



Republic of Rwanda
Ministry of Gender and
Family Promotion

**GENDER MAINSTREAMING AND
ACCOUNTABILITY GUIDELINES FOR
DIFFERENT SOCIO-ECONOMIC
SECTORS IN RWANDA**

2025

TABLE OF CONTENTS

List of acronyms.....	3
1. Introduction and background	6
2. Rationale of the gender mainstreaming and accountability guidelines.....	7
3. Aims of gender mainstreaming and accountability guidelines.....	7
4. Methodology used for developing gender mainstreaming and accountability guidelines	8
5. Principles of the gender mainstreaming and accountability guidelines.....	8
6. Gender mainstreaming and accountability guidelines in key socio-economic sectors	10
6.1. THE PUBLIC SECTOR..	10
6.1.1. National Economic Planning and Financial Development sectors.....	10
6.1.2. The Public Service Sector.....	13
6.1.3. Social Protection & Governance and Decentralization sectors	15
6.1.4. Justice, Reconciliation, Law and Order Sector	17
6.1.5. The Agricultural sector	20
6.1.6. Transport, Energy, Water supply and Sanitation, Housing and Human Settlement sectors.....	24
6.1.7. Youth empowerment sector	27
6.1.8. Education sector	29
6.1.9. The health sector.....	32
6.1.10. Environment and Natural Resources sector.....	35
6.1.11. ICT sector.....	37
6.1.12. Sports sector.....	39
6.1.13. The Foreign Affairs and International Cooperation sector.....	42
6.1.14. Defense, Peace and Security sector.....	43
6.2. Gender mainstreaming and accountability guidelines in the private sector	45
6.3. Gender mainstreaming and accountability in civil society organizations and faith-based organizations.....	47
6.4. Role of migeprof and the gender and family promotion sector in the implementation of gender mainstreaming and accountability guidelines.....	50
annex 1. Gender-responsive assessment matrix.....	51
annex 2. Table of consultations with stakeholders for the assignment to develop gender equality and accountability guidelines – migeprof	56

LIST OF ACRONYMS

BCC	: Budget Call Circular
CEDAW	: Convention on the Elimination of All Forms of Discrimination Against Women
CSOs	: Civil Society Organizations
FBOs	: Faith-based Organizations
FFRP	: Forum des Femmes Rwandaises Parlementaires
FGD	: Focus Group Discussion
IFMS	: Integrated Financial Management System
GBS	: Gender Budget Statement
GMO	: Gender Monitoring Office
GMS	: Gender Mainstreaming Strategy
CNLG	: National Commission for the Fight against Genocide
GRB	: Gender Responsive Budgeting
ILPD	: Institute of Legal Practice and Development (ILPD)
JRLO	: Justice, Reconciliation, Law and Order
MIGEPROF	: Ministry of Gender and Family Promotion
MINECOFIN	: Ministry of Finance and Economic Planning
MIFOTRA	: Ministry of Public Service and Labour
MINEDUC	: Ministry of Education
MININFRA	: Ministry of Infrastructure
MMT	: Mobile Money Transfer
NCDA	: National Child Development Agency
NINGO's	: National and International Non-Governmental Organizations
NSDES	: National Skills Development and Employment Strategy
NCHR	: National Commission for Human Rights
NGO	: Non-Governmental Organizations
NPPA	: National Public Prosecution Authority
NISR	: National Institute of Statistics of Rwanda
NST	: National Strategy for Transformation 2 (NST2: 2024–2029)
NURC	: National Unity and Reconciliation Commission
NWC	: National Women's Council
OECD	: The Organization for Economic Cooperation and Development

RBM	: Results-Based Management
RCS	: Rwanda Correctional Service
RCSP	: Rwanda Civil Society Platform
RNP	: Rwanda National Police
RSB	: Rwanda Standards Board
SDGS	: Sustainable Development Goals
SEAH	: Sexual, Exploitation, Abuse and Harassment (SEAH)
SIGI	: Social Institutions and Gender Index
UN	: United Nations
UDHR	: The Universal Declaration of Human Rights
UNDP	: United Nations Development Programme
UNICEF	: United Nations International Children's Emergency Fund
VUP	: Vision Umurenge Programme
WEF	: World Economic Forum.

Foreword

Gender equality is not just an aspiration; it is a fundamental principle upon which inclusive and sustainable development thrives. The Government of Rwanda has exemplified a steadfast commitment to this principle, enshrining it within the national fabric and actively pursuing policies and initiatives that promote gender equality and women's empowerment.

This document serves as a testament to Rwanda's unwavering dedication to gender equality. From constitutional reforms to the ratification of international conventions, Rwanda has established a robust framework for gender mainstreaming and accountability across various sectors of development. Through initiatives such as Gender Responsive Budgeting (GRB) and comprehensive policy frameworks, Rwanda has demonstrated its commitment to addressing gender disparities and promoting equitable access to resources and opportunities for all its citizens.

The development of Gender Mainstreaming and Accountability Guidelines marks another milestone in Rwanda's journey towards gender equality. These guidelines provide a comprehensive framework for stakeholders across socio-economic sectors to integrate gender considerations into their policies, programs, and practices. By fostering inclusivity, promoting cross-cutting approaches, and prioritizing capacity building and awareness-raising, these guidelines aim to transform unequal gender relations and promote shared power and decision-making.

As we embark on the implementation of these guidelines, let us reaffirm our collective commitment to gender equality and women's empowerment. By working together, we can create a more just and equitable society where every individual, regardless of gender, has the opportunity to thrive and contribute to Rwanda's continued progress and prosperity.



UWIMANA Consolée
Minister of Gender and Family Promotion

1. INTRODUCTION AND BACKGROUND

The Government of Rwanda continues to demonstrate a strong commitment to gender equality as a cornerstone of national development. Over the past decades, Rwanda has made significant strides in mainstreaming gender across national priorities to ensure inclusive and equitable progress. This commitment is enshrined in the Constitution of the Republic of Rwanda (revised in 2023), which emphasizes the rule of law, pluralistic democracy, equality of all Rwandans, and the promotion of women's participation in governance. The Constitution guarantees that women occupy at least thirty percent (30%) of positions in decision-making organs, a benchmark Rwanda consistently exceeds.

Rwanda's leadership in promoting Gender Equality and Women's Empowerment is further reflected in its ratification and domestication of key international frameworks, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action, UN Security Council Resolutions 1325 and 1820, the Universal Declaration of Human Rights (UDHR), and the Sustainable Development Goals (SDGs), reaffirmed in 2025 as part of the global commitment to accelerate progress toward gender parity.

According to the World Economic Forum's Global Gender Gap Report (2024), Rwanda ranks 39th globally out of 146 countries, with an index score of 0.757, reflecting sustained progress despite a slight decline from 0.794 in 2023. Rwanda remains among the top performers Africa, driven by strong institutional frameworks and innovative gender-responsive policies.

Since 2013, Gender Responsive Budgeting (GRB) has been institutionalized through the Organic Law No. 12/2013/OL of 12/09/2013 on State Finances and Property, revised in 2020 by the Organic Law No.002/2022. OL of 12/12/2022 on Public Finance Management require all ministries and districts to prepare Gender Budget Statements (GBS) as part of the Budget Framework Paper. Recent reforms have strengthened this approach, including:

- The Revised National Gender Policy (2025), which prioritizes gender integration in planning and accountability systems.
- The inclusion of gender-responsive indicators in the 2022 Public Expenditure and Financial Accountability (PEFA) assessment.
- The launch of flagship initiatives such as the Gender Equality Seal for Public Institutions and the Equanomics Program designed to advance gender-responsive fiscal and tax systems.

These measures aim to ensure equitable allocation of resources and address the strategic and practical needs of women and men, girls and boys, through robust accountability and transparency mechanisms in public spending. To enforce GRB implementation, the Ministry of Gender and Family Promotion (MIGEPROF), in collaboration with the Gender Monitoring Office (GMO), annually develops sector gender and family priorities with measurable targets.

These priorities are shared with MINECOFIN as part of the first Public Budget Call Circular (PBCC) to guide evidence-based planning and budgeting across sectors.

Despite progress, gender dimensions remain insufficiently integrated into sectoral and institutional planning processes, even though gender is recognized as a cross-cutting theme

in existing Sector Strategic Plans (SSPs). Addressing this gap is a key priority of the Revised National Gender Policy (2025).

In light of the above, this assignment seeks to develop Gender Mainstreaming and Gender Accountability Guidelines that will:

- Define requirements for gender integration across socio-development sectors.
- Provide tools for stakeholders to assess their current status.
- Support the setting of realistic targets for gender mainstreaming and accountability.

2. RATIONALE OF THE GENDER MAINSTREAMING AND ACCOUNTABILITY GUIDELINES

To achieve its mandate of ensuring that strategic coordination of policy implementation in the areas of gender and family promotion, women's empowerment and children rights protection and facilitate their integration in the socio-economic arena and political space in Rwanda, MIGEPROF works with different partners including Government Institutions, Development partners, NGOs, Faith Based Organizations, Civil Society and the Private Sector in furthering the gender agenda as pre-requisite for sustainable and inclusive development.

But, despite notable progress that has been made in mainstreaming Gender within national priorities and ensuring gender responsive and equitable Development, gender disparities persist in various development sectors.

For instance, the 2021 gender policy has revealed issues related to deficiencies observed at the level of gender mainstreaming and accountability in the planning processes, limited access to productive resources, gender inequalities in access to education, health, and social protection services, persistent negative cultural norms and gender stereotypes, limited women's participation in leadership especially in decentralized government entities and in the private sector, as well as limited specific gender related expertise needed to effectively mainstream gender and empower women in various sectors.

This is mainly due to a lack of clear guidelines on gender mainstreaming and gender accountability for different sectors on one hand, and limited skills and capacity on gender analysis and gender mainstreaming on the other. Even for sectors that have gender mainstreaming strategies, these are generally isolated documents that do not trickle down into institutional policies and plans.

3. AIMS OF GENDER MAINSTREAMING AND ACCOUNTABILITY GUIDELINES

The development of gender mainstreaming and accountability guidelines will provide an essential framework that will guide all gender mainstreaming and accountability efforts across development sectors. The guidelines will encompass generic standards or requirements that cut across all the sectors and sector-specific standards tailored to the context and particular considerations of each sector.

4. METHODOLOGY

The development of Gender Mainstreaming and Accountability Guidelines was a highly consultative process, with high involvement of stakeholders in all socio-economic sectors, CSOs, FBOs, and national and international NGOs invested in supporting the promotion of gender equality and women's empowerment in Rwanda.

These consultations were centred around five key areas of gender mainstreaming/accountability, a process that helped to appreciate the current status of gender mainstreaming and gender accountability in various sectors, and set out clear guidelines to help various sectors to ensure effective integration of gender equality and women's empowerment objectives. The five pillars are:

- (1) Enabling environment for gender equality
- (2) Systems and Processes, including Planning and Budgeting, M&E, Recruitment, and Communication
- (3) Skills and capacities
- (4) Decision-making, to assert whether males and females are equitably represented in decision-making organs
- (5) Participation, Partnerships, and Accountability for gender equality.

Consultations across sectors were complimented by a review of sector policies, strategies, programs, guidelines, and other gender equality initiatives that further informed the guidelines' development process by providing information on the progress achieved by each sector in promoting gender equality and accountability, as well as persistent gaps that still need the attention of planners, decision-makers, and other stakeholders in those sectors. The information collected through desk review and stakeholder consultations was consolidated, processed, and fed into the gender mainstreaming and accountability development process.

5. PRINCIPLES OF THE GENDER MAINSTREAMING AND ACCOUNTABILITY GUIDELINES

The Gender mainstreaming and accountability guidelines are in line with the Revised National Gender Policy (2021), which aims to improve gender equality and equity in various sectors while increasing women's access to economic resources and opportunities and contributing to the edification of a society free from any form of gender-based violence and discrimination. The gender mainstreaming and accountability guidelines are founded on the following guiding principles:

- 1) Inclusion: entails providing equal access to opportunities and resources for people who might otherwise be marginalized, by ending all forms of discrimination and exclusion, and reducing the inequalities that leave people behind and undermine their potential to participate and benefit from those opportunities and resources.
- 2) Cross-cutting: The cross-cutting nature of gender equality implies that gender mainstreaming and accountability should be upheld in all sectors and at all levels.

- 3) Commitment and ownership: The effective implementation of gender equality and accountability will rely on high-level commitment by different stakeholders across sectors, including those in leadership positions.
- 4) Capacity building: Continuous capacity building of staff and stakeholders involved in the implementation of gender mainstreaming and accountability guidelines will foster a sense of ownership and empowerment, and is a pre-requisite factor for success.
- 5) Awareness on gender mainstreaming: Awareness-raising amongst key stakeholders and the general public on the benefits of gender mainstreaming will promote the support necessary to influence change toward more equality and equity across all socio-economic sectors.
- 6) Transformative: The development of gender mainstreaming and accountability guidelines is underpinned by the need to transform unequal gender relations to promote shared power, control of resources, decision-making, and support for women's empowerment.

6. GENDER MAINSTREAMING AND ACCOUNTABILITY GUIDELINES IN KEY SOCIO-ECONOMIC SECTORS

6.1. THE PUBLIC SECTOR

6.1.1. National Economic Planning and Financial Development sectors

A) The National Economic Planning sector:

Planning and Budgeting processes provide a unique entry point for gender mainstreaming in the national planning and budgeting process for all government entities (Ministries and Affiliated Agencies, and the Districts). The Gender Responsive Budgeting (GRB) programme precisely aims at making Rwanda's planning and budgeting process gender responsive, while promoting gender accountability among all government agencies. This is achieved through the Gender Budget Statement (GBS) tool.

