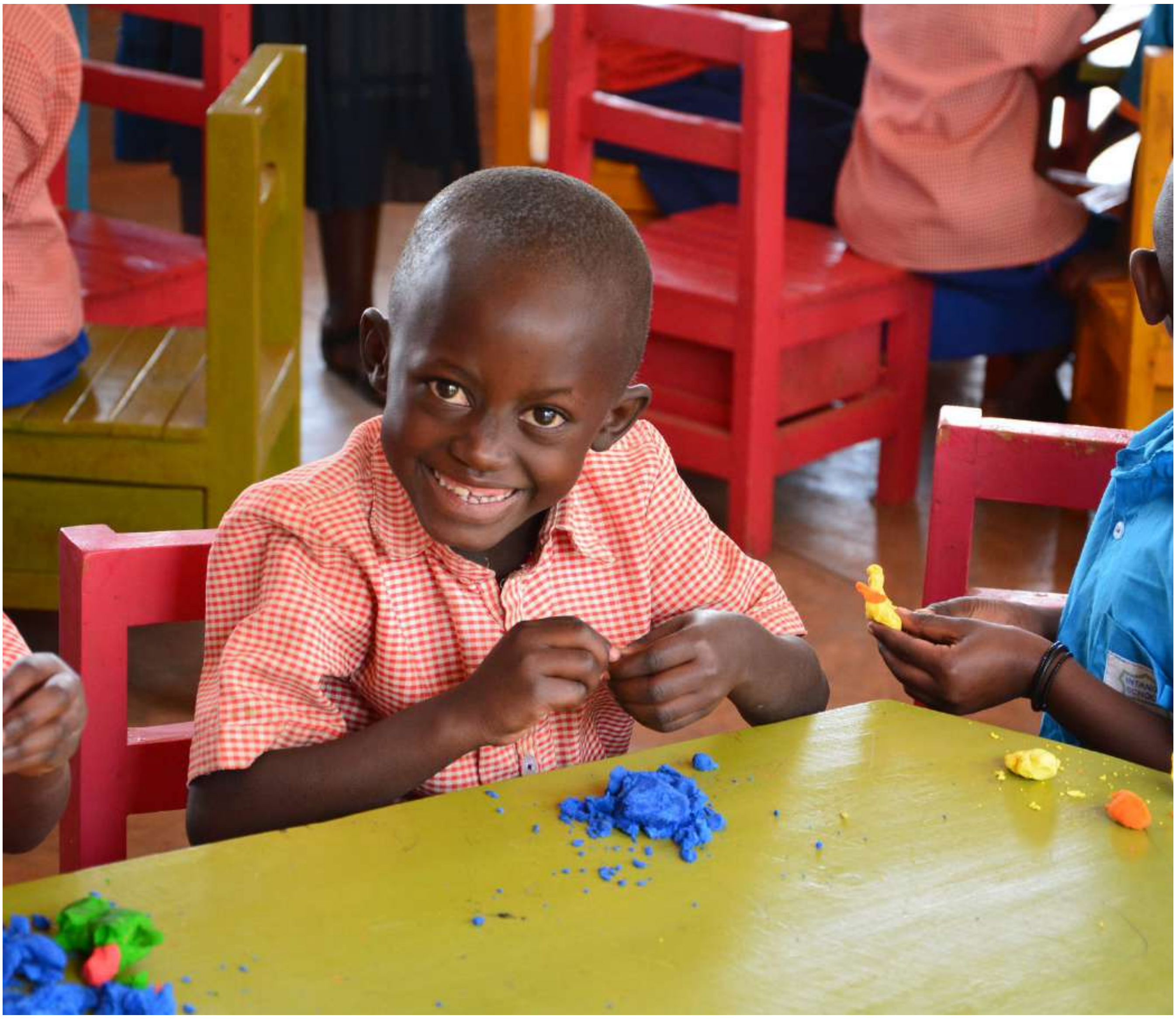
Nature of partnership engagement

Four types of engagement possibilities are considered for the sectors profiled below in Box 3. These are based on the PSE approach outlined in the UNICEF Rwanda PSE strategy (2018).[21]

20 Corporate Social Responsibility (CSR) goes beyond Philanthropy and child-focused CSR contribute to sustainable development including the health and welfare of children. By investing in employee welfare and safeguards, for instance, the company considers children and their families as stakeholders. See UNICEF CSR work area online at www.unicef.org/csr Social Investments are made in communities in the vicinity of business operations or those that are affected by the business. Investing in communities helps companies secure a 'social license' to operate. Investing in children and communities provides companies with a stable environment and
21 See Figure 1: Examples of PSE approaches. The new country PSE strategy acknowledges that Engagement with business is an evolving field within development co-operation, as well as, within UNICEF. In addition, the engagement modalities and terminology used are constantly developing.

Box 3

Fundraising	Child Rights and Business	Shared Value	Advocacy
UNICEF's corporate sector fundraising efforts in-country that harness philanthropic activities. Dependent on the maturity and resources available in the domestic private sector.	Efforts towards changing business behaviour and practices in the workplace, marketplace and community where the company operates. Guided by the 10 Child Rights and Business Principles. Targets the company itself and the sector.	An approach that businesses take which creates social impact while also enhances their long-term business value. The competitiveness of a company and the wellbeing of the communities are mutually dependent, and this incentivizes companies to invest in areas such as employee welfare and safeguards	Defined as a deliberate process, based on demonstrated evidence, to directly and indirectly influence decision makers, stakeholders and relevant audiences to support and implement actions that contribute to the fulfilment of children and women's rights.



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1. Sector: Agriculture (Focus: Agro-processing industries)

Profile: Agriculture is central to the Rwandan economy in terms of workforce engagement and export revenues. The sector employs around 70 per cent of the population and contributed over 30 per cent to the GDP in 2017.[22] The Gender Monitoring Office highlights the fact that the sector represented 79 per cent of the workforce by 2014 across all activities.[23] Crop production is divided into food crops (legumes, cereals, and bananas), traditional cash crops (coffee, tea), and an emergent sub-sector deemed crucial for sector commercialization, horticultural produce (fruits, vegetables, flowers). Sector-promotion agencies seek investments in food processing, value-addition (such as washing and roasting of premium coffee) and mechanization for irrigation and equipment for large-scale farming.[24] The sector continues to grow over 5 per cent annually and the output is projected to grow at nearly nine per cent in 2018.[25] The government places emphases on horticulture and cash crops and on value-addition activities. The Ministry of Trade and Industry observes that by 2012, the largest exporters in the country that averaged over USD 10 million largely focus on traditional exports comprising of tea and coffee along with mineral extractives.[26]

Tea: As per Ministry of Trade and Industry statistics, over 60,000 rural families are currently engaged in tea growing and they are organised into 20 tea cooperatives.[27] There are 16 tea companies operating in Rwanda at present and the Rwanda Development Board considers them as active tea exporters.[28] NAEB has dedicated departments for the tea (and coffee) industry. NAEB facilitates contractual agreements between the tea companies and the cooperatives; it also sets tea production targets for companies. Tea production has risen steadily from 14,500 tons in 2000 to over 25,000 tons in 2017.[29] NAEB projects export returns of USD 92 million from the sub-sector in 2018.[30]

Coffee: The RDB estimates approximately 400,000 small-holder farm families producing coffee in the country with their livelihoods linked directly to the cash crop. The agency lists 43 coffee-exporting companies on its website.[31] Coffee along with tea has contributed significantly to the monetization of the rural economy. As compared to the tea industry, coffee has a significantly-lower workforce sourced through cooperatives (14 per cent) while it has been observed that workers in coffee cooperatives produce 20 per cent more output.[32] The coffee production has increased steadily and is projected to reach 24,500 tons in 2018.[33]

Horticulture: NAEB is increasing support to the sub-sector to help boost exports that are projected to reach USD 140 million by 2020.[34] The government aims to support 10 to 20 medium-sized exporters with nucleus farms while a larger number of independent out-growers contribute their produce to the markets. NAEB has also identified specific high-value products like French beans, snow peas, baby corn, mushrooms and herbs, avocados and flowers that yield higher returns in Western Europe.[35] The Rwanda Horticulture Working Group seeks to attract more private investments and promote public-private

22 Pg. 20, Agriculture sector profile, Invest in Rwanda Guide (2017). Rwanda Development Board.

23 See 'Gender and Agriculture', Gender Monitoring Office March 2017. Note available online.

24 Pg. 20, Agriculture sector profile, Invest in Rwanda Guide (2017). Rwanda Development Board.

25 Ibid; pg.20.

26 Section 2.3 The Private Sector in Rwanda, pg. 35, in the Private Sector Development Strategy, Ministry of Trade and Industry (2013-2018).

27 Based on UNICEF CO's research on the Tea Sector over March-June 2018.

28 *http://rdb.rw/export/export/products-directory/*tea-sector; retrieved August 2018.

29 See article titled 'Rwanda targets $92 million from tea export in 2018' by Desire Muhire, 7th August 2018. Online at https://www.newtimes.co.rw/business/rwanda-tea-export.

30 Ibid.

31 See Coffee exporters' directory online at http://rdb.rw/export/export/products-directory/coffee-sector/

32 'Rwanda's coffee exports set to surge', by Michel Nkurunziza, The New Times Rwanda; published online 1t July 2018.

33 Ibid.

34 'Rwanda looks to horticulture sector to spur export earnings' by Peterson Tumwebaze, The New Times Rwanda, 1st December 2015.

