



Republic of Rwanda
Ministry of Gender and
Family Promotion

RISK MANAGEMENT POLICY AND PROCEDURES

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LIST OF ACRONYMS

MIGEPROF: Ministry of Gender and Family Promotion

GBV: Gender-Based Violence

SDG: Sustainable Development Goals

RMF: Risk Management Framework

CBM: Chief Budget Manager

M&E: Monitoring and Evaluation

RMC: Risk Management Committee

ICT: Information and Communication Technology

PS: Permanent Secretary

MINECOFIN: Ministry of Finance and Economic Planning

EXECUTIVE SUMMARY

The Ministry of Gender and Family Promotion (MIGEPROF) is mandated to lead and coordinate national policies, strategies, and programs related to family promotion, gender equality, and the protection of children's rights. Its role is to ensure that these priorities are effectively integrated into Rwanda's socio-economic and political landscape. To support this mandate and strengthen institutional performance, MIGEPROF has developed this Risk Management Policy and Procedures.

This Policy provides a structured framework for identifying, assessing, mitigating, and monitoring risks that may affect the Ministry's operations, programs, and policy objectives. It is founded on the principle of proactive risk management—addressing potential threats before they escalate while also recognizing opportunities that can enhance program delivery. The Policy aligns with national commitments to accountability, transparency, and sustainable development.

As a technical document, its purpose is to offer clear and practical guidance for managing risks in a consistent and compliant manner. It is not intended for promotional or creative purposes but rather to streamline processes, minimize uncertainty, and support efficient execution of tasks.

The Policy highlights key categories of risk, including:

- **Strategic Risks** - misalignment with national priorities, weak policy coordination, and limited stakeholder engagement.
- **Operational Risks** - delays in implementation, insufficient human or financial resources, and weak internal controls.
- **Financial Risks** - budget deficits, misallocation of funds, and overreliance on external financing.
- **Reputational Risks** - concerns related to public perception, accountability, and ethical standards.
- **Compliance and Legal Risks** - failure to meet regulatory obligations or international commitments.
- **External Risks** - political, economic, environmental, and technological factors beyond institutional control.

The Policy follows a full risk management cycle: identification, assessment, prioritization, response, and monitoring. Risks are evaluated based on likelihood and potential impact to ensure that resources are focused on the most critical issues. Mitigation measures include strengthening institutional capacity, improving stakeholder coordination, enhancing monitoring and evaluation, and establishing effective communication channels.

A central element of this strategy is the establishment of a Risk Management Committee to oversee implementation, ensure accountability, and provide regular reporting. This is complemented by continuous staff training to promote a culture of risk awareness and integrate risk management into all programs and projects.

By implementing this Policy, MIGEPROF aims to safeguard its programs and resources, enhance decision-making and accountability, build institutional resilience, and reinforce its contribution to national development goals.

In summary, this Risk Management Policy and Procedures equip the Ministry to anticipate and manage risks effectively, harness opportunities, and strengthen stakeholder confidence, thereby supporting the sustainable advancement of its mandate.

CHAPTER ONE: INTRODUCTION

1.1 Background

The Ministry of Gender and Family Promotion (MIGEPROF) is mandated to ensure the coordination and implementation of national policies and programs related to the promotion of gender equality, family welfare, and child rights protection in Rwanda.

As a central government institution, MIGEPROF operates within a dynamic environment that involves multiple stakeholders, complex social issues, and evolving policy priorities. This environment exposes the Ministry to a wide range of risks: strategic, operational, financial, compliance, reputational, and external that could hinder the achievement of its mission and objectives.

To address these challenges, MIGEPROF has developed this Risk Management Policy and Procedures to provide a structured approach to identifying, assessing, managing, and monitoring risks across all directorates and programs.

1.2 Purpose of the Policy

The purpose of this policy is to establish a systematic and consistent approach to risk management within MIGEPROF. It ensures that risks are effectively identified, evaluated, mitigated, and monitored to support sound decision-making, protect resources, and enhance service delivery.

1.3 Scope

This policy applies to:

- All MIGEPROF directorates, units, and affiliated projects;
- All staff, whether permanent or temporary;
- All partners and contractors implementing programs under MIGEPROF's coordination.

It covers strategic, operational, financial, and compliance risks related to the promotion of gender equality, family welfare, and child protection.

1.4 Definition of Risk

Risk is the effect of uncertainty on objectives, whether positive or negative. It is measured in terms of the likelihood of occurrence and the impact on the Ministry's ability to achieve its strategic and operational objectives.