During sector-level consultations in the development of Gender mainstreaming and accountability guidelines, the following was noted:

- There are uneven levels of gender analysis for identifying underlying gender issues in each sector and in designing redressing actions, owing to the absence of standard guiding for gender mainstreaming in sector policies and strategic plans.
- There are no standard guiding tools for mainstreaming gender in sector policies and strategies.
- Sectors also lack standard tools to help them conduct gender situation analysis to identify gender issues in those sectors and inform their planning and budgeting processes. There is also needed to institutionalize gender in national planning and M&E processes beyond GBS. This includes the development of gender sensitive indicators, collection of sex-disaggregated data, and capacity building on gender analysis and planning skills for different line ministries, government agencies and districts.
- The Rwandan public budget framework provides for citizens' access to budget information and participation in budget processes under the Public Finance Management (PFM), but there are no guidelines to ensure women's participation.

B) Financial Development Sector

Although gender equality and equity principles are not mentioned in the financial sector strategic plan, the sector has a financial inclusion strategy that aims to create an enabling environment for financial institutions and other competitors to provide a broader range of low-cost financial services to households. This includes savings and deposit products for historically excluded clients, mobile money transfers (MMT), mobile and internet banking, agent banking, micro insurance, and micro leasing. The financial inclusion strategy provides concrete policy measures for including traditionally excluded clients, although it does not mention special groups targeted for financial inclusion, such as women and the youth.

The National Bank of Rwanda (NBR) is the institution mandated to promote financial stability and a sound financial system in Rwanda. The NBR has developed a Gender Mainstreaming

Strategy (2022-2027) with details on strategic interventions to be implemented in the process of advancing gender equality within the Bank in all its operations and functions. There is a need to expand gender mainstreaming and accountability initiatives beyond the banking sector and cover other non-banking financial institutions, including the pension, insurance, and capital market sectors.

The following guidelines are proposed for enhancing gender mainstreaming and accountability in the economic planning and financial development sector:

1) Enabling environment for gender equality (policies, laws, strategies, budgets, working environment···):

- i. **Embed gender equality and inclusiveness in the sector's Vision and Mission:** Emphasize the commitment to achieve a “sustainable and inclusive growth”, economic opportunities, and living standards of all Rwandans in the sector's vision and mission. This will ensure that gender considerations are integrated into the overall objectives of the sector.
- ii. **Incorporate Gender Equality in Financial Sector Strategies:** Update the financial sector strategic plan to include explicit gender equality and equity principles. This will also inform the elaboration of short-term plans and budget allocations.
- iii. **Enhance the Financial Inclusion Strategy:** Expand the financial inclusion strategy to specifically target traditionally excluded groups, including women and youth.
- iv. **Implement targeted policy measures for women:** Develop policies and measures that promote access to financial services, savings and deposit products, mobile banking, micro insurance, and micro leasing for women.
- v. **Enhance Gender-responsive policy design:** Develop guiding tools to be used by other sectors during sector policy design/review and strategic plans development.

2) Systems and Processes:

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a gender expert or establish a gender desk within the Ministry of Finance and Economic Planning or the National Bank of Rwanda. This role will consist of supporting gender mainstreaming efforts, building internal capacities, and advocating for necessary resources to advance gender equality.
- ii. **Uphold Gender Situation Analysis:**
 - ✓ Integrate a gender situation analysis as part of the overall sector analysis to identify key gender gaps, inform the setting-up of gender equality objectives, as well as the planning and implementation strategies to address gender disparities.
 - ✓ Develop and provide guidelines to help sectors perform gender situation analysis in the early stages of planning, namely during issue identification and setting of priorities.

iii. **Enhance gender responsive planning and M&E:**

- ✓ MINECOFIN, through the national planning and budgeting Department, is required to collaborate with MIGEPROF and other Gender machinery institutions to develop and provide checklists to be used by different sectors to integrate gender in different phases of the planning and M&E (design of programmes, sub-programmes and activities, setting of indicators and targets).
- ✓ Develop guidelines and checklists to ensure that gender equality issues are incorporated into the monitoring and evaluation processes of the financial development sector. This includes reviewing joint sector reviews to address gender equality concerns.
- iv. **Engendering Joint sector review process:** Develop checklists to ensure that backward-looking and forward-looking Joint sector reviews conducted periodically by different sectors tackle gender equality issues pertaining to the sector.
- v. **Establish Gender-Sensitive Indicators:** Develop gender sensitive indicators to measure gender responsiveness of the financial system over time. Some of the potential indicators could include
 - % of women access and use formal financial products and services
 - % of women in Board of Directors of financial institutions
 - % of women in Senior Management positions of financial institutions.
- vi. **Enhance Budget Processes:** Put in place a framework to promote women's access to budget information and their meaningful participation in budget processes at the local level. This will help ensure that gender considerations are integrated into resource allocation and budgeting decisions.

3) **Skills and Capacities:**

- i. **Improve Financial Products for Women:** Work with financial service providers (FSPs) to develop gender-responsive financial products tailored to the needs of women. Address barriers such as collateral requirements and high interest rates that hinder women's access to finance.
- ii. **Enhance the collection of sex-disaggregated data:** Develop a template to be used by all sectors for collecting and reporting using sex-disaggregated data. This will be done in collaboration with MIGEPROF and the Gender and Family sector in general.

4) **Decision-making**

- i. **Gender-responsive promotion scheme:** Adopt a gender-responsive promotion law or scheme that would allow public institutions to bridge gender imbalances in decision-making positions within the financial sector.
- ii. **Bridge gender gaps in leadership:** Collaborate with the ministry responsible for public service administration to bridge gender gaps in leadership and decision-making roles.

5) Partnerships for gender equality

- i. **Enhance collaboration with stakeholders:** Identify relevant stakeholders and establish collaboration mechanisms with key partners who have the potential to promote gender equality in the sector. This may include partnerships with civil society organizations, women's groups, and international development agencies.

6.1.2. The Public Service Sector

With regard to the laws, both the new amended Labor Law (2018, latest amendments 2024) (Law n° 027/2023 of 18/05/2023) and the Law establishing the general statute governing public servants include progressive provisions for the promotion of inclusive workplaces, such as the protection of an employment contract of a pregnant woman, more flexible working hours with an indication of break hours, prohibition of sexual harassment, the protection against discrimination, an extended maternity and paternity leaves and benefits accorded to a woman on maternity leave, etc. The Law establishing and governing the maternity leave benefits scheme guarantees payment of maternity leave benefits for a woman on maternity leave, equivalent to her last salary, and counted for the last six weeks of maternity leave. Additional mechanisms have been put in place for office sharing in government offices, and this has greatly contributed to reducing sexual harassment among public servants.

Nevertheless, there is a need to enhance the gender-responsiveness of public service policies and adopt affirmative actions to promote inclusive public service management and administration.

The following guidelines are formulated to support the sector in promoting gender mainstreaming and gender accountability in public service:

- 1) **Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...)**
 - i. **Embed gender equality and inclusiveness in sector's Vision and Mission:** Revise the Mission of the Ministry, respective to "providing a conducive environment for the creation of decent jobs and equipping the workforce with vital skills to increase productivity and competitiveness for sustainable development, (focusing on men and women)". This can help ensure that gender considerations are integrated into overall sector objectives.
 - ii. **Revise Policies and Strategies with a gender lens:** Update the public service sector's policies and strategies to incorporate a gender and inclusion perspective. This includes revising the Reform policy, Authority Delegation policy, Public Sector Pay and Retention policy, and the National Occupational Safety and Health Strategy to embed gender and inclusion as key principles and cross-cutting elements.
 - iii. **Establish a framework for Gender mainstreaming:** Develop a gender mainstreaming strategy for the public service sector. This strategy would outline concrete steps and interventions to integrate gender considerations into all aspects of public service administration and management.
 - iv. **Introduce a quota system in recruitment/promotion:** Revise the Law governing the general statute governing public servants to include a minimum quota for promoting the entry of women into public service and leadership roles. This could help address the underrepresentation of women in decision-making positions.

- v. **Reinforce the legislation on Sexual harassment in the workplace:** Revise Article 8 of the labour code to include punishment for sexual harassment committed by any other person, rather than the supervisor at one's workplace, in alignment with the content of Article 149, para.2 of the Law N°68/2018 of 30/08/2018, determining offences and penalties in general.
- vi. **Institutionalize the Gender Specialist Position in public institutions:** Restructure job structures in public institutions to include a Gender Specialist position. This will ensure the presence of dedicated experts on gender mainstreaming within government institutions, including ministries and affiliated agencies.
- vii. **Promote gender-friendly working environment in the workplace:** Adopt a policy on promoting a gender-friendly working environment by requiring both public and private institutions to put in place the following infrastructures:
 - a. A well-equipped child-care facility
 - b. A changing room for male and female staff
 - c. Separate toilets and/or washrooms for males and females
 - d. Establish a policy on Sexual Exploitation, Abuse and Harassment (SEAH).

2) Systems and processes:

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a gender expert or establish a Gender desk at MIFOTRA level to support the implementation of the gender promotion interventions within the sector, build internal capacities for gender mainstreaming and advocate for the availability and provision of human, material and financial resources required to advance the gender equality agenda.
- ii. **Strengthen Recruitment Procedures in the public sector:** Adopt gender-responsive recruitment procedures in public sector, such as ensuring gender-balanced recruitment panels and using channels that are accessible to both men and women for advertising positions. Consider exercising discretionary powers to hire individuals of underrepresented genders in the institution, supported by well-elaborated policies.
- iii. **Uphold Gender Situation Analysis:** Integrate a gender situation analysis as part of the overall sector analysis to identify key gender gaps, inform the setting-up of gender equality objectives as well as the planning and implementation strategies to address gender disparities.
- iv. **Enhance Inclusive Communication:** Establish an inclusive communication policy/strategy for the public sector. This policy should guide all communication processes, ensuring inclusivity, non-sexist language, and the active involvement of both men and women.

3) Decision-making

- i. **Enhance Decision-Making Gender Balance:** Revise the Law governing public servants or adopt a new promotion law that allows public institutions to recruit and promote the underrepresented gender in decision-making positions, in alignment with the national Constitution.

4) Partnerships for gender equality

- i. **Foster Partnerships for Gender Equality:** Identify relevant stakeholders and establish collaboration mechanisms with partners who have the potential and ability to promote gender equality in the public service sector. This can include partnerships with civil society organizations, women's groups, and other government agencies.

6.1.3. Social Protection & Governance and Decentralization sectors

The Social protection policy states that all social protection interventions shall address specific needs and vulnerabilities for both girls and boys, women and men, whereas the Decentralization policy recognizes the need to give equal opportunities to both men and women to participate in governance and development activities at all levels and make the voices of women, the poor, and other marginalized groups count in all decentralized entities.

Vision Umurenge Programme (VUP) is the flagship Government programme for the delivery of social protection programmes to eradicate poverty and promote socio-economic transformation by accelerating graduation from poverty and strengthening household resilience. According to EICV7 (2025), women make up about 64% of those getting VUP Direct Support and about 56% of those getting Public Works in 2017. Gender equity and inclusiveness of vulnerable populations, including older people and persons with disabilities, is a key component of the VUP programme.

Further to the above, MINALOC developed a Gender mainstreaming strategy in Local Government in 2015. However, the review of this Strategy has shown a lack of alignment with NST2 (2024–2029), the Social Protection and Local Governance & Decentralization Strategic Plans (2018-2024). The following guidelines are proposed for enhancing gender mainstreaming and accountability in the Governance & Decentralization, as well as Social Protection sectors:

1) Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...):

- i. **Embed gender equality and inclusiveness in sector's Vision and Mission:** Revise the Mission of the Ministry to include a gender and inclusiveness dimension, more specifically by reflecting on the need to give equal opportunities to both men and women to participate in governance processes and ensure sustainable and "inclusive" community development.

- ii. **Establish/maintain a framework for Gender mainstreaming:**
 - ✓ Develop a specific gender mainstreaming strategy for the social protection sector to guide the sector on gender mainstreaming by outlining concrete steps and interventions to integrate gender considerations into all socio-protection programmes;
 - ✓ Revise the existing Gender mainstreaming strategy for the Local Government and Decentralization sector to align it with current sector strategic plan and priorities.
- iii. **Update LG legislation to ensure equitable representation of men and women:** Revise the Presidential Order establishing the Responsibilities, Organization and Functioning of the Sector, Cell and Village and tackle the issue of representation of men and women in decision-making organs of these LG entities.

2) Systems and Processes:

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a gender expert or establish a gender desk at MINALOC level to support the implementation of the gender promotion interventions within the Socio-protection and Governance & Decentralization sectors, build internal capacities for gender mainstreaming and advocate for the availability and provision of human, material and financial resources required to advance the gender equality agenda.
- ii. **Uphold Gender Situation Analysis:** Integrate a gender situation analysis as part of the overall sector analysis to identify key gender gaps, inform the setting-up of gender equality objectives as well as the planning and implementation strategies to address gender disparities.
- iii. **Enhance gender-sensitive M&E framework:** Revise sector indicators to make them gender sensitive, among them: % of the population accessing social security and income support programmes (disaggregated by gender); % of older people covered by social protection (by gender); % of PwDs with health insurance (by gender); and % of HHs in Ubudehe Category 1 benefitting from integrated caseworker management system (by gender).
- iv. **Gender-responsive reporting standards:** The Decentralization sector is required to develop a standard gender-sensitive reporting template for use by districts for reporting to line ministries on earmarked budget.
- v. **Gender-responsive performance evaluation framework:** Advocate with NISR and other relevant institutions to integrate gender equality evaluation criteria among existing criteria for evaluating performance contracts at both central and district levels.
- vi. **Enhance Inclusive Communication:** Establish an inclusive communication policy/strategy for the Socio-protection and Governance & Decentralization sectors. This policy will guide all communication processes, ensuring inclusivity, non-sexist language, and the active involvement of men and women.