35 Ibid.

partnerships. The RDB states that the sub-sector contributes approximately 50 per cent of non-traditional exports at present; the agency lists nine horticulture exporters supplying products like flowers, French beans and exotic local produce including avocadoes, passion fruit and chilli peppers to European markets (particularly the Netherlands), the United Arab Emirates and Asian markets.[36] Challenges include the lack of cold chain facilities, access to finance for small and medium producers and limited market access.[37] There is also a gender dimension in the sub-sector in Rwanda: women outnumber men by a significant margin of 12 per cent in their membership of horticulture organizations.[38]

Horticulture is an emerging area of commercial activity in comparison with the established export earners including tea and coffee. This trade is however growing. NAEB provides profiles of a few high-profile companies in the trade that are linking domestic produce to markets overseas: [39] Proxi-fresh commenced operations in 2005. It is a Mauritian investor exporting French beans and snow peas to Europe; Bloom Hill Rwanda commenced operations in 2015. It is a Japanese investor developing farms and greenhouses in Musanze district with the aim of exporting high-value specialty flowers to Japanese and European markets; East African Growers , subsidiary of a Kenyan company, developed Rwanda's first avocado plantation with a EUR 1.5 million project launch in 2013; and Inyange industries of Rwanda source pineapple and passion fruit locally for their fruit juices and export processed drinks by road to Uganda, Burundi, South Sudan and DRC.

Potential impact on children and communities: The agriculture sector is central to the livelihoods of rural families but raises several challenges. The International Labour Organization (ILO) notes that child labour is mainly an agricultural issue and that globally 60 per cent of all children in the 5 to 17 years age group work in the sector in various capacities.[40] The prevalence of poor water, sanitation and hygiene (WASH) facilities on site and the lack of access to health and basic nutrition for child dependents creates long-tern consequences.[41] Agricultural supply chains in the tea and coffee industries affect children within agrarian communities in a number of ways: the supply chain practices can determine family income and expose children to harmful chemicals in use[42]; the household income itself is susceptible to the prices of the product traded in the global markets;[43] working mothers have poor maternity protections and inadequate caregiving options for children on-site.

Opportunities for engagement

Child Rights and Business: UNICEF is partnering with NAEB at present in the tea sector with a focus on women and their child dependents; UNICEF is facilitating child-friendly spaces that will ease the burden on parents working in tea estates. The coffee companies have a similar workforce arrangement with cooperatives which is facilitated through NAEB (this requires more research on the coffee industry, and the facilities provided to workers). The CO can navigate a comparable path towards partnerships with the coffee industry. The CO should continue its advocacy to reinforce the CRBP in the workplace: elimination of child labour, decent work for young workers, parents and caregivers, protection and safety of children. The partnership should also explore opportunities of improving the working conditions of casual workers, including maternity rights, improved WASH facilities in the workplace, as well as revisiting the wages.

36 See RDB's registry of horticulture exporters; online at http://rdb.rw/export/export/products-directory/horticulture-sector

37 'How Rwanda can make horticulture industry more competitive', by Peterson Tumwebaze, The New Times Rwanda, 26th July, 2016.

38 Section 3.6.2 Gender and horticulture organizations, Baselien report on the Rwanda Horticulture Organizations Survey: Final Report, March 2014. European Union's External Cooperation Programme for Rwanda.

39 Source: Opportunities for investors in Rwanda's horticulture sector, RDB/NAEB presentation, retrievd online 3rd September 2018; www.naeb.gov.rw/fileadmin/documents/Investment_Opportunities_in_Horticulture_in_Rwanda_Final.pdf

40 See ILO webpage on 'Child labour in agriculture'; online at www.ilo.org/ipec/areas/Agriculture. Retrieved 3rd September 2018.

41 Agricultural Supply Chains website on UNICEF online at www.unicef.org/csr/food_agricultural.

42 See Agricultural Supply Chains website on UNICEF online at www.unicef.org/csr/food_agricultural; it is however also observed that farmers in Rwanda use relatively-low levels of crop protection inputs including pesticides due to reasons including a lack of knowledge of proper application, and access: see thesis by Alexandre Rutikanga, 'Pesticides use and regulations in Rwanda: Status and potential for promotion of biological control methods', University of Neuchatel, November 2015. (available online).

43 The National Agricultural Export Development Board (NAEB) observes that the global markets for black tea – the predominant variety in Rwandan tea companies – is faced with a long-term price decline as there is an over-supply from global producers. Source: Profile of tea industry and the National Tea Strategy (2004) available online at http://www.naeb.gov.rw.

Shared value work: The CO can build on its engagement in the tea sector with a similar format of outreach and dialogue with coffee and horticulture companies. A recent study by Nestle Global lists coffee as the most 'high-risk' in the commodity category of global supply chains based on a criterion that included child and forced labour, living wage, working time and basic service needs like water and sanitation facilities; Kenya, Tanzania and Uganda were part of the countries surveyed for the assessment (other products included sugar, cocoa, meat and dairy). [44] The Rwanda-based non-profit organization Sustainable Harvest, founded by Bloomberg Philanthropies, works to strengthen the domestic supply chain with coffee cooperatives. They work in 13 districts and eventually aim to cover 25,000 women farmers.[45] This organization can be a collaborative source as more information is gathered on companies and cooperatives and on their ability to adapt child welfare measures as in the tea industry. During the pilot phase of the tea sector partnership, it was revealed that investing in child friendly workplaces and decent working conditions for parents yield high profitability in return, especially linked to the reduction of attrition rate for workers and increased work time for mothers of young children. The CO, in partnership with NAEB should invest in conducting the cost-benefit analysis to make a proper investment case for CRB in the agriculture sector, especially cash crops.

Advocacy: The CO can support the integration of children-specific concerns – such as age inappropriate work – in the programming of activities of agricultural and labour organizations: the Sector Working Group on Agriculture at the Ministry of Agriculture and Animal Resources (MINAGRI) can serve as a strong platform for this purpose along with the Rwanda Cooperative Agency (RCA) that oversees organized workforce in different sectors including agriculture. There is the specific relationship between household gender dynamics and poor maternal health and child nutrition more comprehensively – a specific issue highlighted by the UNICEF 2017 Situation Analysis for research and advocacy in the sector.[46] There are two other areas that UNICEF can elicit interest from regulatory agencies and Development Partners: the promotion of disaggregated data collection on the nature of involvement of children in the agriculture supply chains and the numbers involved (in tea, coffee and horticulture), and, awareness-raising on hazardous labour age-inappropriate activities (handling of machinery, chemicals). [47] The RCSP member association Conseil de Concertation des Organisations d'Appui aux Initiatives de Base (CCOAIB) is a prospective-partner in district-level advocacy in the sector: it supports 38 local non-governmental organizations (NGOs) in the country and has among its core activities youth empowerment, citizen participation at local level decision-making on agricultural program implementation.[48]

Perceived risks in partnerships: Companies may not have dedicated resources or capacity to follow-through on partnership commitments. Additionally, as the CO observed in the tea sector[49], a large proportion of workforce in the sector is provided by cooperatives. The partnership with NAEB in this specific industry (and possibly, in coffee) will support and guide capacity-development efforts in the cooperatives. Unlike tea, the coffee supply-chain/industry has a weak level of organization. This is primarily a family-based production model and cultivating/plucking is spread across many households on a small scale. It is therefore relatively-difficult to find entry points for activities such as advocacy and Shared Value-work. There is a reputational risk for UNICEF as it cannot account for all government/NAEB actions and adjustments in response to market shocks (e.g. price fluctuations in tea and coffee markets) such as a lowered basic wage for plantations workers. Finally, the CO has to emphasize the component of cost-sharing (and extent of financial commitments) in the partnerships – which can be otherwise perceived as a donor-recipient relationship.

44 See 'Labour rights in agriculture supply chains: A roadmap', Summary Report, Nestle. 18th January 2017. Other products for the comparison were also established commodities traded on the global markets such as sugar, cocoa, meat and dairy.

45 Based on discussion with management team, Sustainable Harvest, 3rd May 2018, Kigali.

46 Agricultural challenges (5.1.2.4; pg. 53), Situation Analysis of Children in Rwanda (2017).

47 Based on Food and Agriculture Organization (FAO) paper titled 'Reducing child labour in agriculture through good agricultural practices: FAO experiences' (2012); pg.11.

48 Based on discussion with CCOAIB representative, 9th April 2018, Kigali.

49 Based on UNICEF CO's research on the Tea Sector over March-June 2018.

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2. Sector: Mining

Profile: The mining sector is the source of the second-largest export earnings in the country.[50] By 2016, mining generated over USD 165 million in foreign exchange and employed over 30,000 workers.[51] Rwanda is the second-largest producer of tin in Africa after the Democratic Republic of Congo (DRC) and among the top-ten tungsten producers. Major mineral exports include tin, tantalum and tungsten. As per the RDB, exploration works to identify more mineral deposits are under way; there are however few fully-exploited reserves that have enough production for industrial mining. Over 500 local mining companies and cooperatives exist today. These are primarily artisanal in their operations with few mechanized inputs or industrial activities. There is also virtually no mineral processing facility within the country at present. Privatization of big concessions in recent years has aimed to make the sector more competitive and sustainable economically. The government is seeking investments in mineral exploration in identified-Prospective Target Areas (PTAs) where it has initiated exploration works.[52] Given that the mining ores produced in the country are entirely exported as raw mineral concentrates – not processed metals – the sector is primed for value-addition activities. There are about 30 companies classified as mining exporters in the country including Mineral Supply Africa, Rutongo Mines and Wolfram Mining and Processing.[53]

The sector is regulated by the Rwanda Mining, Petroleum and Gas Board (RMB) while the Ministry of Natural Resources (MINIRENA) issues licenses to companies in the sector. The RDB provides investment guidance and leads negotiation for strategic projects. Additionally, the Rwanda Environment Management Authority (REMA) undertakes mining inspections and sets environmental standards. The Rwanda Mining Association is a body comprising of the major mining companies in the country and lists 176 active members engaged in artisanal, small and large-scale mining and in exploration.[54] The Rwanda Extractives Workers Union (REWU) is the main body representing workers in the sector. Government agencies are involved in a Mineral Transparency Initiative that track sources and operations linked to mining exports.