1.5 Objectives of the Risk Management Policy

The main objectives of this policy are to:

1. Promote a proactive risk management culture within MIGEPROF.
2. Ensure that risk management is integrated into planning, budgeting, and performance management.
3. Protect the Ministry's assets, reputation, and stakeholders.
4. Enhance accountability and transparency in program implementation.
5. Ensure compliance with national laws, regulations, and international standards.

1.6 Mandate and Functions of MIGEPROF

MIGEPROF is responsible for the coordination of national policies and programs that promote gender equality, family welfare, and child rights protection.

Key Functions

- Promote gender equality and empowerment of women in all sectors of national development.
- Protect and promote the rights of children and families.
- Coordinate gender mainstreaming across public institutions.
- Promote social inclusion and protection of vulnerable groups.
- Monitor and evaluate gender and family-related programmes and policies.

Directorates

1. Directorate of Gender Promotion and Women Empowerment
2. Directorate of Family Promotion and Child Rights Protection

1.7 MIGEPROF Risk Management Policy Statement

MIGEPROF recognizes risk management as an integral part of effective governance and accountability. The Ministry is committed to establishing and maintaining sound risk management practices to ensure that potential risks are identified, evaluated, and managed in a manner consistent with national standards and best practices.

The Ministry commits to:

- Integrate risk management into planning, budgeting, and implementation processes;
- Build staff capacity in risk identification and control;
- Foster a culture of risk awareness and accountability;
- Continuously monitor, evaluate, and report on risk management performance.

1.8 Principles of Risk Management

The Ministry adheres to the following guiding principles:

No.	Principle	Description / Application
1	Integration	Risk management is embedded in all planning, budgeting, and decision-making processes.
2	Structured and Comprehensive Approach	Risks are identified and managed using systematic methods.
3	Customization	The process aligns with MIGEPROF's specific mandate and operational environment.
4	Inclusion	All staff share responsibility for managing risks.
5	Dynamic Process	Risks are continuously reviewed and updated.
6	Evidence-Based Decision Making	Risk management is based on data, experience, and stakeholder consultation.

CHAPTER TWO: RISK CATEGORISATION

2.1 Overview

MIGEPROF faces diverse risks arising from its operations, partnerships, and socio-economic environment. Identifying and categorizing these risks supports effective control and prioritization.

2.2 Key Risk Categories

Category	Indicator of the occurrence of risks
Strategic Risks	Delays in gender policy implementation; weak coordination with partners; failure to achieve SDG gender targets.
Operational Risks	Inadequate data collection on GBV cases; ICT system failures in child protection programs.
Financial Risks	Mismanagement or misuse of donor funds; budget overruns in empowerment projects.
Compliance Risks	Non-compliance with child protection laws; breach of procurement regulations.
Reputational Risks	Public backlash over policy failures; negative media coverage.
Health & Safety Risks	Field staff exposed to unsafe environments during community outreach.
Environmental Risks	Natural disasters affecting family welfare programs.

2.3 Risk Management Framework

The Risk Management Framework is a set of components that provide the foundations and organizational arrangements for designing, implementing, monitoring, reviewing, and continually improving risk management throughout MIGEPROF. The foundations include the policies, objectives, mandate, and commitment to manage risk. The organizational arrangements include plans, relationships, accountabilities, resources, processes, and activities.

The Risk Management Framework is embedded within MIGEPROF's overall strategic and operational policies and practices.

2.4 Purpose of the Risk Management Framework

The purpose of the Risk Management Framework is to define how the management of risk is handled within MIGEPROF, whether organization-wide or for specific programs, projects, or services (e.g., GBV prevention, child protection, family promotion, and gender mainstreaming). It provides information on roles, responsibilities, processes and procedures, tools, facilities, and documentation required.

To ensure effective implementation of risk management within MIGEPROF, the following principles and strategies shall be applied:

- i) Promoting MIGEPROF's philosophy and culture that *everybody is a risk manager* (employees at all levels work together).
- ii) Top managers must champion risk management, define, and communicate acceptable levels of risk (risk appetite).
- iii) All staff shall work with the Risk Management Committee to assess and evaluate identified risks and propose treatment actions.
- iv) The Risk Management Committee shall work closely with the Internal Auditor to evaluate the efficiency of selected risk management treatment actions in relation to internal compliance and control practices.
- v) The Risk Management Committee shall report the outcomes from (iv) above to the Chief Budget Manager for further orientation.
- vi) MIGEPROF shall plan and carry out capacity-building and continuous risk-management training for staff.