3) Skills and capacity

- i. Build capacity on gender analysis and mainstreaming at central and Local Government levels: Liaise with MINECOFIN, MIGEPROF, and the Gender and Family promotion sector at large to organize training on gender analysis and gender mainstreaming for

technical staff responsible for planning and budgeting in the decentralization and local government levels.

4) Decision-making

- i. Equitable representation of men and women in decision-making: Collaborate with the ministry that has the administration of public service and labour in its mandate to bridge gender gaps in decision-making as appropriate, including through internal promotion and nominations of senior public servants.

5) Partnerships for gender equality

- i. Strengthen collaboration: Identify relevant stakeholders and determine the collaboration mechanism with partners who have the potential and ability to promote the sector's commitment to gender equality.

6.1.4. Justice, Reconciliation, Law and Order Sector

Over the past decade, Rwanda has continued to strengthen its legal framework to eliminate discriminatory provisions and promote equality between men and women, as guaranteed by the Constitution of the Republic. Justice, Reconciliation, Law and Order (JRLO) institutions have spearheaded reforms across family, labour, and property laws. Notable milestones include the revised Family Law (Law No. 71/2024 of 26/06/2024), which reinforces gender equality in marriage, recognizes unpaid care work, and introduces inclusive provisions for persons with disabilities.

The law also reforms matrimonial regimes to ensure joint property management and safeguard women's economic rights during divorce proceedings. Complementing these efforts, Rwanda launched RS 560:2023, Africa's first national gender equality standard, institutionalizing gender-responsive practices across public and private sectors. These developments build on earlier laws such as the Law No. 27/2016 on matrimonial regimes, donations and successions, and the Law No. 32/2016 governing persons and family, while aligning with international commitments under CEDAW. Together, these measures reflect Rwanda's ongoing commitment to inclusive governance and the eradication of gender-based discrimination.

The JRLO sector has also developed its gender mainstreaming strategy, and the majority of JRLO institutions have appointed Gender focal points from the Planning Directorate, but a lot needs to be done to ensure effective implementation of priorities highlighted in the strategy, including capacity building on gender mainstreaming in planning and awareness of gender provisions of the laws as well as enhancing law enforcement. The following gender mainstreaming and accountability guidelines in the JRLO sector have been proposed:

1) Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...)

- i. Embed gender equality and inclusiveness in the sector's high-level goals: Revise the formulation of missions, values, and responsibilities of JRLO institutions to reflect the principle of gender equality in strengthening the rule of law and promoting good governance and a culture of peace.

- ii. Increase ownership of the existing gender mainstreaming strategy: Promote the dissemination of the existing gender mainstreaming strategy among JRLO institutions and explain how its recommendations can be translated into concrete actions.
- iii. Improve legislation for gender mainstreaming:
 - ✓ The legal framework governing correctional services has evolved significantly since the adoption of Law N°34/2010 of 12/11/2010, which was replaced by Law N°022/2022 of 29/09/2022 governing Correctional Services. While the current law emphasizes humane treatment and rehabilitation, there is a growing consensus on the need for further amendments to strengthen protections for pregnant and breastfeeding women in detention. Recent ministerial orders have introduced measures such as special food supplements for pregnant and lactating inmates, periodic medical check-ups, and improved childcare arrangements for infants residing with their mothers in prison, in line with international human rights standards. However, stakeholders advocate for codifying these provisions into the primary law to guarantee enhanced nutrition, hygiene, and maternal health services, ensuring that the best interests of the child are upheld. These reforms would complement existing programs that allow children under three to stay with their mothers and align Rwanda's correctional policies with global best practices on gender-sensitive incarceration.
 - ✓ Amend the criminal policy and related laws to set up a sophisticated strategy to deal with gender issues in cybercrime and other international threats, such as terrorism and human trafficking, and adopt a corresponding punitive regime.
 - ✓ Revise existing guidelines on legislative drafting to integrate gender equality as a key principle contributing to the realization of the rule of law and the promotion of sustainable development.

2. Systems and processes

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a gender expert or establish a gender desk at the MINIJUST level. This role would include supporting the implementation of the gender promotion interventions within the sector, building internal capacities for gender mainstreaming and advocating for the availability and provision of human, material and financial resources required to advance the gender equality agenda.
- ii. **Enhance gender-responsive services in the justice sector by:**
 - ✓ Developing gender-responsive service delivery protocols and guidelines to ensure that justice services are accessible, inclusive, and sensitive to the needs of women and other marginalized groups.
 - ✓ Improving access to justice for women by establishing women-friendly courtrooms and legal aid centers that provide specialized support and assistance to women who have experienced violence or discrimination.
 - ✓ Strengthening support services for survivors of gender-based violence, including counseling, medical services, and safe shelters.

iii. **Enhance gender-responsive research and analysis:**

- ✓ Improve data collection systems to gather gender-disaggregated data within the JRLO sector. This will help identify gender gaps, monitor progress, and inform evidence-based decision-making.
- ✓ Conduct research and studies on gender-related issues within the justice sector, such as gender bias in legal proceedings, barriers to women's access to justice, and the impact of gender-based violence.

iv. **Monitoring and Evaluation:**

- ✓ Establish a gender monitoring and evaluation framework to regularly assess the progress of gender mainstreaming initiatives within the JRLO sector. This would include specific indicators and targets related to gender equality and women's empowerment.
- ✓ Regularly review and evaluate policies, programs, and interventions to identify gaps and areas for improvement in gender mainstreaming efforts.

v. **Enhance Inclusive Communication:** Develop an Inclusive Communication Policy for the JRLO sector. This policy will guide all communication processes, ensuring inclusivity, non-sexist language, and the active involvement of both men and women.

vi. **Engaging Men and Boys:** Implement targeted initiatives to engage men and boys as allies in promoting gender equality and challenging harmful gender norms and stereotypes. This may include awareness campaigns, training programs, and initiatives that encourage men to take an active role in ending gender-based violence and discrimination.

3. Enhance Skills and capacities

- i. **Raising awareness on gender issues in the JRLO sector:** Conduct gender awareness training for all staff members within JRLO institutions to raise awareness about gender issues, gender equality, and women's empowerment in partnership with MIGEPROF and other players in the Gender and Family promotion sector. This should include judges, lawyers, police officers, correctional service personnel, and other relevant stakeholders.
- ii. **Capacity enhancement on gender analysis and mainstreaming:** Collaborate with MINECOFIN, MIGEPROF and the Gender and Family promotion sector at large to organize capacity enhancement skills on gender analysis and gender mainstreaming for technical staff involved in planning and budgeting processes of the justice sector.
- iii. **Implement specialized training programmes:** Develop specialized training programs on gender-based violence, gender-responsive justice, and handling cases involving gender-related crimes for staff and stakeholders in the JRLO sector.
- iv. **Increase public awareness of gender provisions in laws:** Conduct public awareness campaigns to popularize gender sensitive laws and enhance law enforcement mechanisms on gender aspects imbedded in different laws, promote gender equality, women's rights, and the importance of gender mainstreaming

within the justice sector. This can include media campaigns, community dialogues, and outreach programs targeting different stakeholders.

- v. **Promoting education on women's rights:** Develop educational materials and resources on gender equality and women's rights for legal professionals, law enforcement agencies, and the general public.

4. Decision-making

- i. **Promote Women's Participation in Decision-Making:** Adopt a gender-responsive promotion law or scheme that promotes gender balance in decision-making positions within the JRLO sector, in collaboration with the ministry in charge of public service administration.

5. Partnerships for gender equality

- ii. Foster partnerships and collaborations with civil society organizations, women's rights groups, and grassroots organizations working on gender equality and women's empowerment. This will ensure a participatory approach and enable the sector to benefit from their expertise and perspectives.
- iii. Involve women's organizations in policy development, implementation, and monitoring processes to ensure a gender-responsive approach.

6.1.5. The Agricultural sector

Both the National Agriculture Policy and the Strategic Plan for Agricultural Transformation (PSTA5 (2024–2029)) recognize the crucial need to promote gender equality and women's empowerment, as well as youth in agribusiness development in all sector interventions. The policy proposes affirmative actions that promote gender mainstreaming at all levels of agricultural value chains, while the empowerment of women in PSTA5 (2024–2029) focuses on technical skills and capacity development, effective participation of women in leadership for their active involvement in decision-making at the household, cooperative, community, and institutional levels. PSTA5 (2024–2029) also focuses on promoting women's access to inputs and supporting women's access to suitable financial products for income-generating activities.

According to the Gender and Youth Mainstreaming Strategy in Agriculture (2018-2024), rural women continue to face a number of constraints holding them back from attaining economic gains. These include limited access to market information and linkages and limited access to decent wage labour. The combined effect of these constraints translates into their inability to fully exploit economic opportunities and improve their livelihoods.

MINAGRI has a Gender Officer who sits in the Planning Department, although this position is under contract modality and does not appear in the official job structure of the Ministry. There is a need to institutionalize the Gender specialist position, given the magnitude of programmes implemented under PSTA3 and the huge involvement of women in the sector. The agriculture sector also implements important donor-funded projects, notably World Bank and IFAD-funded projects, most of which are gender transformational, with gender inequalities well analyzed in project's feasibility studies and gender indicators well outlined in project's logical frameworks. To advance gender mainstreaming and accountability in the agricultural sector, the following guidelines are proposed:

1) Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...)

- i. **Embed gender equality and inclusiveness in the sector's Vision and Mission:** Revise the Vision, Mission of the Agriculture sector to include the aspect of inclusiveness in agricultural transformation and/or women's empowerment in value chains development.
- ii. **Gender-responsive land policy reforms:** Promote gender-responsive land policies and reforms to ensure equitable access and ownership of land for women in agriculture.
- iii. **Develop strategies for gender in agricultural value chains development:** Support the development of Gender and Inclusion Strategies in key value chains in Agriculture with targeted interventions adapted to the needs of women in each value chain.

2) Systems and Processes

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Institutionalize the Gender specialist position in MINAGRI and/or set up a Gender desk. This responsibility will include supporting the implementation of gender promotion interventions within the sector, build internal capacities for gender mainstreaming and advocate for the availability and provision of human, material and financial resources required to advance the gender equality agenda.
- ii. **Uphold Gender Situation Analysis:** Integrate a gender situation analysis as part of the overall sector analysis to identify key gender gaps, inform the setting-up of gender equality objectives as well as the planning and implementation strategies to address gender disparities.
- iii. **Establish gender-responsive Data collection and M&E framework:**
 - ✓ Define gender-sensitive indicators to monitor and evaluate the impact of gender mainstreaming efforts in the agriculture sector, and revise the following sector indicators to make them gender sensitive: % of farmers using quality seeds on consolidated land (disaggregated by gender); credit to agriculture sector as a percentage of total loans (by gender).
 - ✓ Regularly collect sex-disaggregated data to show the involvement of men and women in agricultural transformation interventions both as key players and as beneficiaries and identify areas needing improvement.
 - ✓ Regularly review and update gender mainstreaming strategies and action plans based on evidence and feedback from monitoring and evaluation processes.
- iv. **Ensure implementation of the existing Gender and Youth mainstreaming strategy in Agriculture:**
 - ✓ Disseminate the programmes promoted by the Strategy among MINAGRI staff and stakeholders for increased ownership and understanding of their roles in addressing gender gaps identified in the strategy.
 - ✓ Integrate programmes promoted under the sector gender mainstreaming strategy with other planning tools, namely annual work plans and Imihigo.

- v. Enhance Inclusive Communication: Develop an Inclusive Communication Policy for the agricultural sector. This policy will guide all communication processes, ensuring inclusivity, non-sexist language, and the active involvement of both men and women.

3) Skills and capacity:

i. **Strengthening Access to finance and productive resources:**

- ✓ Establish mechanisms to improve access to finance and credit for women farmers, such as targeted loan programs and financial literacy training.
 - ✓ Provide support and training for women farmers in accessing and utilizing agricultural inputs, such as fertilizers, seeds, and machinery.
- vi. Engage Men and Boys as Allies in advancing gender equality and fighting against GBV in the agricultural sector. This will be done in collaboration with MIGEPROF and the Gender and Family promotion sector at large.
 - ✓ Promote gender-transformative approaches that engage men and boys as allies in advancing gender equality in the agriculture sector and challenge gender norms and stereotypes that hinder women's empowerment in agriculture.
 - ✓ Encourage men's involvement in household chores and caregiving responsibilities, allowing women farmers more time to engage in productive activities and decision-making.

ii. **Enhance Market Access and Value Addition:**

- ✓ Develop initiatives to improve market information and linkages for women farmers, enabling them to make informed decisions about pricing, market trends, and market opportunities.
 - ✓ Encourage and support women's participation in value-adding activities, such as food processing, packaging, and branding, to increase their income-generating potential.
- iii. **Implement targeted training programmes for farmers:** Provide targeted training and capacity building programs for women farmers, focusing on technical skills, agri-business and leadership development.
 - iv. **Foster mentorship and knowledge exchange programs:** To facilitate learning and experience-sharing between successful women farmers and those starting in the sector.
 - v. **Conduct gendered agricultural research programmes:** Conduct agricultural research programmes that focus on specific needs and challenges faced by women farmers, ensuring their active participation and engagement in research activities.
 - vi. **Strengthening gender-inclusive producers' organizations:** Adopt measures to strengthen gender-inclusive producers' organizations to increase men and women's access to social capital and improve their access to productive assets and services.