Potential impact on children and communities: The artisanal, non-mechanized nature of mining activities in the country and the nature of workforce management leads to several challenges for communities and children[55]: hiring is done largely through third party contractors and diminishes the responsibility of companies towards the workforce. Workers are also inclined to engage their families in mining as payment is made against the output. Child dependents of labourers are particularly vulnerable: neglect and underdevelopment due to the care-takers' physical commitments on site, inadequate nutrition, lack of access to health and education services, exposure to harmful waste materials, and, the risk of joining the mining activities itself. Vulnerability also increases during certain phases: child sexual exploitation may increase during period of workforce in-flows.[56] The negative impacts of extractive industry operations may affect children in other, indirect ways through environmental degradation, loss of land and resettlement.[57]

Opportunities for engagement

Child Rights and Business: The CO can support the integration of children's rights explicitly into relevant performance standards and indicators used by companies. It can also support studies to build evidence on the local impacts on children in areas like in-migration, environment, security and land acquisition and use. Engaging in bilateral dialogue with companies will prioritize children as a distinct stakeholder group; UNICEF's tools for extractive

50. Mining sector in Rwanda, pg. 25, 'Invest in Rwanda' guide (2017), Rwanda Development Board.
51 Ibid; pg. 25.
52 See the Rwanda Cooperative Agency's Mining Overview; online at www.rca.gov.rw/opportunity/minin
53 See RDB's overview on the mining sector; online at rdb.rw/export
54 Source: Rwanda Mining Association online at http://rma.co.rw/our-members.
55 Information on challenges in the sector based on discussions with the Rwanda Extractive Industry Workers Union, 26th April, 2018.
56 Pg. 6, 'UNICEF's vision for engagement', in UNICEF Global framework for engagement with the extractive sector; June 2016 (Internal Report). UNICEF Geneva.
57 Background on the extractive sector (pg. 5) in UNICEF Global framework for engagement with the extractive sector.

companies can be used as a guide towards this purpose.[58] The CO may also consider more specific engagement with a company's social and community investment programmes in cases where they exist. Dialogue with mining companies can take the form of workshops and trainings held in partnership with regulatory agencies in the sector (RMB, MINIRENA, REMA) as well as building programmatic skills for company representatives on how to best support child rights in their corporate policies and operations. The UNICEF Global Framework for engagement with the extractive sector also suggests encouraging a company's due diligence efforts by informing the 'companies' efforts to integrate children's indicators in baseline surveys and impact assessments by identifying key child rights risks and providing technical insights on the situation of children in a given geographical context'.[59]

Advocacy: The CO can advocate for stronger Child Protection measures to government (through regulatory agencies) and to the companies. REWU is a prospective CO partner in advocacy efforts given its work on sector-related challenges for the workforce and communities. Synergies with other agencies need to be explored as well: the international non-governmental organization (I-NGO) PACT for instance works in over 400 mining sites that collectively employ 20,000 miners in Rwanda.[60] The organization is working to support a regulated mining sector and helping resource-dependent communities develop dependable sources of income. It also participates in the mineral traceability mechanism 'iTSCi scheme' in Rwanda and the Great Lakes region.[61] The Rwanda Environmental NGO Forum (RENGOF), a member of the Rwanda Civil Society Platform (RCSP), can be a likely ally in addition.
It raises awareness on environmental management and conducts trainings in schools and communities on water conservation and WASH issues.[62] Advocacy can be directed at financial institutions providing the project finance for domestic mining operation; there are guidelines for such financing through the Equator principles (94 financial institutions in 34 countries) that provide a framework to assess social and environmental risks in project financing and through the Performance Standards at the International Finance Corporation (IFC) for example.[63]

Perceived risks in partnerships: There may be a reputational risk for UNICEF if a potential-partner company engaged is entering a partnership with a UN agency and agreeing to abide by the Global Compact to improve its corporate image without any real intent of behavioural change regarding children and. communities. Weak accountability mechanisms in sector transparency (regarding labour laws, remuneration) may also hinder the objectives of any partnership within the sector. Mining in Rwanda is also a new sector for the CO while there is generally low institutional knowledge of this industry. Since the sector's labour force is not very organized, it leads to issues over wages and hiring. The CO may be open to criticism if partnership efforts are seen to be delinked from (more sensitive) issues affecting workers and communities (e.g. unfair dismissal, company accountability, wages)

58 Tools on mining and child rights on www.unicef.org/csr.
59 Pg. 8.
60 See PACT's Rwanda webpage: online at www.pactworld.org/country/rwanda.
61 Ibid.
62 See areas of intervention and target groups on the RENGOF website: http://rengofrwanda.rw/programs.
63 See Equator principles at http://equator-principles.com, and project financing performance standards for IFC at www.ifc.org.

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3. Sector: Tourism (including the hospitality industry)

Profile: The Tourism sector was the largest source of foreign exchange earnings in 2017 as per the RDB.[64] The sector was projected to grow at a rate of 25 per cent from 2013 to 2018.[65] The country is attempting to create a niche for itself as a regional hub for events: the RDB's Tourism and Conservation Department is working towards increasing revenues from Meeting, Incentives, Conferences and Exhibitions (MICE)-related activities. As per World Bank estimates, MICE-related activities, classified as 'business tourism', were projected to generate USD 64 million in 2017 for the country.[66] In 2016, this included over 40 international conferences including the World Economic Forum, the Global African Investment Summit and the African Union Summit (AU)[67]; the total tourism-related revenues generated in 2016 amounted to USD 404 million.[68] Foreign Direct Investments into the industry have established international hotel brands like the Marriot and Radisson Group and luxury resorts at high-profile destinations (Virungas, Nyungwe Forest). The sector directly employed over 34,000 workers in 2010 and indirect employment took that figure to 74,000 or 4 per cent of the total labour force.[69] Faith-based groups also play a part in the industry and various traveller lodgings in districts are run by church missions. The Bethany Investment Group for example is the commercial arm of the Presbyterian church and owns hotels in both Kibuye and in Gisenyi – major tourist destinations in the country on Lake Kivu. The RDB has regulated the tourism and hospitality sector since 2016.

Potential impact on children and communities: Trafficking and sexual exploitation of children and young people is a major concern in the sector globally.[70] Tourist sites and facilities can serve as spaces for exploitative treatment for vulnerable groups; the industry is observed to be an important source of employment for young people, women and migrant workers.[71] The International Labour Organization (ILO) highlights the general prevalence of migrants and women in the industry's global workforce – which is also relatively-young with half under the age of 25 years.[72] Decent work provisions are a significant challenge and average wages are low; this can mean poor nutrition and lack of medical and education facilities for child dependents while causing children to look for additional ways to support the family income.[73] There may also be indirect adverse impacts on child rights and on communities near tourist sites and hospitality centers through the land and water usage and through the pollution generated (such as hazardous waste and disposable plastic refuse).

Opportunities for engagement

Fund raising: The hospitality industry is inclined towards publicity for business promotion. This creates opportunities for the CO where country programmes are supported by a company in exchange for acknowledgement and visibility. Additionally, companies may jointly fund-raise with the CO: the Kigali Marriott Hotel, a potential partner in the sector, was involved in a Rwf 10 million fundraising drive in August 2018 in partnership with SOS Children's Villages (Rwanda) for vulnerable children. The funds were raised through the sale of T-shirts.[74]

64 Tourism sector profile, Rwanda Development Board: Invest in Rwanda (2017), pg. 13.
65 Ibid.; see Tourism, pg. 13.
66 See 'Expanding Business Tourism in Rwanda'; Results Brief, July 6th, 2017. The World Bank. Available online at www.worldbank.org/en/results/2017/07/06/expanding-business-tourism-in-rwanda
67 Ibid.
68 Pg. 13, Rwanda Development Board: Invest in Rwanda (2017).
69 Ministry of Trade and Industry figures from the Private Sector Development Strategy (2013-18): Unleashing the private sector in Rwanda.
70 See UNICEF's 'Industry Approach' under Travel and Tourism; online at www.unicef.org/csr/travelandtourism.htm.
71 Ibid.
72 Source: Article titled 'Child Rights impacts in travel and tourism' by Beth Verhey (Senior Adviser on Child Rights and Business , UNICEF), 5th April 2016. Online at https://www.tourism-watch.de/node/2388.
73 Child Rights impacts in travel and tourism' by Beth Verhey (Senior Adviser on Child Rights and Business , UNICEF), 5th April 2016. Online at https://www.tourism-watch.de/node/2388.
74 See article titled 'Kigali Marriott Hotel in Rwf 10 million fundraising drive to support vulnerable children', 13th August 2018, Igihe newsagency. Available online at http://en.igihe.com/news/kigali-marriott-hotel-in-rwf10-million.html

Child Rights and Business: The CO can support improving business practices in the industry based on Child Rights and Business Principles (CRBP). A top priority is awareness-raising on child sex-trafficking risks in the industry. The Kigali Radisson, another potential partner, has expressed interest in developing a training module on sex trafficking and the potential role that UNICEF can play in this initiative.[75] There is also the possibility of supporting trainings on risk awareness and mitigation for young adults joining the sector.

Shared value work: Women employees can be a focus of such partnership within the hospitality industry. The company management has to appreciate the mutual benefit from improving working conditions and support initiatives like providing spaces for nursing mothers and have more flexible hours for new mothers, for example.

Advocacy: The RDB and the Private Sector Federation (PSF) can be potential partners in raising awareness of key issues like decent wages, age-appropriate work (for young adults), and a supportive environment for young mothers employed in the sector. These advocacy efforts are based on laws and guidelines by respective government agencies (e.g. Labour law at the Ministry of Labour;the National Policy for Family Promotion at MIGEPROF). In terms of advocacy through the sector, the CO can develop campaigns with large hotel chains and with the commercial hospitality arms of faith-based organizations.

Perceived risks in partnerships: The objectives of partnerships may not be fully realized if the CO engages only the formal, organized hospitality industry. Engagement with large hotel chains with in-built safeguards may limit the influence in the sector. There are small-business entities in the sector (e.g. hotels/ lodgings in districts) that may have a young workforce that is not provided safeguards. Additionally, challenges like sexual exploitation and trafficking of minors may be difficult to address if there is no involvement of regulatory agencies (RDB, Ministry of Public Service and Labour – MIFOTRA). A key area of engagement with the sector will be on fund-raising activities and care has to be taken to monitor any events or incidents at the partner-hotel that may create a reputational risk. There may also be delays in establishing partnerships due to internal due diligence process requirements at UNICEF (- a risk shared with all sectors).