- vii. **Promote inclusiveness in the input's subsidy programmes:** Review eligibility criteria for the Input Subsidy Programme to make it gender responsive and more accessible to women farmers.

4) Decision-making:

- i. **Promote Women's Participation in Decision-Making:** Adopt a gender-responsive promotion law or scheme that promotes gender balance in decision-making positions within the agricultural sector, in collaboration with the ministry in charge of public service administration.
- ii. **Women's representation in decision-making of Agri-cooperatives:** Promote women's participation in agricultural cooperatives and strengthen their representation in decision-making roles within cooperatives by developing specific guidelines to mainstream gender in the governance of agriculture cooperatives.

5) Partnerships for gender equality

- i. **Strengthen Partnerships and Collaboration:**
 - ✓ Collaborate with civil society organizations, women's groups, and gender-focused initiatives to leverage resources, share best practices, and advocate for gender-responsive policies and programs in the agriculture sector.
 - ✓ Engage with international partners, donor agencies, and regional platforms to access technical assistance, funding, and expertise in advancing gender equality in agriculture.

1) Skills and capacities

- i. **Increase women's uptake to loans and working capital:** Work with financial service providers to develop targeted financial products and services that address the specific needs and challenges faced by women in accessing finance for their businesses. This can include providing collateral-free loans, creating women-focused investment funds, and strengthening financial literacy programs tailored for women entrepreneurs.
- ii. **Support to women small-scale exporters:** Put in place special measures to offer a competitive edge to women and youth small scale exporters, including the provision of tax and no tax incentives, sponsor their participation in international exhibitions and participation in business networking events, so they can market their products and learn from others.
- iii. **Enhance entrepreneurship skills:** Enhance entrepreneurship skills of small-scale women-led businesses including informal cross-border traders through targeted trainings/capacity building and development of online learning and coaching tools for the informal cross-border trade sector.
- iv. **Provide mentorship and networking opportunities:** Establish mentorship programs that pair experienced business leaders with aspiring women entrepreneurs. Additionally, create networking platforms and events that facilitate

connections, knowledge sharing, and peer support among women in the private sector.

- v. **Embed a gender lens in business development services:** Integrate gender considerations into business development services provided to entrepreneurs, including training programs, incubators, and accelerators. This can involve incorporating gender-responsive content, addressing gender biases and stereotypes, and promoting gender equality as a core component of entrepreneurship education.
- vi. **Engaging men as allies:** Promote active involvement and engagement of men in advancing gender equality in the private sector. This can be done through awareness-raising campaigns, training programs on gender equality, and initiatives that encourage men to champion and support women's empowerment in the workplace and business community.

2) Decision-making

- i. Promote women's participation in decision-making: Adopt a gender-responsive promotion law or scheme that would allow public and private institutions to bridge gender gaps in decision-making as appropriate. This can be done in collaboration with a ministry that has the administration of public service in its mandate.

3) Partnerships for gender equality

- i. **Stakeholder mapping:** Identify relevant stakeholders and determine the collaboration mechanism with key partners who have potential and ability to promote the sector's commitment for gender equality.
- ii. **Knowledge sharing and collaboration:** Foster collaboration and knowledge sharing among different stakeholders, including government agencies, private sector actors, civil society organizations, and international development partners. This can involve organizing forums, workshops, and conferences to exchange best practices, lessons learned, and innovative approaches for gender transformative mainstreaming in the sector.

6.1.6. Transport, Energy, Water supply and Sanitation, Housing, and Human Settlement sectors

At the policy level, each of the 4 sector policies forming the wide Infrastructure division recognizes the cross-cutting nature of gender and inclusion, identifies gender disparities in respective sectors, and proposes a set of measures to mainstream gender in national infrastructure policies. The same approach is reflected in the sector strategic plans (SSPs 2020-2024) for the above four sectors.

The Gender mainstreaming strategy (GMS) in the infrastructure sector 2020-2024 is well aligned with sector policies and SSPs. It lays out a deep analysis of gender inequalities in access and use of energy, water, and sanitation, housing and human settlement, and identifies opportunities and areas of priority for enhancing gender mainstreaming in infrastructure policies, strategic plans, planning processes, project design, and budgets for the period of 2020 to 2024.

Notwithstanding the merit of gender integration in MININFRA policies and strategies, consultations conducted with relevant staff indicated that little reference is made to the gender mainstreaming strategy and the annual planning process. The GMS remains an isolated tool, and its highlighting of gender issues in the sector and proposed interventions do not trickle down for implementation. As part of the GMS, Gender violence and sexual harassment are prohibited, but the Ministry has no mechanisms as such to fight GBV or sexual harassment. Awareness campaigns on GBV and sexual harassment are the key missing link. There is also limited gender skills and capacity to perform gender situation analysis effectively to inform the planning and budgeting process was indicated as a key gap. Sector-level consultations also emphasized limited number of female technicians in infrastructure projects and activities, which is a key constraint for women inclusion in the implementation of infrastructure projects. This emphasizes the need to develop partnerships with TVET institutions and support awareness campaigns on the benefits of technical education for girls to bridge gender gaps in the TVET sector.

The following guidelines are proposed for enhancing gender mainstreaming and accountability in the infrastructure sector:

1) Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...)

- i. **Embed gender equality and inclusiveness in sector's Vision and Mission:** Revise the Vision, Mission of the Ministry to include a gender and inclusiveness dimension, namely the development of modern infrastructures for sustainable (and inclusive) economic growth and socio-economic development.
- ii. **Gender-responsive policy review:** Regularly review and revise sector policies and strategies to ensure they address emerging gender issues and align with evolving national and international gender equality frameworks and standards. This will enable the sector to stay responsive to changing needs and priorities in promoting gender transformative interventions.
- iii. **Review of the regulatory framework:** Revise the regulatory framework for promoting women's access and use of economic opportunities in the infrastructure sector, at the same time eradicating gender-based violence and sexual harassment and abuse.
- iv. **Awareness and ownership around the gender mainstreaming strategy:** Promote the dissemination of the existing sector GMS among MININFRA staff, especially for those involved in planning and budgeting processes to enhance ownership of interventions designed to address identified gender gaps.

2) Systems and processes

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a Gender Expert or enhance the role of the gender focal point within the Ministry of Infrastructure's structure. Consider integrating the gender focal point position into the official organizational structure, highlighting the importance of gender mainstreaming as a core responsibility within the infrastructure sector.
- ii. **Uphold Gender Situation Analysis:** Integrate a gender situation analysis as part of the overall sector analysis to identify key gender gaps, inform the setting-up of

gender equality objectives as well as the planning and implementation strategies to address gender disparities.

- iii. **Resource Allocation for gender mainstreaming:** Ensure that the gender mainstreaming strategy is supported by consequent financial resources within the infrastructure sector budget. This will enable the implementation of gender-focused interventions and capacity-building programs for men and women.
- iv. **Improve collection of gender-disaggregated data:** Regularly collect and analyze gender-disaggregated data in the infrastructure sector. This will provide a better understanding of gender disparities and inform evidence-based decision-making, policy development, and project design.
- v. **Procurement and contracting:** Introduce gender-responsive procurement and contracting policies to promote the inclusion of women-owned businesses and enterprises in infrastructure tenders. Implement measures to encourage the participation of women-led companies in infrastructure projects, such as setting aside a certain percentage of contracts for women-owned businesses.
- vi. **Establish gender-responsive M&E framework:** Develop gender-sensitive indicators and integrate them into the ministry's monitoring and evaluation framework. This will facilitate the tracking of progress in gender mainstreaming and help assess the impact of interventions on gender equality within the infrastructure sector.
- vii. **Enhance Inclusive Communication:** Develop an Inclusive Communication Policy for the Infrastructure sector. This policy will guide all communication processes, ensuring inclusivity, non-sexist language, and the active involvement of both men and women.

3) Skills and capacities

- i. **Resource allocation for capacity building on gender mainstreaming:** Allocate resources and establish a budget for gender training programs within the infrastructure sector. This will help build the capacity of staff members and key stakeholders to effectively mainstream gender in planning, budgeting, and implementation processes.
- ii. **Awareness raising campaigns:** Liaise with MIGEPROF and the Gender and Family promotion sector to conduct awareness campaigns targeting key stakeholders in the sector (contractors, employees, community members) to promote gender equality, challenge gender stereotypes, and address gender-based violence (GBV) and sexual harassment in the implementation of infrastructure projects. These campaigns will aim to create a more inclusive and supportive work environment. Proactively target female-headed households in awareness-raising and behavioral change programs.
- iii. **Enhance gender-responsive service delivery:** Enhance gender responsiveness in the delivery of infrastructure projects and services by targeting both male and female-headed households in programmes such as electricity connectivity (grid and off-grid), sustainable energy and improved cooking technologies, affordable housing, and modern water supply systems. construction and housing, and waste management.

- iv. **Leverage women's employment opportunities:** Support women as part of an economic force, and place emphasis on promoting off-farm employment for women in road construction and rehabilitation projects, construction and housing programmes, development of energy infrastructures and waste management.
- v. **Promoting girls' enrollment in technical education:** Implement awareness campaigns on the benefits of technical education for girls in partnership with MINEDUC, MIGEPROF, the private sector, parents and community leaders.

4) Decision-making

- i. **Promote women's participation in decision-making:** Adopt a gender-responsive promotion law or scheme that would allow public institutions to bridge gender gaps in decision-making as appropriate. This can be done in collaboration with ministry that has the administration of public service in its mandate.

5) Partnerships for gender equality

- i. **Partnership with TVET institutions:** The sector shall develop partnerships with TVET institutions to facilitate the enrollment of girls in technical trades in TVET education. Collaborate with these institutions to develop mentorship and scholarship programs specifically targeting women and girls in infrastructure-related fields. Facilitate industrial attachment for girls' students to increase their employability and/or entrepreneurship credentials.
- ii. **Stakeholder Engagement:** Engage with diverse stakeholders, including women's organizations, community representatives, and marginalized groups, to ensure their voices are heard in decision-making processes related to infrastructure development. Seek input from these groups during the planning, design, and implementation stages of infrastructure projects.

6.1.7. Youth empowerment Sector

The Ministry of Youth and Arts (MOYA) is newly created with a mandate mainly oriented to the empowerment of girls and boys through building up appropriate structures and designing appropriate youth policies. Youth empowerment encompasses the development of programs, projects, strategies, and policies for youth's socio-economic development, youth employment, youth entrepreneurship and skills development, talents development, and exploration of youth global opportunities. MOYA oversees the implementation of youth empowerment long-term, medium, and short-term priorities and coordinates all partners and stakeholders involved in youth empowerment.

The sector doesn't have a gender mainstreaming strategy, although the National Youth policy emphasizes the need to promote a gender inclusive and rights-based approach to all developments of youth programmes. It seeks to promote decent work, gender equity and equality among Rwandan youth, both males and females.

In order to nurture the youth, strengthen their values, and empower them economically, MOYA has established different programs (Youth Konnect Convention, Urungano, Menya Amateka) in order to inspire the Rwandan youth about Rwandan Values and the promotion of Businesses and Entrepreneurship Development initiatives. However, evidence from administrative reports shows that the participation of young women in those forums remains low (between 30%-

40%). This calls for the need to organize outreach campaigns targeting young women to participate in youth forums and in entrepreneurship development programs.

In light of the above, the following guidelines for gender mainstreaming and accountability have been proposed for youth development:

1) Enabling environment for gender equality (policies, laws, strategies, budgets, working environment···)

- i. **Embed gender equality and inclusiveness in the sector's Vision and Mission:** Revise the Vision and Mission statements of the sector to incorporate the “socio-economic empowerment of girls and boys” aspect in their formulation.
- ii. **Establish a framework for gender mainstreaming:** Develop a comprehensive gender mainstreaming strategy specifically for the youth empowerment sector. This strategy would outline specific goals, objectives, and action plans for promoting gender equality and empowering young people (both girls and boys) economically, with a focus on employment promotion, entrepreneurship, and skills development.

2) Systems and processes

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a gender expert or establish a dedicated gender desk within the Ministry of Youth and Arts to provide technical support and guidance on gender mainstreaming. This role would include facilitating the implementation of gender promotion interventions, building internal capacities for gender mainstreaming, and advocating for the necessary resources to advance the gender equality agenda.
 - ii. **Uphold Gender Situation Analysis:** Conduct a thorough gender situation analysis within the youth empowerment sector. This analysis would identify key gender gaps, challenges, and opportunities, and serve as a basis for setting gender equality objectives and planning targeted interventions.
 - iii. **Establish a gender-responsive M&E framework:**
 - ✓ Develop sector gender sensitive indicators for use by the Planning and M&E Team for different activities and targets featured in the Action plan.
 - ✓ Set out gender-sensitive criteria and guidelines to ensure equitable participation of young men and women in youth entrepreneurship programmes.
 - iv. **Enhance inclusive Communication Policy:** Develop an inclusive and non-sexist communication policy for the Ministry of Youth and Arts. This policy would guide the sector in communicating in ways that meet the needs of both men and women, while prohibiting the use of discriminatory language or gender-stereotyped images. It should promote gender equality and challenge gender norms and stereotypes in all communication channels.
- ii. **Skills and capacities**
- i. **Equitable Participation in Youth Entrepreneurship Programs:** Establish gender-sensitive criteria and guidelines to ensure the equitable participation of young men and women in youth entrepreneurship programs. This can include measures such as

promoting gender balance in program selection committees, providing targeted support for young women entrepreneurs, and addressing barriers that limit young women's access to entrepreneurship opportunities.

- ii. **Outreach Campaigns for Young Women and Men:** Conduct targeted outreach campaigns to encourage the participation of young women in youth forums and entrepreneurship development programs, working with MIGEPROF and the Gender and Family Promotion Sector. These campaigns will raise awareness about the benefits of participation, address barriers and challenges faced by young women, and provide mentorship and support to young women aspiring to be entrepreneurs.
- iii. **Decision-making**
 - i. **Affirmative Actions for Decision-Making:** Adopt affirmative actions to promote women's representation in decision-making positions within the youth empowerment sector. This can include mentorship programs, leadership training, and targeted recruitment efforts to ensure a more balanced and diverse representation at all levels of decision-making.
- iv. **Partnerships for gender equality**
 - i) **Stakeholder mapping:** Identify relevant stakeholders and determine the collaboration mechanism with key partners who have potential and ability to promote the sector's commitment for gender equality.
 - ii) **Collaboration with key partners:** Establish collaboration mechanisms with key partners who have the potential and ability to promote gender equality within the youth empowerment sector. This includes partnerships with women's organizations, youth-led initiatives, private sector entities, and civil society organizations working on gender and youth empowerment.

6.1.8. Education sector

To achieve its mandate, the ministry has developed a conducive policy framework with specific policies designed to guide the implementation of different programs and interventions in the education sector. The review of these sector policies has pointed to a good level of gender mainstreaming in education sector policies. For example, the Education sector policy includes a strategy of reviewing the curriculum to ensure the provision of required values and skills, including values that promote gender equality and equity in all areas of life. On the other hand, the TVET policy aims to increase inclusive and equitable TVET education through enrollment of girls and boys in TVET schools and by addressing social norms and other barriers that hinder girls' participation in TVET. The Girls' Education Policy provides concrete strategies for increasing girls' access to quality education in early childhood education, primary education, secondary education, and tertiary education. The policy tackles GBV and sexual harassment in the education environment, and there are girls' room standards for primary, secondary, and high learning levels.

Besides, the Education Sector, through the Rwanda Education Board (REB) has developed a Gender Package Document with key messages to manage Gender issues for Teacher Training

Centers (TTCs) and Model Schools, with the main aim to eradicate gender-based violence affecting women and girls in the school environment in particular.

The following guidelines are formulated to promote gender mainstreaming in the education sector further:

1) Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...)

- i. **Revise specific policies with a gender lens:** Conduct a comprehensive review of specific policies within the education sector, such as the TVET policy, ICT in education policy, Technology and Innovation (STI) policy, Teacher development policy, Nine-year Basic education policy, Higher education policy, School sports policy, and Risk management policy. Ensure that these policies are gender-responsive, promote gender equality, and address many barriers that hinder girls' access and participation in education.

2) Systems and processes

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Create a dedicated position for a Gender Specialist or establish a Gender Desk within the Planning Department of MINEDUC. This role will be responsible for mainstreaming gender in all MINEDUC programs, plans, and budgets. They will provide expertise, guidance, and support to ensure gender equality is integrated throughout the education sector.
- ii. **Gender Situation Analysis:** Conduct a thorough gender situation analysis within the education sector. This analysis would identify key gender gaps, challenges, and opportunities, and serve as a basis for setting gender equality objectives and planning targeted interventions.
- iii. **Establish a strong gender-responsive M&E framework by:**
 - ✓ Reformulating sector indicators to make them gender-sensitive, including but not limited to; Reduced dropout rates at primary, lower and upper secondary (for boys and girls); Trained Teacher Ratio (disaggregated by sex), Percentage of pupils with access to computers & Internet (disaggregated by sex), Percentage of learners achieving minimum proficiency in numeracy in S3 (all disaggregated by sex); Percentage of (male and female) students enrolled in TVET and in STEM courses as proportion of total students.
 - ✓ Regularly collect and analyze gender-disaggregated data in the education sector. This will provide a better understanding of gender disparities and inform evidence-based decision-making, policy development, and project design.
 - ✓ Develop and use a gender-sensitive reporting format within the education system, including schools and district inspectorates, to capture gender-disaggregated data meant to inform future analysis and decision-making.
- iv. **Integrate a gender dimension in education standards:** Integrate a gender lens into education standards used by the inspectorate department. This will ensure that gender equality and equity are considered in evaluating the quality of education provided by schools and institutions.

3) Skills and capacities

- i. **Enhance gender-responsive pedagogy:** Develop a comprehensive training program on gender-responsive pedagogy for teachers. This program should equip teachers with the necessary skills and knowledge to integrate gender into the content and approach of learning. Provide adequate didactic materials that promote gender equality and challenge gender stereotypes.
- ii. **Promoting girls' enrollment in technical education:** Implement awareness-raising campaigns on the benefits of technical education for girls in partnership with the ministry, which has infrastructure development in its mandate, and the private sector. Such campaigns will target community leaders, parents, community members, and pupils themselves in lower secondary education (9-year schools) about the benefits of female enrolment in TVET.
- iii. **Address cultural and gendered social norms:** Collaborate with MIGEPROF and the Gender and Family promotion sector to formulate awareness raising packages, giving particular attention to cultural and social norms and stereotyped mindsets that may discourage girls from pursuing technical and vocational education and promote equal opportunities for both boys and girls.
- iv. **Affirmative Actions for Qualified Teaching Staff:** Define and implement affirmative actions to increase the representation of women among qualified teaching staff. This can include targeted recruitment efforts, mentorship programs, and professional development opportunities specifically designed to support the career advancement of women in teaching positions.

4) Decision-making

- i. **Implement affirmative actions for decision-making:** Adopt affirmative actions to promote women's representation in decision-making positions within the education sector. This can include mentorship programs, leadership training, and targeted recruitment efforts to ensure a more balanced and diverse representation at all levels of decision-making.

5) Partnerships for gender equality

- i. **Stakeholder mapping:** Identify relevant stakeholders and determine the collaboration mechanism with partners who have the potential and ability to promote the sector's commitment for gender equality.
- ii. **Enhance collaboration:** Establish collaboration mechanisms with key partners who have the potential and ability to promote gender equality within the education sector. This can include partnerships with women's organizations, NGOs working on gender and education, academic institutions, and international development agencies.
- iii.

6.1.9. The health sector

The mission of the Ministry of Health is to provide and continually improve affordable promotive, preventive, curative, and rehabilitative health care services of the highest quality, thereby contributing to the reduction of poverty and enhancing the general well-being of the population. The overall vision of the health sector is to pursue an integrated and community-driven development process through the provision of equitable, accessible and quality health care services.

Health is a fundamental human right, and universal health coverage (UHC) is critical for the right to health for all. UHC is clearly stated as a target under Goal 3 of the United Nations Agenda 2030 for Sustainable Development. UHC means that everyone receives quality health services, when and where they need them, without incurring financial hardship. UHC also contributes to social inclusion, gender equality, poverty eradication, economic growth and human dignity.

Apart from a few references on promoting Adolescent Sexual and Reproductive Health and Rights and fighting Gender Based Violence, health sector policies make no mention or commitments on promoting gender equality and inclusiveness, and the complexities relating to issues of inequity in access to health care and appropriate responses are not tackled. Only the Health Sector Strategic Plan (HSSP V (2024/25–2028/29) recognizes that “women and men have specific health needs at all stages of life that relate to both physical differences and societal roles, and commits to provide continued support for people with disabilities to facilitate their access to health services by removing any physical and communication barriers to promote social inclusion”.

With regards to sector planning and monitoring, only two out of 31 key indicators in the health sector are gender-sensitive and/or reflect gender disaggregation of data, namely the indicator on maternal health “Percentage of women who received antenatal care, delivery assisted by skilled provider, and delivered in a health facility”, and an indicator related to family planning: “Percent of married women using different contraceptive methods”, the rest of indicators are not gender-sensitive.

The following guidelines for gender mainstreaming and accountability in the health sector have been proposed:

- 1) **Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...)**
 - i. **Embed gender equality and inclusiveness in the sector’s Vision and Mission:** Revise the Vision, Mission of the sector to make it gender responsive for the provision of equitable, accessible, and quality health care services for all (leaving no one behind).
 - ii. **Gender-responsive policy review:** Revise health-related policies, including the health sector policy, the national food and nutrition policy, and the policy on traditional complementary alternative medicine with a gender lens to ensure that health programs consider the needs of the poorest and most marginalized, including issues of inequity in access to health care and appropriate responses.
 - iii. **Establish a framework for gender mainstreaming:** Develop a comprehensive gender mainstreaming strategy specifically for the health sector that would outline

specific goals, objectives, and action plans for promoting gender equality and empowering young people (both girls and boys) economically, with a focus on employment promotion, entrepreneurship, and skills development.

2) Systems and processes

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a gender expert or establish a dedicated gender desk within the Ministry of Health to provide technical support and guidance for the provision of gender-responsive healthcare programmes and services. This role would involve building internal capacities for gender mainstreaming and advocating for the necessary resources to advance the gender equality agenda.
- ii. **Gender Situation Analysis:** Conduct a thorough gender situation analysis within the health sector. This analysis would identify key gender gaps, challenges, and opportunities, and serve as a basis for setting gender equality objectives and planning targeted interventions.
- iii. **Gender Situation Analysis:** Conduct a thorough gender situation analysis within the health sector. This analysis would identify key gender gaps, challenges, and opportunities, and serve as a basis for setting gender equality objectives and planning targeted interventions.
- iv. **Establish a strong gender-responsive M&E framework by:**
 - ✓ Revising sector indicators to make them gender-sensitive and regularly collect and analyze gender-disaggregated data across a wide range of health indicators (beyond maternal health and family planning). This will provide a better understanding of gender issues in the health sector and inform evidence-based decision-making, policy development, and project design.
 - ✓ Develop and use a gender-sensitive reporting format within the health system, including across different levels of the health pyramid (from health post through health centers, district hospitals, provincial hospital and referral hospitals).
- v. Make national health standards gender responsive: Integrate a gender perspective into National standards for assessing and providing accreditation of Health Professional colleges to help identify women specific challenges introduce affirmative actions to promote the involvement of females among health professionals.
- vi. **Budgeting responsive budgeting and Resource Allocation:**
 - ✓ Ensure that gender-responsive budgeting is integrated into the health sector's planning and resource allocation processes. This involves analyzing budgetary allocations through a gender lens, identifying areas where resources should be prioritized to address gender disparities, and monitoring the effective use of allocated funds.
 - ✓ Advocate for increased funding for gender-transformative initiatives in the health sector, including research, capacity building, and targeted interventions. Engage with relevant stakeholders to mobilize resources and support for these initiatives.

3) Skills and capacities

- i) **Gendered assessments of healthcare service delivery and access:** Conduct a gender-sensitive assessments of health service delivery to identify barriers and gaps that affect women and other marginalized groups as well as instances of inequity in healthcare service provision.
- ii) **Develop targeted interventions and strategies:** Use the information from assessment to develop targeted interventions and strategies to address numerous barriers constraining women and other vulnerable groups' access to health services (such as limited access to information, high transport costs to/from health facilities for vulnerable groups, unaffordability of medical expenses, social norms and discrimination/stigmatization of female patients at community level and within health facilities...)
- iii) **Integrate healthcare services needed by women and girls into the national health system:** Ensure the availability and accessibility of gender-responsive healthcare services needed by women and girls, including sexual and reproductive health services and other complex healthcare services needed by women, by integrating them into the national health system.
- iv) **Gender mainstreaming in private healthcare services package:** Revise the Private Healthcare Service Packages to make them gender and inclusion responsive and ensure women's specific needs and challenges are addressed.
- v) **Affirmative actions for promoting women-owned health facilities:** Define guidelines and affirmative actions to support women-owned private health facilities in regard to their compliance with inspection requirements.
- vi) **Implement a training program on gender-responsive healthcare services:** Develop gender-responsive training programs for healthcare professionals to enhance their knowledge and skills in providing equitable and sensitive care to diverse populations. This training should encompass gender-based violence screening and response, cultural competence, and addressing the specific healthcare needs of women and other marginalized groups.
- vii) **Workforce Development:** Implement affirmative actions and measures to promote the recruitment, retention, and career advancement of women in the healthcare workforce. This can include mentorship programs, scholarships, leadership training, and addressing workplace barriers and discrimination.

4) Decision-making

- ii. **Implement affirmative actions for decision-making:** Adopt affirmative actions to promote women's representation in decision-making positions across different structures of the health pyramid. This can include mentorship programs, leadership training, targeted recruitments, and promotion to ensure a more balanced and diverse representation at all levels of decision-making.

5) Partnerships for gender equality

- i. **Stakeholder mapping:** Identify relevant stakeholders and determine a collaboration mechanism with key partners who have the potential to promote the sector's commitment to gender equality.

ii. **Collaboration and Partnerships:**

- ✓ Foster partnerships with civil society organizations and women's rights groups to actively involve them in the planning, implementation, and monitoring of health programs. This collaboration will ensure that the needs and perspectives of marginalized and vulnerable groups, including women, are taken into account.
- ✓ Engage with international organizations, such as UN Women or WHO, to leverage their expertise and resources in promoting gender equality and inclusiveness in the health sector, and facilitate knowledge sharing, capacity building and implementation of best practices.