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75 Based on discussion with Christiane Rulina, Office of the General Manager, Radisson Blu Hotel and Convention Center, Kigali, 2nd May 2018.

4. Sector:
Energy (Industry: Renewable-Solar)

Profile: The demand and consumption of energy in Rwanda is steadily increasing and both availability and affordability are top priority for the government.[76] The demand for electricity has increased by 8 per cent annually since 2002 even as the grid-connected capacity has tripled since 2010 to 208 megawatts.[77] Just over 40 per cent of the population at present has access to electricity: 30 per cent access on-grid power while 11 per cent are on off-grid power sources.[78] The government is aiming to increase private sector participation – particularly in the renewable, off-grid sector. The Rural Electrification Strategy seeks private sector partnerships to further develop, finance and deliver electrification projects outside the urban hubs. Within off-grid service provision, the government is interested in Solar Home Systems (SHS) and offers this as a unique investment opportunity to service nearly 1.2 million households.[79] The SHS market has shown steady growth since 2014 and there are over 20 companies supplying SHS – in partnership with the government, and independently. These include companies like Mobisol, BBOX and Ignite Power, among others. The RDB notes that around 190,000 solar home systems were installed across Rwanda by 2017.[80] The Rwanda Utilities Regulatory Authority (RURA) provides oversight to energy companies and is part of a coordinated Energy Efficiency Strategy (2018) that will cover the full electricity value chain from generation through transmission and distribution, to end-user consumption.[81] The Strategy will be the basis of sector interventions for the NST-1.

Potential impact on children and communities: The renewable energy sector will have a net benefit for children and communities in the country. Given that only 40 per cent of citizens have access to the grid at present, off-grid coverage through SHS among other systems will contribute to child and community welfare. Two major services that benefit from connectivity is household lighting and health in rural areas. Safe lighting for instance is necessary for educational activities after dark: a UNICEF study observes that children in electrified households spent 274 more days at schools that those living in households without electricity.[82] There is also a positive correlation between electric lighting and maternal and child health. Electrified hospitals and clinics can perform better services and mothers and newborns face fewer complications compared to traditional fuel-based lighting.[83] Shifting from solid fuels to cleaner energy such as biogas or solar power can also potentially yield the largest reduction in indoor air pollution levels and minimize environmental impacts of energy production and consumption.[84]

Opportunities for engagement

Child Rights and Business: The CO can engage decision-makers at RURA and other sector stakeholders to include children in decision-making processes in the sector – given the impact of weak or non-provision on their health, education and personal safety, among other issues.[85] Data collection and analysis on the impact and benefits of electricity-provision to children as a distinct stakeholder group must be considered as a precursor for informed discussions with renewable energy companies.

Advocacy: Increasing awareness on children's energy needs that enables them to seek better healthcare, be engaged academically, and seek safety in their social environments (street lighting). Public awareness campaigns on the importance of sustainable energy for children's health, well-being and prospects is one option.[86] This advocacy work is to be channelled through RURA and other national authorities.

Perceived risks in partnerships: The renewable energy sector is relatively-small and companies may not have dedicated capacity to carry out partnership obligations.

76 See Energy sector Overview, pg. 22, 'Invest in Rwanda' guide (2017); Rwanda Development Board.
77 Ibid; pg.22.
78 Ibid; pg.22
79 See Investment Opportunities pg. 23, in 'Invest in Rwanda' guide (2017); Rwanda Development Board.
80 Ibid.
81 The Regulator, RURA Newsletter No. 1, 2018; Sector Review, Pg.75.

82 UNICEF (2015) Why sustainable energy matters to children: The critical importance of sustainable energy for children and future generations.
83 Ibid; see Household Level and the Health Sector, pg. 10-13.
84 Ibid; see Chapter 2: Energy needs of children, pg. 10.
85 Recommendation from the UNICEF 2015 Study 'Why sustainable energy matters to children'; see Table 2: Child-specific policy recommendations; pg..32.
86 Ibid; pg.32.

5. Sector: Financial services

Profile: This sector has grown exponentially over the past decade and now consists of a range of entities including banks and insurance companies – both domestic and regional, microfinance institutions, Savings and Credit Cooperatives (SACCOs), pension funds, and insurance companies. The banking sector dominates with close to 70 per cent of the assets, followed by pension funds, insurance and microfinance facilities.[87] The presence of regional banks is increasing: Kigali city and other major cities have branches of I&M Bank (Kenya), Kenya Commercial Bank (Kenya), Equity Bank (Kenya) and the Banque Populaire du Rwanda (BPR – Rwanda). A key policy objective of the government is to increase long-term savings and to increase credit to the private sector (to 30 per cent of the GDP by 2017).[88] Agricultural financing is deemed necessary given the centrality of the sector while financing the existing SMEs that represent a significant workforce is also deemed crucial for non-agricultural growth and for these SMEs to enter the formal sector.

Potential impact on children and communities: The sector indirectly affects children since there is limited access to finance for certain category of borrowers like rural and small entrepreneurs.[89] This hinders their livelihood-supporting activities and affects how household expenses are managed. It affects the healthcare and education options available to child dependents and family members.

Opportunities for engagement

Fund raising: There is a possibility to engage financial institutions for CO. Some leading institutions in the sector have CSR and social investment activities under way: the Bank of Kigali donated solar electricity equipment to 500 households living in absolute poverty – as per the local government's 'Ubudehe' categorization – in Nyagatare district in 2017[90] while UAP Old Mutual, a pan-Africa insurance company, has a dedicated responsible Business' programme that has covered healthcare, education and environmental conservation efforts. The company has participated the donate-a-cow Girinka programme in Rwanda and is interested in exploring partnership with the CO in Rwanda.[91]

Child rights and business: The CO can engage with banks to address the challenges around access to finance for small businesses, women and rural households. This work will target the institutions' own practices on credit provision and how financial instruments can be more tailored to groups that do not yet have strong capabilities for developing financial plans, presenting collaterals etc. Kenya-based Equity Bank a dedicated 'Women's Banking' work area and can be a potential-partner in Rwanda. It offers non-financial services to women such as business skills development and leadership training.[92]

Perceived risks in partnerships: The causal links between the finance sector's business operations and child welfare and development are indirect; banks and insurance companies may not regard partnerships in this area as a priority apart from the Social Investments that they have initiated. This may be reflected in the lack of dedicated resources in financial institutions.

87 See Financial Services Overview, pg.30, in 'Invest in Rwanda' guide (2017); Rwanda Development Board.

88 Ibid; pg.30.

89 See Section 2: Overview of the private sector in Rwanda, pg.17, in the Private Sector Development Strategy (2013-2018), Ministry of Trade and Industry Rwanda.

90 'BK solar power donation to benefit 2000 Nyagatare locals', article on Bank of Kigali Media site; online at https://www.bk.rw/media/20170924.

91 Based on discussion with Adeline Nzitatira, Public Relations and Communications Specialist, UAP Old Mutual, Kigali, 30th April 2018.

92 Discussion with Sylvie Kan , Relationships Manager, Women's Banking on the 20th April 2018, Equity Bank (Town branch), Kigali.

6. Sector: Information and Communications Technology (ICT)

Profile: The government is developing the country's ICT infrastructure to enable service delivery and facilitate domestic enterprise. Over 5000 km of fibre-optic broadband is laid in the country that connect all 30 districts.[93] The government also wants to improve internet penetration across the country that stands at 33 per cent (2017).[94] Mobile phone penetration has increased to approximately 75% by 2018 carried on by two major carriers: Tigo, recently acquired by India-based Airtel and by South Africa. The National Information Communication Policy (NICI) supports the government's objective of achieving a knowledge-based economy status; the government provides specific support for technology incubation towards this objective. The Rwanda Innovation Fund for example, a joint initiative of the government and its Development Partners, is a financially-nurturing environment for tech innovators in the country. It supports local start-ups up until the Initial Public Offering (IPO) stage.[95] The RDB has recommended efforts towards Business Process Outsourcing (BPO) activities, estimating the domestic demand around USD50 million.[96] The agency reasons that a young workforce and upgraded IT infrastructure can capitalize on the demand. The Rwanda Utilities Regulatory Agency (RURA) oversees licensing and operations in the sector.

Potential impact on children and communities: While the internet offers access to education, information and play, it has created potential risks for children and youth. Children aged 10 years or younger accounted for 80 per cent of all child online exploitation victims while among other mature economies, research suggested that more than half of children in India have engaged in cyberbullying, 77 per cent of tweens in the United States have posted personal information online, and a quarter of children in the United Kingdom have sent sexual content of themselves to recipients.[97] The organization crucially observes that the openness of the internet couple with the digital divide between children, parents, caregivers and teachers exposes children to online harm; this was particularly the case in low and middle-income countries where 'gaps in overall child protection tend to be greater, and digital literacy levels among parents and caregivers lower.'[98] As the reach and services of ICT grows in Rwanda, so will the potential risks for the younger generation of online service users by exposure to harmful, age-inappropriate, sexual or manipulative content. Cellular phone technologies can also be used as channels for child exploitation. Business associations have started to address this challenge: the Mobile Alliance against Child Sexual Abuse Content was founded in 2008 by an international group of mobile operators backed by the European mobile operators' network GSMA. It works to obstruct the use of mobile phone technology for the consumption or profiteering from child sexual abuse content.[99]

Opportunities for engagement

Fund raising: The CO can explore possibilities with the leading sector players like MTN to raise funds for programme areas (specially where companies has a business logic to expand connectivity such as the Education sector[100]). The MTN Foundation in Rwanda has funded kindergarten schools in 30 districts (under their '21 Days of Y'ello Care initiative); supported training of 174 health care professionals and 89 medical staff; and, individually supported 50

93 See ICT Sector Overview, pg. 17, in 'Invest in Rwanda' guide (2017); Rwanda Development Board.
94 Ibid; pg. 17.
95 Ibid; pg. 18.
96 Ibid; pg.19.