6.1.10. Environment and Natural Resources sector

The overarching guiding policy documents for the sector comprise the Rwanda National Environment and Climate Change Policy, the National Forestry Policy, the National Land Policy, and the National Policy for Water Resources Management. The review of these policies and related strategies has demonstrated a strong commitment to gender equality and inclusiveness as guiding principles and a basis for developing policy actions. For instance, the National Environment and Climate Change policy stresses that effective involvement of women and youth in environmental management and climate change interventions is essential for the development of the sector.

On the other hand, the National Forestry policy integrates actions to redress gender inequalities and integrate women and youth in all forest management plans and decision-making processes, whereas the land policy proposes the mainstreaming of gender, youth, and people with disabilities for a more inclusive land use and management, leading to equality in land rights among men and women.

To support the enabling policy environment for gender equality and inclusiveness, the MoE developed a Gender Mainstreaming Strategy for the Environment and Natural Resources 2018-2024 (ENR). This strategy introduces innovative actions to increase active participation of women in environmental and natural resources initiatives and processes, including scaling up gender-based environmental initiatives in sustainable forest management and in mining. In spite of the above, the review of sector strategic plans shows that gender and inclusiveness aspects are hardly mentioned in important areas of intervention for the implementation of the policy. More efforts are required to translate policy principles into concrete actions that address gender inequalities and women's empowerment in the sector.

The following guidelines are proposed for enhancing gender mainstreaming and accountability in the Environment and Natural Resources sector:

1. **Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...)**
 - i. **Embed gender equality and inclusiveness in sector's Vision and Mission:** Ensure that gender equality and inclusiveness are explicitly integrated into the vision, mission, and objectives of the Ministry of Environment and Natural Resources. This will emphasize the commitment to promoting gender-responsive and inclusive approaches to environmental management and natural resource utilization.

- ii. **Gender-responsive policy review:** Revise Environment and Natural Resources related policies including the National Environment and Climate Change policy, the National Forestry policy, the National policy for Water resources environment and the Rwanda Green Growth and Climate Resilience strategy with a gender lens to ensure that environment and climate change mitigation programs consider the needs of men and women.

2. Systems and processes

- i) **Gender Situation Analysis:** Conduct a thorough gender situation analysis within the environment and natural resources sector. This analysis would identify key gender gaps, challenges, and opportunities, and serve as a basis for setting gender equality objectives and planning targeted interventions.
- ii) **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a gender expert or establish a dedicated gender desk within the Ministry of Environment and Natural Resources with the overall responsibilities of mainstreaming gender in all environment and natural resources programs, plans and budgets. This role would also involve building internal capacities for gender mainstreaming and advocating for the necessary resources to advance the gender equality agenda.
- iii) **Integration of gender in sector planning instruments:**
 - ✓ Revise sector planning tools, such as strategic plans and action plans to make them gender responsive by developing key gender-sensitive indicators and collecting gender-disaggregated data to inform evidence-based decision-making, policy development, and project design.
 - ✓ Disseminate the programs proposed under the Gender Strategy among Ministry staff and stakeholders to raise awareness and build support for gender mainstreaming efforts.
 - ✓ Develop gender-responsive standards and guidelines for the management of environmental and climate change interventions. These standards should ensure that gender considerations are incorporated throughout the project cycle, from design and implementation to monitoring and evaluation.

3. Skills and capacities

- i. **Gender consideration in capacity building and skills development:**
 - ✓ Integrate gender considerations into capacity building programs and initiatives related to green growth and climate change adaptation. This will ensure that women and other vulnerable populations are actively included and their specific needs are addressed in building climate resilience and promoting environmentally sustainable practices.
 - ✓ Build and enhance green growth programs and climate change adaptation capacities while safeguarding the needs of women and other most vulnerable populations.
 - ✓ Provide training and support to enhance the capacity of Ministry staff and other stakeholders in gender-responsive approaches to environmental management. This can include workshops, training modules, and knowledge-sharing platforms.

- ii. **Enforce implementation of the gender mainstreaming strategy:** Disseminate the programs proposed under the Gender Strategy among MOE staff and stakeholders. This will improve ownership of the strategy among staff and stakeholders in the sector and guide those partners to translate those strategies into concrete interventions and integrate them with other sector planning tools. This can be done through workshops, training sessions, and targeted communication campaigns.

4. Decision-making

i. Promote Women's Participation in Decision-Making:

- ✓ Adopt affirmative actions and measures to promote women's representation and participation in decision-making positions within the Ministry and its affiliated institutions. This can include mentorship programs, leadership training, and targeted recruitment efforts to ensure a more gender-balanced workforce.
- ✓ Establish mechanisms to encourage the meaningful engagement of women and women's organizations in environmental and natural resources initiatives to ensure their perspectives and voices are heard and taken into consideration.

5. Partnerships for gender equality

- ii. **Stakeholder mapping:** Identify relevant stakeholders and determine the collaboration mechanism with key partners who have potential and ability to promote the sector's commitment for gender equality.
- iii. **Strengthen collaboration mechanisms:** Establish collaboration mechanisms with key partners who have the potential and ability to promote gender equality in the sector. This can include partnerships with women's organizations, civil society groups, academia, and private sector entities. Collaborative efforts can help leverage resources, expertise, and networks to advance gender equality goals.

6.1.11. ICT Sector

The Ministry of Information Communication Technology and Innovation has a mission of addressing national priorities for economic growth and poverty reduction through the development and coordination of national information technology, communication, & Innovation policies and programs as well as citizens' empowerment. Moreover, the Ministry is the co-chair of the Child Online Protection Policy (COP Policy) in Rwanda, which is a framework that aims to protect children from the risks of digital technologies, such as violence, human trafficking, and unwanted sexual advances

The ICT policy and the integrated plan for ICT-led socio-economic plan acknowledge the role of promoting special programmes and initiatives to facilitate active involvement of women in ICTs with a focus on increasing the enrolment of girls in science and technology programmes, especially in ICT related programmes at Universities and Colleges, creating opportunities to facilitate active involvement of women in the ICT service and sector and industry, and improving the representation of women in ICT-related professions and in top-level management positions within the ICT sector. Different line ministries consulted in the course

of this study mentioned the lack of clear guidelines for promoting the role of women and girls in ICT in their programmes and projects.

The sector does not have a specific gender mainstreaming strategy, which would guide the engendering of the national information and communication programs and engage the sector in sustained efforts to resolve gender issues as a cross-cutting issue in other socio-economic sectors. There is also a lack of guidelines for mainstreaming gender and ICT key sectors (Agriculture, education, health care services, job creation and entrepreneurship, etc.

Overall, there is not enough technical expertise or institutional mechanisms/structures in place to follow up on the design and implementation of the sector's gender equality interventions, and gender is not a regular topic in various meetings, including senior management meetings and joint sector review meetings. In light of the above, the following guidelines for gender mainstreaming and accountability in ICT have been proposed:

1. Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...)

i. Gender-Responsive Policies and Strategies:

- ✓ Develop a comprehensive gender mainstreaming strategy specifically for the ICT sector. This strategy shall outline programs, projects, and strategies aimed at ensuring gender-responsive delivery of ICT services, promoting women's participation in the ICT workforce, and addressing gender inequalities in the sector.
- ✓ The strategy shall also include specific actions to increase the enrollment of girls in science and technology programs, particularly in ICT-related fields at universities and colleges. It shall promote equal opportunities for women's active involvement in ICT services, sectors, and industries. Additionally, it should outline measures to improve the representation of women in ICT-related professions and in top-level management positions within the sector.

2. Systems and Processes:

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a dedicated gender specialist or establish a gender desk within the Planning Department of the Ministry of Information Communication Technology and Innovation (MINICT). This role would involve the responsibility of mainstreaming gender in ICT programs, plans, and budgets. They can provide technical expertise, guidance, and support in integrating gender considerations across all aspects of the sector's work.
- ii. **Gender Situation Analysis:** Conduct a thorough gender situation analysis within the environment and natural resources sector. This analysis would identify key gender gaps, challenges, and opportunities for women in ICT, and serve as a basis for setting gender equality objectives and planning interventions to achieve them.
- iii. **Gender-sensitive monitoring and evaluation framework:** Develop key gender-sensitive indicators for the ICT sector to track progress on gender equality and measure the impact of gender mainstreaming efforts. These indicators shall be

integrated into the monitoring and evaluation framework of the sector and used to inform decision-making, policy development, and resource allocation.

- iv. **Communication and Awareness:** Develop a communication strategy for the Ministry to engage with different stakeholders and partners from a gender perspective. This strategy would include targeted communication campaigns that raise awareness about the importance of gender equality in the ICT sector and highlight success stories of women's contributions to the field. It would also emphasize the value of diversity and inclusiveness in driving innovation and economic growth.

3. Skills and Capacities:

- i. **Devise plans to encourage women and girls' involvement in ICT:** Develop and promote plans and to encourage women and girls' involvement in ICT across different socio-economic sectors. This can include awareness campaigns, scholarships, mentorship programs, and initiatives to bridge the gender digital divide, working with MIGEPROF and the Gender and Family promotion sector.

4. Decision-making:

- i. **Promote women's representation in leadership:** Adopt affirmative actions to promote women's representation and leadership in decision-making positions within the Ministry and the broader ICT sector. This can include mentorship programs, leadership training, and targeted recruitment efforts to increase the number of women in decision-making roles.
- ii. **Mentorship programs:** Establish a mentorship program specifically focused on nurturing and supporting young women in leadership positions within the ICT sector. This can help create a pipeline of talented women leaders who can contribute to shaping the sector's future.

5. Partnerships for Gender Equality

- i. **Develop guidelines for mainstreaming gender in ICT:** Partner with the Ministry of Gender and Family Promotion (MIGEPROF) and the Gender and Family promotion sector to develop guidelines for mainstreaming gender in ICT and key sectors of the economy. These guidelines can provide a framework for integrating gender considerations into policies, programs, and projects across various sectors, ensuring a coordinated and coherent approach to gender transformative mainstreaming.
- ii. **Foster partnerships with relevant stakeholders:** Partner with key stakeholders including women's organizations, civil society groups, academia, and private sector entities, to promote women's empowerment in the ICT sector. Collaborative efforts can include knowledge sharing, capacity building initiatives, and joint projects that contribute to gender equality and inclusiveness in the sector.

6.1.12.Sports sector

The “equity and inclusiveness” principle is well affirmed in the Sports Development policy 2020-2023, as it aims to promote fairness in sports, equality of access, recognition of

inequalities to take steps and address them. The policy also aims to ensure that sports become equally accessible to everyone in Rwandan society. Further, gender dimension is addressed in the School Sports policy as the policy recognizes that the level of participation of girls in sports activities remains low compared to that of boys. It sets out several policy measures meant to make sports more friendly to girls to ensure their full participation. These include a strong sensitization campaign and using incentives for a higher participation of girls in school sports activities, the provision of appropriate sports equipment and materials, and conducting girls' competitions.

In addition to gender inclusion in the policy framework, the Sports sector has a Gender mainstreaming strategy that aims to create an environment allowing both women and men to equally participate in elite and mass sports. This strategy was developed under the former Ministry of Sports and Culture, before the current restructuring that resulted in a stand-alone Ministry of Sports. The Strategy needs, therefore, to be revised and updated to the current context.

MINISPORTS has developed GBV guidelines in the sports industry with clear insights on how to prevent gender-based violence and sexual harassment in sports activities. There is also a need for the Ministry to develop gender equity and inclusiveness guidelines that would help in tracking how gender equity measures and inclusive strategies are being implemented by different sport bodies, including federations in different sport disciplines, and even at the club level.

It was found that the planning documents of the Sports Ministry include activities aimed at promoting both male and female teams in different disciplines (football, basketball, volleyball, cricket, handball, and all Olympic games). However, many gaps remain with regard to women's inclusion in sports activities. This includes a limited number of female teams on the side of many clubs, limited Early Childhood Development infrastructures around playing grounds at the national level and in the districts (child care rooms), and the low number of female coaches in the sports industry.

The following guidelines are proposed for enhancing gender mainstreaming and accountability in the sports sector:

- 1) **Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...)**
 - i. **Gender responsive policy development/review:** Elaborate an Early Childhood Development policy around playing grounds to facilitate breastfeeding women's participation in sport activities while their infants are being taken care of. This policy would ensure that appropriate facilities and services are available to support women's active engagement in sports.
 - ii. **Enforce the implementation of the existing gender mainstreaming strategy in the sports sector by:**
 - ✓ Updating the strategy to align with the current context of restructuring of the Ministry.
 - ✓ Disseminate the gender mainstreaming strategy among staff and stakeholders. This will improve ownership of the strategy among staff and stakeholders in the sector, and guide those partners to translate those strategies into concrete interventions and integrate them with other sector planning tools.

- ✓ Address the gender gaps identified in the gender mainstreaming strategy appropriately. Develop action plans and allocate resources to address these gaps and promote gender equality in the sector.