97 See article titled 'UNICEF launches tools of the trade for ICT companies to assess and address impact on children', 29th September 2016. Online on the UNICEF Corporate and Philanthropic Partnerships website at https://www.unicef.org/corporate_partners
98 Note titled 'Child protection and Information and Communication Technologies (ICTs) on UNICEF Child Protection home page; Pg. 1, updated 3rd January 2018.
99 Online at www.gsma.com/publicpolicy/mobile-alliance-child-sexual-abuse-content-overview.
100 UNESCO in Kenya for example initiated a course on ICT integration in Education in 2016. This was in partnership with the Kenyan Ministry of Education and Airtel Kneya (among other stakeholders). Teachers were trained in designing online materials and class courses on ICT while Airtel provided participating teachers with data bundles and modems to access the course. See details on 'ICT integration in education in Kenya: Roll-out of the digital literacy programme'; accessible online at en.unesco.org.

vulnerable children who dropped out of school due to financial constraints.[101]

Child Rights and Business: The CO can work with internet service providers like Liquid Telecom, Airtel, MTN and ISPA and the telecom sector's regulatory agency to strengthen filters for age-inappropriate and harmful content to children present online. Domestic ICT agencies can be considered for promoting child online safety: DMM.HeHe, a Japanese IT company, provides online retail platforms for businesses in Rwanda. It also conducts training on ICT for schools and universities. Management at Dmm. HeHe has expressed interest in discussing training options with the CO.[102]

Advocacy: ICT entities can be engaged with in a variety of ways to address the challenges listed above: the development of child-friendly web and mobile applications; using social media platforms to communicate online risks and safety measures for children and young adults; and, bringing awareness of CO programme-linked initiatives and events in the country.

The Rwanda Youth Organization Forum (RYOF), an umbrella body of 30 youth organizations country-wide, works in inclusive education and affordable schooling.[103]

This civil society organization (CSO) can be considered for outreach efforts in the districts for child welfare issues related to online and cell phone services.

Perceived risks in partnerships: Child protection may not be a priority in business operations for internet and telecom service providers. Additionally, UNICEF efforts to strengthen broadcasting systems with the introduction of filters for harmful content may be perceived as an unnecessary hindrance to service provision. The state of monitoring online content must also be considered: what dedicated public resources are there to enforce the nature of content available to younger, more-vulnerable age-groups?

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101 See MTN (Rwanda) Foundation activities under CSR section on MTN website; online at http://www.mtn.co.rw/Content/Pages/25/MTN_Foundation.
102 Discussion with Toni Martinez, Media and Communications Officer, DMM. HeHe, on the 27th of April 2018 in Kigali.

103 Based on discussion with RYOF representative, 16th May 2018, Kigali.

7. Sector: Infrastructure

Profile: There is a large on-going public investment on roads, rail, water and airport infrastructure in the country. Road transport is the primary focus of recent efforts and the plan is to increase the paved-road network to 1852 kilometres as per the government target.[104] Private sector involvement in maintenance of this network is crucial. Several high-profile projects are in the planning stage including an expressway to the new Bugesera airport, a bus Rapid Transit system in Kigali and an 80 km ring road around the capital city. There are proposed links to the Kigali and Kivu Belt Special Economic Zones (SEZs) that will strengthen trade links to domestic and regional markets. A railway line estimated at USD 1.5 billion is also highlighted as an investment opportunity; this will link Kigali to Kampala (Uganda) and onwards to the seaport of Mombasa (Kenya).[105] Upgrading and expanding the national logistics' infrastructure will be vital to reducing costs of trade and regional transportation and bring costs down.

Potential impact on children and communities: Large public works and private infrastructure projects carry environmental risks, child and forced labour issues and human trafficking.[106] In addition, weak regulatory oversight on projects regarding remuneration and working conditions indirectly affect the welfare of child dependents of the workers. The dynamics of 'mega-projects' can bring new challenges to a region[107]: a significant influx of workers and their families may overwhelm public services; rapid population inflows may increase the risk of diseases such as malaria and HIV/Aids that children have higher vulnerability too; local water, sanitation and health services may be stretched to accommodate workers and their families and child dependents (who themselves face these in-migration challenges); and additionally, access to early childhood care and education near construction zones is a challenge.

104 See Infrastructure sector Overview, pg. 34, Invest in Rwanda' guide (2017); Rwanda Development Board.
105 Ibid; see investment opportunities section, pg. 35.
106 'Adverse impact from procurement' (pg. 51) in Baseline study on the Human Rights impacts and implications of mega-infrastructure investment; July 2017. Office of the UN High Commissioner for Human Rights (OHCHR).
107 See article titled 'The hidden impacts of large infrastructure projects on children'; 3rd May 2012; Guardian sustainable business; Guardian online.

Opportunities for engagement

Child Rights and Business: The CO could support a review of the policy and institutional frameworks in place that allow transparency and accountability in infrastructure projects. Additionally, partnerships with civil society organizations can help generate research on how children and the workforce are affected. The Collectif des Ligues et Associations de Défense des Droits de l"Homme (CLADHO) umbrella association under the RCSP has been working on child protection and the impact of business operations on children and communities in this regard. Such research will be used in engagement with policy-making bodies in the sector. Dialogue with companies can support environmental and social impact assessments that are to be made at an early stage of the project. There is additionally scope to influence business practices and incorporate child safeguards through working with infrastructure-financing agencies who make funding conditional on the social and environmental safeguards in place (- such as the Equator principles and IFC performance standards mentioned in the Mining sector).

Shared value work: The CO can take a similar approach to the sector as it has done with the Tea industry: engaging companies to address direct and indirect challenges listed above related to child dependents of workers and providing suggestion on support mechanisms that mutually benefit. These mechanisms include nursing stations for mothers; safe child-friendly spaces for day labourers who must bring their children on-site; supporting of trainings for company employees, workforce associations and site security management on on-site hazards for children and risks like sexual abuse and age inappropriate labour.

Perceived risks in partnerships: The sector may not have capacity to incorporate child and community challenges in project design and implementation at present.

8. Sector: Manufacturing (Industry-focus: Textiles)

Profile: The manufacturing sector has witnessed a steady growth rate of 7 per cent annually.[108] The government has set targets to increase the sector's contribution to GDP to 26 per cent by 2020.[109] A National Industrial Policy in place aims to diversify the economy and increase industrial manufacturing's role – increasing exports by USD 1.5 billion by 2020 and jobs in the sector by 1.5 million by 2024.[110] The Special Economic Zone (SEZ) in Kigali and four industrial parks in the country are aimed to boost domestic production and exports. Policymakers have cited Rwanda's strategic location in the East and Central Africa region, with a consumer base of over 260 million, as advantageous if manufacturers are given the right policy support. The manufacturing sector at present is driven by the production of import-substitutes for internal consumption.[111] Manufacturing activities that contribute to the GDP include beverages and tobacco, textile clothing, leather goods, wood and paper, chemicals, metal products, and electricity.[112]

Textiles and garments: Within the manufacturing sector, recent developments in the textile and clothing industry have the potential for job creation and productivity: in 2016, the government increased tariffs on imported used-clothes from USD 0.20 to USD 2.50 per kilogram with an intention of eventually phasing out their importation.[113] This move was arguably to boost the local manufacturing sector. Rwanda along with other members of the East African Community eventually agreed to bring about a complete ban on imports of second-hand clothes by 2019. A draft 2017-2019 strategy for the transformation of textiles, apparel and leather industrial sectors aims to increase the quality and quantity of textile while in the 2017/18 budget estimates the government eased taxes on inputs under the Made-in-Rwanda initiative including on inputs for the textile industry.[114] A proposed Apparel Manufacturing Zone in the Bugesera industrial park will offer investors incentives to undertake various value-addition activities like cutting, dyeing, tailoring, sewing and knitting.[115] The new policy-orientation towards domestic production can amount to significant job-creation. A major player in the garments industry at present is the Chinese firm C&H. This company is in the Kigali SEZ and generates an annual turnover of over USD 150 million; it produces exclusively for export. The other big player is Utexrwa – it specializes in industrial clothing and uniforms for the public sector and defence. The Rwanda Standards Board (RSB) regulates the textile industry.

Potential impact on children and communities: The garment industry's global supply chain is a strong focus within UNICEF's Child Rights and Business work. The organization observes that there are over 70 million workers in the garment manufacturing industry and a majority of workers in factories are female.[116] There are well-documented challenges in the garment industry that affect workers, particularly mothers, child dependents and communities,[117] including: inadequate maternity support for employees that has a direct bearing on their children (paid maternity leave, work hours, nursing breaks); limited childcare options in and around factories and the lack of trained caregivers; lack of proper nutrition for workers and for child dependents; low wages and long working hours – which also increases risks of children dropping out of school, and affects the ability of working parents to adequately care for their child; risks of child labour in the informal sector; and, limited provisions for clean water, toilets and good hygiene.

108 Manufacturing sector Overview, pg. 9, in Invest in Rwanda guide (2017); Rwanda Development Board.
109 Ibid.
110 Ibid.
111 See 'Manufacturing vs service sector: Which way for Rwanda?' by Dr. Jaya Shukla; The New Times, Rwanda; updated 18th May 2018. Online at https://www.newtimes.co.rw/section/read/214541.
112 Ibid.
113 See article titled 'Rwanda maintains tough stance on used clothes', by Athan Tashobya, in the New Times Rwanda, 19th February 2018.
114 Ibid.
115 See Investment opportunities in the Manufacturing sector, pg. 10, Invest in Rwanda guide (2017).
116 See section on Garments in UNICEF's online Global Supply Chains guide; online at www.unicef.org/csr/garments.
117 Examples taken from the UNICEF Report titled 'The Ready-made garment sector and children in Bangladesh', November 2015.

Opportunities for engagement

Fund raising: There is a new partnership developing in the fashion industry between UNICEF and Norway's sovereign wealth fund. This partnership, initiated in 2017, is setting up a network of approximately 15 companies including Hennes & Mauritz AB, Kering (Gucci and Saint Laurent) and VF Group (North Face and Wrangler) with a total market value of USD 244 billion. They seek to improve children's rights in the global garments and shoes industries.[118]

Child Rights and Business: The sector is projected to enter a strong growth phase due to the policies that favour domestic production[119]; the draft 2017-2019 strategy on textiles, apparel and leather estimated that policy implementation and support could create over 25,000 jobs.[120] Engaging with the sector will enable the CO to influence future policies and safeguards for the workforce and its dependents. More research is required in the sector on employment data (demographics, remuneration, employee benefits); localized Rwanda-specific challenges; the prevailing attitudes among garment factory workers on utilization of services (childcare, good hygiene practices); legal recourse; and grievance redressal mechanisms. This will be a precursor to CRB work. There is also scope for a review of policy and legislation in relation to applicable international standards in the industry.

Shared value work: CO can engage the company Utexrwa specifically and build greater sensitivity and capacity among factory management on workplace policies that directly and indirectly affect the employees' children. Developing and testing factory-based solutions such as provision of clean drinking water, toilet facilities and nursing spaces can be successful if management approves. This is based on understanding company-specific challenges in employee support, and, on dialogue with management.

Advocacy: The garment industry involves numerous stakeholders: regulatory agencies; worker cooperatives; companies along the supply chain (domestic and foreign[121]); and companies in the domestic market. The CO can conduct advocacy exercises to raise awareness of challenges of childcare; remuneration and working conditions; and the access of child dependents to basic services. Additional research on Rwanda and company/sector-specific challenges is necessary for this work .

Perceived risks in partnerships: The sector is not familiar with institutionalized CSR that indirectly affect dependents, based on a preliminary discussion. This will affect the ability of company management to carry through partnership commitments.

118 'Top fashion companies come together to improve children's rights', Bloomberg, 24th November 2017, Business of Fashion online; https://www.businessoffashion.com/articles/news-analysis/top-fashion-companies-come-together-to-improve-childrens-rights.

119 As per the Ministry of Trade and Industry projections, domestic garment production will overtake second-hand imports by 2020. See Business article 'How Rwanda can boost the textile industry' in the New Times Rwanda by Peterson Tumwebaze, published 13th September 2016.

120 'Rwanda maintains tough stance on used clothes', by Athan Tashobya, in the New Times Rwanda, 19th February 2018.

121 According to Utexrwa management, most of the raw materials and machinery in the production process is sourced externally: cotton from Tanzania and Uganda, polyester from South Asia and China, machinery from Western Europe, and accessories (buttons, fasteners) from China. Based on discussion with Manager, Utexrwa, on 30th April 2018, Kigali.

9. Sector: Real estate and Construction

Profile: This sector contributes over 8 per cent to the national GDP and is growing at 6 per cent (2015/2016) owing to the continuous expansion in private construction and in public works.[122] Investments in the sector have grown almost six-fold to USD 596 million since 2003.[123] This growth is driven by an emerging middle and service class, increased diaspora investment in the Rwandan property markets, and, by public investment in urban and rural infrastructure.[124] The Kigali Master Plan will generate more demand while there is also a concerted effort to develop secondary cities including Rubavu and Musanze. Investment opportunities particularly lie in affordable housing: over 186,000 units are required to address housing needs for the middle class.[125] According to the Ministry of Trade and Industry, the 'construction material' sub-sector is the largest within the manufacturing sector. By 2011, it generated USD 700 million and was the fastest growing in terms of new market entrants: 65 firms were registered and active within as compared to two in 2006; the ten largest companies were employing over 1,500 full-time staff.[126] The ministry does note that the largest and most successful manufacturers of building materials today tend to be large regional industry groups that are able to exploit advantages in their access to capital, equipment, management and technical expertise. They also maintain well-developed supply chains linking Rwanda to the regional markets. The construction industry consists of large, regional players and more domestic, small-scale firms that are contracted. Some of the major players are NPD, Fair construction, Horizon, ROKO and Real Contractors. There is also a small but active group of Chinese entrants in the market. One such company is the China Civil Engineering Construction Corporation (CCECC): CCECC is undertaking the first phase of the Vision City project – part of the Rwandan government's efforts to solve housing challenges in the capital Kigali.

Potential impact on children and communities: Business operations in the sector carries risks that are similar to the Infrastructure sector: construction projects carry environmental risks, child and forced labour issues and potential on-site hazards. Weak regulatory oversight on worker remuneration and work conditions indirectly affect the welfare of the workforce's child dependents. Local water, sanitation and health services may be stretched to accommodate workers and their families and child dependents. There are construction workers who must bring their children on-site; basic childcare, education and health services for these families in the construction sites is a challenge.

Opportunities for engagement

Child Rights and Business: This requires engagement with policy-making bodies in the sector and companies themselves to support environmental and social impact assessments. Civil society actors and research agencies again may assist in generating research on how children and the workforce are affected in the sector. CLADHO has been working on child protection and the impact of business operations on children and communities. Additionally, there are physical accessibility issues to be considered in buildings and within premises. The National Union of Disability Organizations in Rwanda (NUDOR) addressed accessibility issues particularly in public service facilities like clinics.

Shared value work: The CO can eventually engage companies in dialogue to address direct and indirect challenges listed above related to child dependents of workers and providing suggestion on support mechanisms that are mutually beneficial. These mechanisms include nursing stations for mothers; safe child-friendly spaces for day labourers who must bring their children on-site; supporting of trainings for company employees, workforce associations and site security management on on-site hazards for children and risks including sexual abuse and child labour.

Perceived risks in partnerships: The sector in Rwanda may not have capacity to incorporate child and community challenges in project design and implementation at present.

122 See Real estate and construction Overview, pg. 28, in the Invest in Rwanda (2017) guide, Rwanda Development Board.
123 Ibid; pg.28.
124 Ibid; pg. 29.
125 See Investment opportunities in Real estate and construction, pg. 29, Invets in Rwanda (2017).
126 See the Manufacturing Sector, Pg.27, in the Minsitry of Trade and Industry's Private Sector Development Strategy (2013-2018).

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Key findings

Private sector and social investments

Domestic businesses are active in charity and social work although their activity is not institutionalized with long-term objectives.[127] Companies invest in employees, their dependents and in communities in a variety of ways however. Charitable donations increase markedly during the annual genocide commemoration month in April. Many companies interviewed for this mapping exercise channel funds into the Mutuelles de Sante, the government's health insurance scheme, which targets the lower income brackets in rural and urban areas. These funds are given towards their employees' insurance or to targeted-communities. Companies have also financed the construction of new housing schemes for genocide survivors and war veterans. Government agencies provide guidance to companies on which communities to target for health insurance coverage and for other initiatives.

Size and challenges affect engagement

The private sector has largely kept away from partnerships addressing community welfare; and there are not many examples of domestic companies seeking synergies with civil society or with development agencies towards this purpose.[128] The lack of efforts towards dedicated CSR and Social Investment efforts is indicative of the current phase of private sector growth in the country. The Ministry of Trade and Industry provides an overview of the size and constraints of the market: The country's industrial sector remains small, with most firms facing competitiveness issues due to several supply-side constraints, exacerbated by the country's small size and geographic location. In terms of company size, 98 per cent of Rwandan firms classify as Small and Medium Enterprises (SMEs) with limited access to finance, raw materials and skills.[129] The cost of trade in the country increases sales prices by an average of 20 per cent and access to serviced land is limited.[130] Domestic companies therefore are naturally reluctant to dedicate their limited resources into partnership efforts that may not show immediate returns for the business.

A relatively-new area of development engagement

Partnerships on CSR and Social Investments remains a niche space within the Development Partners' engagement with the private sector. The major bilateral and international partners of the government are engaged in private sector development, and the agriculture sector in particular, with larger growth objectives: for example, the USAID mission supports investments to enhance domestic competitiveness, infrastructure for market access, and, helping farmers in the dairy and horticulture sub-sectors.[131] The World Food Programme enhances market access for smallholder farmers through cooperatives and supports 52,000 farmers through its Purchase for Progress (P4) programme. The agency is involved in enhancing the cooperatives' management capacity, helping reduce post-harvest losses and improving farmer incomes.[132] There is a limited but growing space for engagement with the private sector in areas of work that align with the Child Rights and Business Principles agenda within the private sector. This space may however become more competitive as more international agencies engage a limited number of potential private sector players on similar partnerships in the future.

Sectors and nature of partnerships

Box 4 below is based on engagement opportunities identified for key sectors and industries in Section B (pages 10-26). It provides an overview of the areas of partnerships that can be considered.

127 Based on discussion with Natacha Kaneza, Head of Membership Coordination Services, and team, at the Private Sector Federation, Kigali, on 17th July 2018.
128 Based on discussion with Sinyigaya Silas, Executive Secretary, Rwanda Civil Society Platform (RCSP), on 5th April, 2018.
129 Ministry of Trade and Industry (2017). Made in Rwanda Policy.
130 Ibid.
131 See USAID involvement in Rwanda under the Economic Growth and Trade area; online at https://www.usaid.gov/rwanda/economic-growth-and-trade.
132 See WFP's country engagement and programme profile for Rwanda online at http://www1.wfp.org/countries/rwanda.

Box 4

Key Sectors (Industries)	a) Fund-raising for Country Office	b) Child Rights and Business (targeting the business, and the sector)	c) Shared Value work (partnership linked to country programmes, and innovations)	d) Advocacy (Joint/through
Priority sectors				
Agriculture (Agro-processing)		✓	✓	✓
Mining		✓		✓
Tourism and hospitality	✓	✓	✓	✓
Additional sectors				
Energy (Renewable/ Solar)		✓		✓
Financial services	✓	✓		
Information and Communication Technology	✓	✓		✓
Infrastructure		✓	✓	
Manufacturing (Textiles and garments Industry)		✓	✓	✓
Real estate and Construction		✓	✓	

Profile of potential-partners

Larger companies and corporations, particularly those with a regional or international presence, express a high degree of interest in partnership. Engaging such entities initially will be an effective strategy given their interests and the resources they can deploy.[133] Many such companies additionally have a corporate philosophy that incorporates responsible business components through CSR and social investments.[134] Partnership with such players will enable a greater degree of success. Successful partnerships with these larger private sector entities across sectors will have a demonstrative impact and build momentum for further engagements with domestic companies.