2) Systems and processes

- i. Strengthen Institutional Gender Mainstreaming Capacity Recruit a Gender Specialist or establish a Gender desk in the Planning Department at Ministry of Sports with the overall responsibilities of mainstreaming gender in sector programs, plans and budgets.
- ii. **Gender Situation Analysis:** Conduct a thorough gender situation analysis of gender disparities in the sport sector. This analysis would identify key gender gaps, challenges, and opportunities for women in sports, and serve as a basis for setting gender equality objectives and planning interventions to achieve them.
- iii. **Gender-sensitive monitoring and evaluation framework:** Develop key gender-sensitive indicators for the sports sector to track progress on gender equality and measure the impact of gender mainstreaming efforts. These indicators shall be integrated into the monitoring and evaluation framework of the sector and used to inform decision-making, policy development, and resource allocation.
- iv. **Communication and Awareness:** Develop a communication strategy for the Ministry to engage with different stakeholders and partners from a gender perspective. This strategy would include targeted communication campaigns that raise awareness about the importance of gender equality in the sports sector and highlight success stories of women's contributions to the field. It would also emphasize the value of diversity and inclusiveness in driving innovation and economic growth.

3) Skills and capacities

- i. **Promote participation of girls in sports activities in schools:** Conduct sensitization campaigns and provide incentives to promote higher participation of girls in sports activities in primary and secondary schools. These campaigns would raise awareness about the importance of girls' involvement in sports and address any barriers or stereotypes that prevent their full participation.
- ii. **Girls' sport competitions:** Organize girls' competitions at different levels to encourage a sports culture among female Rwandan youth. These competitions can provide opportunities for girls to showcase their skills, build confidence, and foster their passion for sports.
- iii. **Promote women coaches in different sport disciplines:** Devise measures to address the shortage of women coaches at the national level. Develop targeted initiatives to encourage women's participation in coaching roles, such as mentorship programs, training opportunities, and scholarships for women interested in pursuing coaching careers.

4) Decision-making

i. Promote women's representation in decision-making:

- ✓ Adopt affirmative actions to promote women's representation in decision-making positions within the Ministry and the sports sector as a whole.
- ✓ Implement mentorship programs and promotion strategies to support the career advancement of women in leadership roles.

5) Partnerships for gender equality

- i. **Stakeholder mapping:** Identify relevant stakeholders and determine the collaboration mechanism with key partners who have potential and ability to promote the sector's commitment for gender equality. This may include women's organizations, civil society groups, academia, and private sector entities.
- ii. **Establish collaboration mechanisms:** Establish collaboration mechanisms and partnerships with these stakeholders to collectively advance gender mainstreaming and women's empowerment in the sports sector.

6.1.13. The Foreign Affairs and International Cooperation sector

Mainstreaming gender equality perspective in the Rwanda's foreign affairs and cooperation policy will ensure that the needs of men and women are taken into consideration in the efforts to attain peace, security and stability at national, regional and international levels on one hand; and through investment and tourism initiatives and transfer of knowledge and technology on the other.

The Ministry offers consular services to Rwandans living abroad, including legalizing the documents to be used abroad and documents from Abroad to be used in Rwandan institutions, facilitating Rwandan community abroad to open bank accounts in Rwanda, facilitating Rwandan community abroad in acquiring tax exemption for Rwandan returning back home, recommending Rwandan community abroad for land registration and other investment activities like construction permits, and company openings and consultation for different consular services.

The following Guidelines for gender mainstreaming and accountability in the Foreign Affairs and International Cooperation sector have been proposed:

1) Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...):

- i. **Update Rwanda's foreign policy to mainstream a gender perspective:** Mainstreaming a gender equality perspective in the Rwanda's foreign affairs and cooperation policy to ensure that the needs of men and women are taken into consideration in the efforts to attain peace, security and stability at national, regional and international levels on one hand; and through investment and tourism initiatives and transfer of knowledge and technology on the other.

2) Systems and Processes:

- ii. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a gender expert or establish a gender desk at MINAFFET level to support the implementation of the gender promotion interventions within the Foreign Affairs and International Cooperation sector, build internal capacities for gender mainstreaming and advocate for the availability and provision of human, material and financial resources required to advance the gender equality agenda.
- iii. **Gender-responsive reporting tools:** Develop a standard gender-sensitive reporting template to enable the capturing of sex-disaggregated data in key services offered by the ministry, including legalizing documents to be used abroad and documents from abroad to be used in Rwandan institutions, facilitating Rwandans living abroad to open bank accounts in Rwanda, facilitating Rwandan community abroad in acquiring tax exemption for Rwandan returning back home, and recommending the Rwandan community abroad for land registration and other investment activities like construction permits, and company openings.
- iv. **Enhance Inclusive Communication:** Establish an inclusive communication policy/strategy for the Foreign Affairs and International Cooperation sector. This policy will guide all communication processes, ensuring inclusivity, non-sexist language, and the active involvement of men and women.

3) Skills and capacity

- ii. **Build capacity on gender analysis and mainstreaming:** Liaise with MINECOFIN and MIGEPROF to organize training on gender analysis and gender mainstreaming for administrative and technical staff involved in regional cooperation and diplomatic missions.

4) Decision-making

- ii. **Equitable representation of men and women in decision-making:** Bridge gender gaps in decision-making as appropriate (at Ministry level and in diplomatic and consular missions), including through internal promotion and nominations of diplomats.

6.1.14. Defense, Peace, and Security sector

The national Defense, Peace and Security sector missions are entrenched within two ministries, namely the Ministry of Defense and the Ministry of Interior. The mission of the Ministry of Defense is the conduct of defense in terms of protecting Rwanda's interests, territorial integrity, vital resources, people, and shared values, while the Ministry of Interior ensures the maintenance of internal security, peace and stability, and effective correctional services.

The Rwanda Defense Forces (RDF) which is comprised of the Land Forces, the Rwanda Air Force and the Rwanda Reserve Force and Special Units has established a Gender desk with the objectives to promote gender equality, equity and women's empowerment in armed forces and the community in general, fight against GBV in Rwandan communities, prevent and respond to HIV AIDS as a consequences of GBV, and increase female personnel in RDF while encouraging Rwandan women to play a significant role in decision-making processes.

The Rwanda National Police (RNP) has also achieved tremendous progress in promoting gender equality in the police institution in accordance with the UN Security Council resolution 1325 that urges all actors to increase the participation of women in conflict resolution, peacekeeping, and incorporate gender perspectives in all UN peace and security efforts. This was effected through the creation of a Gender Promotion Directorate within RNP, adoption of measures to increase the number of women police officers, whereby the number of girls and women in the Police is equal to 23.5% in August 2024¹ of all police officers in Rwanda, the deployment of women in police administration and command responsibilities. Currently, women constitute about 30 percent of the total Rwanda Police officers deployed in the UN peace support operations.

The following guidelines are proposed for enhancing gender mainstreaming and accountability in the defense, peace and security sector:

1) Enabling environment for gender equality (policies, laws, strategies, budgets, working environment···):

i. **Update Rwanda's foreign policy to mainstream a gender perspective:** Mainstreaming a gender equality perspective in the Rwanda's foreign affairs and cooperation policy to ensure that the needs of men and women are taken into consideration in the efforts to attain peace, security and stability at national, regional and international levels on one hand; and through investment and tourism initiatives and transfer of knowledge and technology on the other.

2) Systems and Processes:

i. **Gender-responsive reporting tools:** Develop a standard gender-sensitive reporting template to enable the capturing of sex-disaggregated data in relation to key activities and services offered by defense and security organs, including the fight against GBV, crime prevention and response, awareness campaigns against crime and human security initiatives, peace-keeping missions oversees and the enrolment of men and women in defense and security bodies.

ii. **Enhance Inclusive Communication:** Establish an inclusive communication policy/strategy for the Defense, Peace and Security sector. This policy will guide all communication processes, ensuring inclusivity, non-sexist language, and the active involvement of men and women.

3) Skills and capacity

i. **Build capacity of peace and security officers on gender equality:** Liaise with MIGEPROF and other gender machinery institutions to organize regular capacity enhancement training for peace and security officers on gender equality, women's rights, combatting gender-based criminal activities including gender-based violence, gender equality and human trafficking.

¹ <https://police.gov.rw/media/news-detail/news/rnp-holds-13th-women-police-convention0/>

4) Decision-making

i. **Equitable representation of men and women in decision-making:** Bridge gender gaps in decision-making structures of security organs and in key decision-making processes, including through enrolment of females in military and police academy and promotion into high command positions.

5) Partnerships

i. **Strengthen partnerships:** Develop/strengthen partnerships with UN Women and other partner states to enhance the role of women in Peace support operations and peacebuilding missions and enhance their relevant competencies and skills.

6.2. GENDER MAINSTREAMING AND ACCOUNTABILITY GUIDELINES IN THE PRIVATE SECTOR

6.2.1. The Private Sector Development

The Private Sector Development is a broad sector covering trade, job creation, investment promotion, entrepreneurship, industrialization, competitiveness, tourism, and skills development. With 38.2% of the population still living in poverty, and the latter affecting more women than men (adult women are more likely to be living in poverty, with 34.8%, than adult males at 31.6% according to EICV7 (2025)².

With respect to gender mainstreaming and gender accountability, the consultations conducted during this study established that the private sector development has achieved important strides in promoting gender equality in the recent years, including recognizing the cross-cutting nature of gender in a limited number of policies and strategies, the implementation of the Gender Budget Statement (GBS) programme which has been described as the tool that facilitates consideration of gender in the Ministry's planning and budgeting processes, as well as the use of gender sensitive indicators and targets in the planning process, which facilitates monitoring and reporting progress on gender equality.

With regards to employment creation, both the Revised National Employment Policy and the Country Decent Work Programme have strategic pillars that aim to promote employment opportunities for special groups, including the youth, women, and people with disabilities, with a set of measures aimed to stimulate employability of these groups. MINICOM has recently established a Gender Equality Committee through the gender equality seal programme in partnership with the Gender Monitoring Office and UNDP. This is an important milestone in terms of establishing mechanisms to facilitate gender accountability.

In spite of the above, there are important gender gaps that need to be addressed through policy review and programmatic interventions. The following guidelines for gender mainstreaming and accountability have been proposed:

²NISR, EICV5, 2017

1) Enabling environment for gender equality (policies, laws, strategies, budgets, working environment...)

- iii. **Embed gender equality and inclusiveness in sector's Vision and Mission:** Revise the Vision, Mission and Goals of sector Ministries to reflect the aspect of “inclusive” economic transformation and “equitable” participation of men and women in trade and private sector development processes.
- iv. **Ensure gender-responsive policy review:** do Revise key sector policies and strategies to integrate a gender perspective in these documents, including the trade policy, industrial policy, entrepreneurship development policy, tourism policy, competition policy, intellectual property policy, special economic zones policy...
- v. **Put in place gender-responsive workplace policies:** Develop and enforce gender-responsive workplace policies that promote equal employment opportunities for male and female, prevent gender-based discrimination and harassment in the workplace, and support work-life balance for both women and men (flexible working arrangements, parental leave policies, and creating a safe and inclusive work environment).
- vi. **Review of the business facilitation regulatory framework:** Revise the business facilitation regulatory framework, including trade laws and trade investment promotion agreements to introduce incentives and facilitation for women involved in business in general and in trade in particular.
- vii. **Enhance gender-responsive trade facilitation measures:** Ensure that trade facilitation measures take into account the specific challenges faced by women involved in trade, with particular focus on women in cross-border trade. This involve simplifying administrative procedures, reducing trade barriers, improving access to market information, and providing training and capacity building support for women engaged in international trade.
- viii. **Establish a framework for Gender mainstreaming:** Develop a sector gender mainstreaming strategy aligned with sector strategies, namely the Private Sector Development and Youth Employment Strategy (PSD-YD) 2018-2024.

4) Systems and processes

- i. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a gender expert or establish a gender desk at MINICOM level with responsibility to support the implementation of the gender promotion interventions within the sector, build internal capacities for gender mainstreaming and advocate for the availability and provision of human, material and financial resources required to advance the gender equality agenda.
- ii. **Enhance Gender Situation Analysis:** Integrate a gender situation analysis as part of the overall sector analysis to identify key gender gaps, inform the setting-up of gender equality objectives as well as the planning and implementation strategies to address gender disparities.
- iii. **Improve gender-sensitive data collection and analysis:** Ensure the collection and analysis of gender-disaggregated data to inform policy formulation and evidence-based decision-making. This includes conducting needs assessments involving and

- gendered impact assessments of policies, programs, and interventions to understand their differential effects on men and women.
- iv. **Ensure Gender-responsive procurement:** Implement gender-responsive procurement practices within the sector to promote the inclusion of women-owned businesses in supply chains. This can be done through setting targets for procurement bids by women-owned enterprises, providing capacity building support for women entrepreneurs (potential bidders), and creating a database of qualified women entrepreneurs.
 - v. **Enhance monitoring and evaluation:** Establish robust monitoring and evaluation mechanisms to track progress on gender mainstreaming efforts. This also involves regular reviews strategies, policies, and programs being implemented to ensure accountability and identify areas of improvement.
 - vi. **Enhance Inclusive Communication:** Develop an Inclusive Communication Policy for the sector. This policy will guide all communication processes, ensuring inclusivity, non-sexist language, and the active involvement of both men and women.