133 For instance, among the companies highlighted in this mapping exercise, the South Africa-based telecom giant MTN has a pan-African reach with a turnover of approximately USD 2 billion (2016) while the Radisson Blu in Kigali city is of one of the largest hotel companies with over 1400 hotels; the hotel chain generated a revenue of EUR 967.3 million in 2017.

134 MTN runs a comprehensive CSR initiative with links to Education, Community & Health and Economic Empowerment. Radisson hotels has on its part an established corporate philosophy on CSR and has partnered with UNHCR to provide Congolese and Burundian refugees with vocational training. (see Annex 2 for company profiles)

Sector-enabling agencies as facilitators

Partnership efforts must also consider strengthening ties with business associations and with sector coordinating and regulatory agencies where necessary (Box 5). These entities support the business enabling environment and address issues including worker rights, regulatory compliance and investment promotion. Apex agencies include the Rwanda Development Board, the Private Sector Federation and the Rwanda Cooperative Agency. There are additionally sector-specific agencies like the National Agriculture Export Development Board and the Rwanda Extractive Industries Workers' Union.[135] Finally, there are 'cross-sectoral' agencies that include the National Commission for Children and the Rwanda Environment Management Agency.

Box 4

Key regulatory agencies, facilitators and associations

Business Development Facility (BDF): An independent agency created by the government and the Development Bank of Rwanda (Banque Rwandaise de Développement) with the mandate of facilitating access to finance for small businesses.

Joint Action Development Forum (JADF)
District-level coordinating body for local government, civil society, development actors, and the private sector.

National Agriculture Export Development Board (NAEB): This agency implements policies and strategy for developing exports of agricultural and livestock products. It also facilitates the cooperative-company agreements in the tea industry and provides support to the agro-processing sector in general (tea, coffee, horticulture).

National Commission for Children (NCC): Coordinating body for the national child protection system comprised of government agencies civil society and Development Partners. Promotes child rights and ensures mainstreaming of child issues in national policies, plans and programme.

Private Sector Federation (PSF): Professional organization

Rwanda Cooperative Agency (RCA): A public institution mandated with regulating the cooperatives in operation across various economic sectors in the country.

Rwanda Development Board (RDB): An independent regulatory agency that seeks to provide all business registration services and investor guidance under one roof. It is responsible for investment promotion in strategic sectors, environments clearances, privatization initiatives, and supporting the tourism and ICT sectors in particular.

Rwanda Environmental Management Authority(REMA): This regulatory agency operates under the supervision of the Ministry of Environment and reserve legal mandate for environmental protection and conservation. It provides environmental oversight support for sectors/industries such as mining.

Rwanda Extractive Industries Workers' Union (REWU): REWU carries out advocacy for workers' rights and safeguards in the industry. It also conducts research on the impact of business operations in the mines and the effect of current working arrangement on worker dependents and communities.

Rwanda Mining Association (RMA): This is a member association of mining companies that promotes the exploration and exploitation of mineral resources in the country. It comprises of export-oriented mining companies and smaller entities – a total of 176 active members.

Rwanda Standards Board (RSB): A public institution established by legislation to develop and publish National Standards, carry out research in the areas of standardization, disseminate information on industry standards, carry out conformity assessments and metrology services in the country. It is a member of the International Organization for Standardization (IOS).

Rwanda Utilities Regulatory Authority (RURA): This agency regulates public utilities including telecommunications, water, waste management and electricity. It plays a pivotal role between the policy makers, licensed service providers and the end-consumers.

135 Annex 1 provides contact details on regulatory agencies in Rwanda.

Strengths, Weaknesses, Opportunities and Threats (SWOT) considerations

Strengths: Programme sections in the Rwanda CO have partnered with civil society organizations and with the private sector: the Early Childhood Development (ECD) Programme has links with the Rwanda Interfaith Council on Health (RICH) on raising public health awareness around HIV/AIDS and other communicable diseases. The Water, Sanitation and Hygiene (WASH) section has experience with the Japan-based LIXIL group that is addressing sanitary needs in low-income countries; LIXIL has field-test an affordable plastic Safe Toilet (SATO) series in Rwanda among other countries.[136] Similarly, the Child Protection team has collaborated with Tigo-Airtel, through the National Commission for Children (NCC), to better manage the 19,000 strong child protection volunteers across the country. In this case, the telecom company provides an ICT platform for the monitoring and reporting of cases handled by the volunteers. Additionally, the on-going partnership with the tea sector, facilitated by NAEB, is providing lessons on challenges and risk mitigation. All these experiences add to the institutional knowledge and will inform future partnership engagements.

Weakness: A generally-underdeveloped CSR and institutionalized social investment environment constitutes a key weakness for partnerships and their success as this translates into a general lack of dedicated resources and staff in potential-partner companies for this type of work. Additionally, the lack of a CSR law in the country may work as a disincentive for companies to explore this area of work.

Opportunities: The Rwandan government's support for private sector-led development presents itself as an opportunity for UNICEF to explore and expand in partnerships with private sector entities. The new National Strategy for Transformation reiterates the emphasis on domestic enterprise while the Ministry of Trade and Industry's 'Made in Rwanda' policy (2017) supports sector-specific public-private dialogues.[137] This creates a favourable policy environment for engagement with support from key regulatory agencies.

Threats: The domestic private sector is relatively small and they may not be inclined to channel their limited resources into partnerships if they do not see direct impacts on profitability and growth. This threat is linked to the capacity of company managements to understand the benefits of partnerships in CRB or the Shared Value approach which may give dividends over the long-term. Interest may be difficult to sustain if businesses are not open to UNICEF's conception of the partnerships and its objectives.

UNICEF Rwanda's new Private Sector Engagement strategy (2018) elaborates on the SWOT and includes other strategic considerations for the Country Office.

Next steps

a) A strategic approach requires engaging a small number of high-profile companies in the initial phase and then scale up engagement. In this regard, furthering the partnership in the tea sector and in 1-2 other companies from other priority sectors must be considered. Box 6 below provides a list of the top companies, priority-wise, who can be engaged in a partnership dialogue. Details on all selected companies are provided in Annex 2.

b) The CO CAP section will act in a Coordinator role to initiate further dialogue with the sectors identified and to link programme sections to companies on specific areas of cooperation. The CAP section will also support the CO to organize internal capacity for partnerships. This includes a) linking this mapping exercise and the new 5-year Private Sector Engagement Strategy to the programme work; b) identifying staff and resources in programme sections that will carry out partnerships with the companies; and, c) developing a framework on assessing the impact of these partnerships

136 Details on the the 'Make a splash: Toilets for all' LIXIL-UNICEF partnerships online at www.lixil.com/en/makeasplash. LIXIL and UNICEF will start with programs in Ethiopia, Tanzania and Kenya to ensure sanitation products are available at affordable prices and undertake joint advocacy to highlight development opportunities presented by the sanitation industry.

137 See Chapter 4: The MIR Policy Framework (pg. 23), in the Ministry of Trade and Industry's 'Made in Rwanda Policy' Document, December 2017.

Box 4

List of priority companies for engagement

Sector/Industry	Company
Priority engagement (3 sectors):	
Agro-processing	Rwanda Mountain tea Sustainable Harvest (Parent company of Question Coffee)
Extractives/Mining	Rwanda Extractive Industries Workers' Union (REWU)
Tourism/hospitality	Radisson
Additional sectors (6)	
Energy (Clean/Renewable)	Mobisol
Finance/Insurance	Equity Bank UAP Old Mutual
ICT/Telecom	DMM.Hehe MTN
Infrastructure	Not yet identified
Manufacturing	Utexrwa (textiles/garments)
Real estate and Construction	Cimerwa

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PRIVATE SECTOR MAPPING IN RWANDA ANNEX 1

CONTACT DETAILS FOR REGULATORY AGENCIES AND COMPANY REPRESENTATIVES

A. Regulatory and coordinating agencies

Name/ Designation	Agency	Contact details
Desire Rusatira Manager/Aftercare division, Investment Promotion and Facilitation	Rwanda Development Board (RDB)	0788304997 desire.rusatira@rdb.rw
Josephine Muhoracyeye Aftercare Specialist , Investment Promotion and Facilitation	RDB	0784833329 josephine.muhorakeye@rdb.rw
Sinyigaya Silas Executive Secretary	Rwanda Civil Society Platform (RCSP)	0788303417 silas.rcsp@gmail.com
Andre Mutsindashyaka Secretary General	Rwanda Extractive Industry Workers Union (REWU)	0788307153 mutsindashyaka@yahoo.fr
Jean Marie Bwanakweli Deputy SG	REWU	0788620843 bwanakwelijmv@yhaoo.fr
Immaculate Nyampinga Focal Point, Tea Division	National Agricultural Export Development Board (NAEB)	0788754020 nyampinga9@yahoo.fr
Issa Nkurunziza Manager, Tea Division	NAEB	0784500010 n.issa@naeb.gov.rw
Natacha Kaneza Head of Membership Coordination Services	Private Sector Federation (PSF)	0788880687 natachk@psf.org.rw
Leon Pierre Rusanganwa Health Programme Coordinator	PSF	0788303052 leonrusanganwa@gmail.com

B. Companies/Corporations

Name/ Designation	Agency	Contact details
Dario Simbizi Head of EU Project	Mobisol	0788318980 dario.simbizi@plugintheworld.com
Mupfasoni Liliane Agency Manager	Bank of Kigali	0788318980 dario.simbizi@plugintheworld.com
John Maridadi Manager, Sales and Distribution	Cimerwa	0788318980 dario.simbizi@plugintheworld.com
Adam McLean Director, Social Enterprise	Question Coffee	0789330673 a.mclean@questioncoffee.com
Mahesh Kumar Director	Yego Motos/Kommlabs	+6591009534 Mahesh.kumar@kommlabs.com
Sylvie Kanziga Relationship Manager, Women's Banking	Equity Bank	0788306854 Kanziga.sylvie@equitybank.co.rw
Toni Martinez Media and Communications Officer	DMM.HeHe	0785049577 t.martinez@dmmhehe.com
Adeline Nzitatira Marketing/Communications Specialist	UAP Old Mutual Group	0788591106 anzitatira@uap-group.com
Ritesh Patel, Manager	Utexrwa	0788303031
Christiane Rulinda PS to General Manager	Radisson Blu Hotel	0739705253 Christiane.rulinda@radissonblu.com
Suresh Negi General Manager, Operations	Sahasra Electronics Rwanda	0787396820 suresh@sahasraelectronics.rw
Christine Condo East Africa Regional Director	Sustainable Harvest Rwanda (coffee)	0788307775 christine@sustainableharvest.com
Rohith Peiris Director General	Sorwathe Ltd.	0788302834 rohithpeiris@gmail.com
Fred Rwagasana Director General	Gatare Tea Company	0788313901 rwagasana@gmail.com

PRIVATE SECTOR MAPPING IN RWANDA ANNEX 2

PROFILE OF COMPANIES SELECTED FOR POTENTIAL PARTNERSHIP

These profiles are based on discussions with the respective company representatives between March and July 2018, and data available on their official websites. The discussions addressed a) the nature of their prior or current partnerships with government, civil society or international development agencies; b) the employee and/or community welfare initiatives the company has undertaken or would consider doing so (and whether there was dedicated funding for such activities); c) the benefit they perceive in partnering with UNICEF.

Agriculture: Agro-processing (Coffee) **Sustainable Harvest Rwanda (SHR):** SHR is a local NGO established through U.S-based Bloomberg Philanthropy. It aims to improve the livelihoods of rural, low-income women coffee farmers and their families. It seeks to achieve this through collective trainings in coffee production that create the basis for a more transparent trade, improved quality and higher prices in the sector. The company today works with 75 cooperatives within Rwanda and sources their coffee through growers from these agencies. SHR has initiated a 3-year programme (2017–2019) to support 25,000 women coffee growers and their families in the entire value chain in 13 Districts across the country. Farmers receive trainings covering Best Agricultural Practices (BAPs), Cooperative Management, Governance & Leadership, Gender mainstreaming, and Home Roasting. Cooperatives that the women are part of are in parallel trained in quality control and cupping to access local and international market; they are also given guidance on linking with financial institution to access finance. Question Coffee in Kigali is owned by SHR. The company has in the past partnered with the Ministry of Gender and Family Promotion (MIGEPROF) and developed a curriculum for gender sensitivity training that was incorporated into their training modules for women and cooperatives. Additionally, they run a monetary rewards' programme for their trainees – contingent on them following best practices in managing their production (record-keeping, pruning in time) and social practices like enrolling their children in school and paying into their health insurance scheme.
Mining The Rwanda Extractive Workers Union (REWU) was established in 2014. This body advocates for workers, addressing gaps between laws and enforcement, and is actively seeking partnerships with mining companies in Rwanda to raise awareness of the challenges in this sector (the Rwanda Mining Association is REWU's direct counterpart that represents the mining companies). REWU expresses multiple objectives that it is working towards: making mining more 'formal' by upgrading worker skills, introducing contracts, and through worker registrationa; initiating a system of certification; linking miners' remuneration to banking servicesb; establishing more specialized training schools; and, changing worker attitudes towards informal work and bring awareness on wage and labour laws. REWU seeks partnerships with civil society and international development agencies to realize its objectives. The nature of mining activities in the country creates several challenges for families and communities. Mining operations are largely non-mechanized and artisanal and workplace hazards abound. The labour market is largely informal with contracted middlemen seeking out labourers from communities. Workers on mining sites are also not registered or salaried and are paid based on the amount extracted: this induces workers to engage their families and in many cases children in order to extract more minerals. Additionally, legal recourse for miners over wages and work conditions is difficult given the nature of workforce hiring: mining companies can contest their obligations towards miners who are hired by a third-party sub-contractor – who in turn may ask the miner to approach the company directly regarding disputes.

Tourism The Radisson Hotel Group is one of the largest hotel companies with over 1400 hotels in its portfolio. The group and its affiliates generated a revenue of over EUR 200 million by 2018.a The hotel in Rwanda is focused primarily on hosting participants of large conferences at the adjacent Convention Center. Radisson Hotel Group is one of the world's largest hotel companies with more than 1400 hotels in its portfolio. Their CSR efforts in Rwanda are based on their global corporate CSR philosophy of 'Think People (welfare and training of staff on relevant issues like human trafficking), 'Think Community' (they have earlier partnered with SOS Children's Villages International and supported their work), and, 'Think Planet' (sustainable actions in operations that minimize environmental impact). They additionally partnered with UNHCR Rwanda and took on refugees. These individuals were then trained in cooking and certified, gearing them for seeking employment. a See financial report from the parent company: http://www.rezidor.com/phoenix.zhtml?c=205430&p=irol-financial&nyo=0
Energy (renewable) **Mobisol:** Mobisol is a Germany-based company with over 750 employees and a presence in 12 countries. The company 'provides low-income African households with high-quality solar home systems that are a clean, safe and affordable alternative to fossil fuels.' Their aim is to provide affordable energy solutions to 2 million people by 2023. They make solar home systems, off-grid appliances and software solutions (such as remote access to Pay-As-You-Go products). Their financial partners and investors include UAID, the International Financial Corporation (IFC/World Bank Group) and Deutsche Bank Asset Management. Mobisol has partnered with MTN and Techno smart phones to increase cellular connectivity in rural Rwanda on an affordable payment scheme – this along with an affordable solar home system. The company secured over USD 25 million in 2017 through its consortium partner, Investec Asset Management (Investec), towards its operation in East Africa. For more Rwanda-specific developments, see company activities online at: http://plugintheworld.com/?s=rwanda.
Financial services **UAP Old Mutual:** This is an east/Southern Africa-based insurance company with 4000+ employees and 1.2 million customers. The UAP group, headquartered in London, claims GBP 395 billion as funds under management. They have a dedicated 'Responsible Business' programme that has so far covered healthcare, education and environmental conservation efforts: in Kenya for example, they have invested USD 30,000 in their partnership with the Kenya Society for the Blind to support assistive devices to visually impaired students while investing over USD 180,000 to refurbish the Kenyatta National Hospital in a public-private partnership agreement.

ICT

DMM.HeHe: Operates as a subsidiary of the Japanese parent company DMM.com Ltd that acquired a 100% equity stake in the Rwandan HeHe labs in 2017. The labs started as a software development and management company while DMM is a Japanese internet conglomerate with group revenues of approximately USD1.8 billion. This merger is part of DMM's interest in e-Commerce business in Rwanda and the region, part of its aim to invest over USD90 million in Africa over the next 5 years. DMM.com has also invested in the AC Group in Rwanda, a company that conducts electronic money business for public transportation. DMM.HeHe is now developing mobile technologies for retail brands to help elevate their service delivery. A case in point in the online retail shopping company Grocewheel (also acquired by DMM.HeHe) that allows for online ordering and door-to-door delivery service for household items and groceries. The software support allows for remote management of deliveries, locating workforce, and integrating local mobile payment systems, among other features. The company also provides training courses on e-Business and other topics for academic institutions.

MTN Group: A South Africa-based multinational company with over 230 million subscribers globally. The company recorded a turnover of USD 2 billion in 2016. The MTN Rwanda website has a section on their CSR efforts that are under the purview of the MTN Foundation. MTN in the country is committed 1% of Profit After Tax (PAT) annually to support the Foundation's activities. Four key areas listed under CSR are Education, Community & Health, Economic Empowerment and 'Government Priorities'. Among other CSR activities, MTN in Rwanda has for the past 5 years set up kindergarten schools in 30 districts (under their '21 Days of Y'ello Care initiative); supported training of 174 health care professionals and 89 medical staff; and, individually supported 50 vulnerable children who dropped out of school due to financial constraints.

Manufacturing

Utexrwa: This is a Rwanda-based vertically-integrated textile mill based in Kigali. The facilities run spinning, weaving and processing (dyeing and printing) and an in-house garment division. Operations began in 1985 and the firm now employs around 500 workers. The garments produced are sourced from cotton, synthetic and blended-fabrics; it also specialized in protective clothing and accessories for the armed services, fire-fighters, medical and industrial workforces. Most of the raw materials for is operations are sourced from overseas: cotton from Uganda and Tanzania, polyester from China and India, dyes from Switzerland, and machinery from Europe. A large part of its production is to supply the civil and armed services; as per the manager, all police uniforms are produced by Utexrwa. The company additionally supplies uniforms to public schools and manufactures jackets for Airtel-Tigo and MTN that are worn by moto drivers. The company made an annual turnover of USD1 million in 2017 (Rwanda Today) and is relying on its existing public contracts and the progressive reduction of second-hand clothing to further strengthen its capacity to meet the local demand. The company senses an opportunity in the government decision to ban second-hand clothing although the management acknowledges the weak buying power of consumers that might see a big spike in clothing costs in the short to medium-term as domestic sector tries to meet the demand. The company proposes training communities – through the cooperatives' platform – in stitching and other garment-related skills to supply the market with locally-produced clothing.

Real estate and Construction

Cimerwa: Rwanda's only integrated cement producer is based in Rusizi district in southwestern Rwanda. The South Africa-based Pretoria Portland Cement (PPC) Limited owns a major of shares and has provided the company with technical support and capacity building for local employees. PPC recorded a revenue of over USD300 million in 2016 to which Cimerwa in Rwanda contributed USD13 million.a The parent company runs operations in Botswana, Zimbabwe and South Africa itself. Cimerwa mines raw materials, produces clinker concentrates, pack and sells cement for general and civil construction; it also exports some of its products to neighboring DRC and Burundi. The company has dedicated CSR activities as part of its 'Strengthening Rwanda' initiative to support local communities: it set up a clinic and provides an ambulance for three neighbouring sectors and has it established a nursery and primary school that hosts 480 students; constructed homes worth Rwf 30 million for genocide survivor; and, secured free company land and concessions for community farming activities. Additionally, it provides clean water in Rusizi district and covers health insurance costs for the lowest income groups in the district.

a See article in The East African online titled 'Cimerwa results help cushion Pretoria Portland Cement', Saturday July 2nd 2016. Online at www.theeastafrican.co.ke/business

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