6.3. GENDER MAINSTREAMING AND ACCOUNTABILITY IN CIVIL SOCIETY ORGANIZATIONS AND FAITH-BASED ORGANIZATIONS

The Rwanda Civil Society Platform (RCSP) is a Coalition that represents 11 Umbrella organizations of Civil Society Organizations in Rwanda, that have agreed to regroup under one platform in order to maximize synergy and have a stronger voice in their effort to influence policy-making and sustainable development processes in the country. These umbrella organizations are the Collectif des Ligues et Associations de Defense des Droits de l'Homme (CLADHO), Rwanda NGO Forum (RNGOF), Collaborative Council of Organizations for Basic Initiative Support (CCOAI), National Union of Disability Organizations in Rwanda (NUDOR), PRO-FEMMES TWESE HAMWE, Rwanda Network of People Living with HIV (RRP+), Umbrella of Organizations for Defense of Genocide Survivors' Rights in Rwanda (IBUKA), Rwanda Environmental NGOs Forum (RENGOF), Rwanda Youth Organizations Forum (RYOF), Rwanda Education for All Coalition (REFAC), and the Coalition Umwana ku Isonga (CUI).

The mission of RCSP is to represent its members in the process of facilitating citizen's participation in sustainable development efforts through constructive dialogue, debate and advocacy at national and international levels.

Cognizant of gender inequalities within civil society organizations themselves and pertaining to their mandate, the Platform undertook to develop a Gender Mainstreaming Strategy in 2020, through a consultative process that involved a range of stakeholders in the civil society arena, government ministries, UN Organizations and members of the community. The Strategy proposes a set of solutions and strategies for advancing gender mainstreaming at CSO level, programs and projects level and community level in light of enormous gender issues that CSOs in Rwanda continue to face, among them; limited number of women in CSO leadership positions, negative gender norms and misunderstanding of the gender equality concepts, limited capacities and skills among CSOs organizations in gender analysis and gender mainstreaming, limited standardized tools to guide the gender mainstreaming interventions and lack of standardized gender indicators to monitor the gender mainstreaming across all areas of CSO interventions. The issue of lack of sufficient resources among CSOs to conduct

research on gender issues facing the community for effective advocacy was also highlighted as one of the key challenges towards effective gender mainstreaming.

Although RCSP does not have a Gender desk and staff dedicated to Gender, it implements several projects that aim to promote gender equality and accountability among CSOs in partnership and with support from national and international organizations including Rwanda Governance Board, CARE International, TROCAIRE, UN Women and Profemmes Twese Hamwe. The RCSP also conducts joint planning with member umbrella organizations and gender equality is a key component in that exercise as they provide guidance on collection of sex-disaggregated data in monitoring and reporting. The Platform has also guidelines for inclusive workplace in CSOs and it has a section on sexual harassment.

The following guidelines for gender mainstreaming and accountability in Civil Society Organizations have been proposed:

- i. **Support the development of gender mainstreaming policies/strategies/guidelines:** Support umbrella member organizations (CLADHO, CCOAIB, NUDOR, PROFEMMES, IBUKA...) to develop their own gender policies, strategies and guidelines for gender mainstreaming. Such policies or guidelines would outline programs, projects and activities needed to address gender inequalities faced by the beneficiaries of their interventions and/or services, at the same time promoting women's participation in development at local and national levels.
- ii. **Strengthen Institutional Gender Mainstreaming Capacity:** Recruit a gender specialist or establish a gender desk at the RCSP and individual umbrella levels with the overall responsibilities of mainstreaming gender in all CSO programs, plans and budgets. This expert would support individual member umbrella organizations to embed gender into their planning and monitoring frameworks.
- iii. **Community-based research and advocacy:** Conduct comprehensive research at community level to identify and document key gender issues and challenges faced by women and men and inform the design of evidence-based advocacy with duty bearers.
- iv. **Document gendered social norms:** Document persistent social norms and negative perceptions that restrain women to marginal roles in the society, including at household level, in farming and livelihoods opportunities, in education, access to finance, uptake of employment opportunities...
- v. **Addressing negative social norms:** Based on outcomes from the research, conduct awareness raising campaigns countrywide to address negative social norms through educational programmes and women's empowerment initiatives.
- vi. **Capacity building:** Implement skills enhancement initiatives to build the skills of member umbrella organizations in gender skills needed by actors in civil society for the design and implementation of gender responsive projects.
- vii. **Promote gender-sensitive planning and M&E in civil society organizations:**
 - ✓ Support umbrella member organizations to develop standard gender-sensitive indicators to inform their planning processes and monitor progress on gender mainstreaming in different areas of CSO interventions.
 - ✓ Ensure gender mainstreaming during projects' impact evaluations by integrating gender indicators into terms of reference and technical specifications.

- viii. **Financing for gender equality:** Support member umbrella organizations to mobilize resources for financing gender equality initiatives of relevance in their areas of work. This may include support in drafting of proposals for resources mobilization, and advocacy with government and development partners to fund community-oriented projects initiated by civil society organizations.
- ix. **Mobilization of CSOs and FBOs:** Mobilize and Civil Society Organizations and Faith-based Organization to establish programs that focus on family, gender equality, human security and the fight against GBV.
- x. **Monitor implementation of gender equality principles among FBOs:** Engage with the Rwanda Religious Leaders Forum (RRLF) to monitor the implementation of gender equality principles among FBOs. This may entail establishing a religious self-assessment mechanism to monitor implementation of gender equality principles and the fight of GBV among faith-based organizations.

6.4. ROLE OF MIGEPROF AND THE GENDER AND FAMILY PROMOTION SECTOR IN THE IMPLEMENTATION OF GENDER MAINSTREAMING AND ACCOUNTABILITY GUIDELINES

In line with its mandate of ensuring strategic coordination of the implementation of national policies, strategies and programs regarding the promotion of gender, family and children's rights' protection and facilitate their integration in the socio-economic and political arena, MIGEPROF and the Gender and Family promotion sector will play a key support role by providing a back-up and technical expertise to the sectors in the implementation of gender mainstreaming and accountability guidelines relevant to their respective sectors. This will include the following:

- ✓ Support sectors to develop and avail tools and checklists to be used by different sectors for integrating gender in different phases of the planning and M&E (design of programmes, sub-programmes and activities, setting of indicators and targets).
- ✓ Support all the sectors to package awareness raising messages to raise awareness of staff and stakeholders about gender issues, gender equality, and women's empowerment.
- ✓ Support different sectors to implement the Men's Engage approach for involving Men

ANNEX 1. GENDER-RESPONSIVE ASSESSMENT MATRIX

PILLAR I: ENABLING ENVIRONMENT FOR GENDER EQUALITY

N°	Assessment Questions Ibibazo	Yes/No Yego/Oya	Evidence Ikibigaragaza	Comments/ Explanations Ibisobanuro
1	The sector/institution/NGO/DP... has a Gender equality specific policy/gender mainstreaming strategy. Minisiteri/Urwego/Ikigo/NGO/DP ifite policy cg gahunda z'ibikorwa zihariye zo guteza imbere ihame ry'uburinganire n'ubwuzuzanyeye muri gahunda/imirimo bakora			
2	The sector/institution/NGO/DP... has a Gender-based violence and sexual harassment mechanisms to prevent and respond to GBV and sexual harassment cases are in the work place. Minisiteri/Urwego/Ikigo/NGO/DP ifite ingamba zihamye zo kurwanya no gukumira ihoterwa rishingiye ku gitsina mu kazi			
3	There is a conducive legal and regulatory framework for the promotion of gender equality and accountability. Hashizweho amategeko n'amabwiriza agenda gahunda zo guteza imbere ihame rya Gender no gukurikirana iyubahirizwa ryayo muri Minisiteri/Urwego/Ikigo/NGO/DP muhagarariye			
4	There are institutional mechanisms/structures such as the gender desk, gender equality committee, gender task force... in place to follow-up on the design and implementation of the institution's gender equality interventions. Hashizweho uburyo/inzego/umukozi/komite... zishinzwe gukurikirana no gushyira mu bikorwa gahunda za gender no gukurikirana iyubahirizwa ryazo.			

PILLAR II: SYSTEMS AND PROCESSES

N°	Assessment Questions Ibibazo	Yes/No Yego/Oya	Evidence Ikibigaragaza	Comments/ Explanations Ibisobanuro
1	The sector/institution/NGO/DP... plan(s) [annual work plan or other relevant plan(s)] are gender responsive. Igenamigambi rya Minisiteri/Urwego/Ikigo/NGO/DP rigaragaza uko gender izinjizwa mu bikorwa by'urwego, ndetse n'ibipimo (indicators) bigaragaza uko byagezweho			
2	Mechanisms to track and monitor gender targets and indicators (Monitoring and evaluation framework) and M&E reports are sex-disaggregated. Ingamba zo kugenzura no gukurikirana uko ibikorwa byateganyijwe bishyirwa mu ngiro (Monitoring and evaluation framework) zirahari kandi zitanga amakuru asobanuye ku bagore n'abagabo (gender disaggregated data)			
3	The sector/institution/NGO/DP... has adopted guiding tools to help individual institutions to conduct gender analysis to inform the planning process (RBM, IFMS, etc). Minisiteri/Urwego/Ikigo/NGO/DP ifite uburyo n'inyandiko ngenderwaho (tools) mu kukora igenamigambi nka Results-based management (RBM), Integrated Financial Management System (IFMS), etc kandi ubwo buryo bwita ku ihame rya Gender			
4	The sector/institution/NGO/DP... planning is aligned to Rwanda's global commitments on gender equality such as SDGs, CEDAW, Beijing, and other international instruments on gender equality. Igenamigambi ryanyu ryita kuri gahunda z'iterambere z'ikinyagihumbi (SDGs), CEDAW, Beijing ndetse n'andi masezerano mpuzamahanga ateza imbere ihame rya Gender.			
5	The sector/institution/NGO/DP... has a budget meant to promote gender equality (such as GBS) Minisiteri/Urwego/Ikigo/NGO/DP yanyu ifite ingengo y'imari ku bikorwa bigamije guteza imbere gender (Uregero GBS)			
6	Sector and programme end-term evaluations show progress made in delivering on gender equality commitments			

N°	Assessment Questions Ibibazo	Yes/No Yego/Oya	Evidence Ikibigaragaza	Comments/ Explanations Ibisobanuro
	Minisiteri/Urwego/Ikigo/NGO/DP rukora isuzuma (end-term evaluation) kandi ibyagezweho mu kwimakaza Gender bikagaragazwa			
7	The sector/institution/NGO/DP... has an inclusive communication policy and processes and it communicate about its achievements on gender equality to its stakeholders and the wider public. Minisiteri/Urwego/Ikigo/NGO/DP ifite uburyo bw'imenyekanisha makuru bunogeye kandi bworoheye abagabo nabagore cyo kimwe (gender inclusive communication)			

PILLAR III: SKILLS AND CAPACITIES

N°	Assessment Questions Ibibazo	Yes/No Yego/Oya	Evidence Ikibigaragaza	Comments/ Explanations Ibisobanuro
1	The sector conducts regular needs assessment to determine capacity and skills needs on gender analysis and mainstreaming. Minisiteri/Urwego/Ikigo/NGO/DP ikora isesengura ry'ubumenyi n'ubushobozi bukenewe mu gukora isesengura n'igenamigambinishingiye kuri gender (gender skills needs assessment)			
2	Sector strategies to build the capacity of staff and stakeholders to enable them integrate a gender perspective in policies, programmes and plans are in place, Hariho ingamba zo guhugura no kongerera abakozi n'abafatanyabikorwa ubushobozi mu bijyanye no kwimakaza ihame rya gender muri programme zitandukanye za Minisiteri/Urwego/Ikigo/NGO/DP			
3	Criteria are in place to ensure equal access of male and female to training opportunities			

N°	Assessment Questions Ibibazo	Yes/No Yego/Oya	Evidence Ikibigaragaza	Comments/ Explanations Ibisobanuro
	Hashizweho ingingo ngenderwaho mu guha amahirwe angana abagore n'abagabo mu kwitabira amahugurwa (urugero: ese amakuru ajyanye n'amahugurwa agera ku bagore n'abagabo?)			
4	Gender is a regular topic of discussion in various important meetings and forums. E.g. sector working group. Ibibazo bijyanye na gender biganirweho mu nama n'andi mahuriro atandukanye akorwa muri Minisitiri/Urwego/Ikigo/NGO/DP (urugero: sector working group)			

SECTION IV: DECISION-MAKING

N°	Assessment Questions Ibibazo	Yes/No Yego/Oya	Evidence Ikibigaragaza	Comments/ Explanations Ibisobanuro
1	Sector policies and strategies provide for equal participation of males and females in decision-making positions. Hari ingamba zihamye mu gutuma abagore n'abagabo bagira uruhare rungana munzego zifata ibyemezo			
2	Sector policies and strategies include affirmative actions to promote women (E.g. mentorship of young women in leadership, etc). Hari ingamba/amategeko/amabwiriza yashizweho mu kuzamura igitsina gore by'umwihariko (Urugero: mentorship, etc)			

SECTION V: PARTNERSHIPS, PARTICIPATION AND ACCOUNTABILITY FOR GENDER EQUALITY

N°	Assessment Questions Ibibazo	Yes/No Yego/Oya	Evidence Ikibigaragaza	Comments/ Explanations Ibisobanuro
1	<p>The Minisiteri/Urwego/Ikigo/NGO/DP partners with Gender machinery institutions and, non-governmental organizations, CSOs and International organizations specialised in promoting gender equality and accountability exist.</p> <p>Mufite ubufatanye hagati y'inzego za Leta zishinzwe guteza imbere Gender nka MIGEPROF, GMO, NWC, Imiryango itegamiye kuri Leta (NGOs) ndetse n'imiryango mpuzamahanga iteza imbere Gender.</p>			



www.migeprof.gov.rw



RwandaGender



MIGEPROFRwanda



@RwandaGender



rwanda_gender



9059