A Risk Management Framework (RMF) provides a structured approach for identifying, assessing, managing, and monitoring risks across the Ministry of Gender and Family Promotion. The framework ensures that risk management is integrated into MIGEPROF's processes and aligned with its objectives.

2.5 Developing the Risk Management Framework

To develop an effective Risk Management Framework, MIGEPROF shall follow a systematic approach consisting of the following steps:

Step 1: Establishing the risk governance structure

Oversight responsibility for risk management shall be discharged by MIGEPROF's top management, who shall approve the Ministry's Risk Management Framework. Top management may delegate this function to the Audit Committee. Senior Management and the Management Risk Committees shall set risk limits within the approved risk appetite and tolerance levels.

The Chief Budget Manager (CBM) shall implement the risk framework, policies, and procedures. The nominated Risk Management Committee shall identify, assess, monitor, report, and mitigate risks.

The Internal Auditor shall independently provide assurance on the adequacy and effectiveness of risk-management processes within MIGEPROF. Detailed roles and responsibilities for risk management are described in later chapters of the guidelines.

Step 2: Define the context for risk management (Risk Appetite)

Top management shall begin by identifying MIGEPROF's core values, strategic targets, and programs related to gender equality, family promotion, GBV response services, child rights, and social welfare. In this context, the Ministry shall optimize its ability to exploit opportunities and mitigate setbacks or negative occurrences.

Risk appetite depends on MIGEPROF's mission and objectives. Because risks may affect the achievement of MIGEPROF's mandated outcomes, top management shall set acceptable levels of risk for each risk category.

MIGEPROF shall have **zero tolerance for fraud, child abuse case mismanagement, GBV service delivery failures, and reputational risks**. For other risk categories, top management will determine a high or low risk appetite depending on the threat or opportunity presented.

Step 3: Develop an approach to risk identification

A systematic approach to identifying risks increases the likelihood of capturing significant threats and opportunities and supports linking them to MIGEPROF's values and targets.

Risks shall be categorized by source:

- **Internal risks:** arising from MIGEPROF's operations (people, systems, processes, resources, data accuracy, coordination mechanisms).
- **External risks:** arising from political, economic, social, legal, technological, security, environmental, or natural disaster factors.

Internal risks can be further broken down into subcategories such as staff capacity, technology, operational procedures, coordination with districts, and financial resources for program delivery.

Step 4: Build a risk assessment matrix

The Management Risk Committee, in collaboration with top management, shall develop an assessment matrix defining criteria for ranking risks (both threats and opportunities). Risks shall be assessed and ranked based on their:

- Probability of occurrence
- Potential impact on MIGEPROF's strategic and operational objectives (e.g., GBV service delivery, family welfare programs, gender policy outcomes)

This ranking helps determine priorities and required mitigation actions.

Step 5: Establish a risk register

A risk register is a comprehensive list of threats and opportunities, including actions to address them. It records identified risks, their ratings, and how they are managed or treated.

The risk register shall be a living document that is regularly reviewed and updated. Each Directorate/Unit (e.g., Gender Promotion, GBV & Child Protection, Family Promotion, Planning & M&E) shall maintain its own risk register.

The Chief Budget Manager shall own the MIGEPROF risk register, maintained by the Risk Management Committee.

The register shall include:

- Description of the risk
- Category of the risk
- Affected objectives
- Estimated impact and probability
- Time horizon
- Planned actions
- Responsible manager
- Expected completion date
-

Step 6: Rollout of the Risk Management Framework

It is advisable that MIGEPROF first pilot the risk-management process within one or two selected directorates (e.g., GBV Unit, Child Rights Directorate), then roll it out across the entire Ministry after successful implementation in pilot units.

Step 7: Incorporate risk management into performance monitoring

The Risk Management Coordinator/Committee shall develop a process for reporting the status of the risk register to the top management team on a regular basis. This shall include formal written reports and integration with MIGEPROF's Monitoring & Evaluation system.

2.6 Risk Management Policy and Strategy

The Risk Management Policy is a statement of MIGEPROF's intentions and direction regarding risk management. It states the Ministry's objectives and commitment to managing risks. It ensures a common understanding of risk across MIGEPROF and provides a platform to articulate the Ministry's vision for risk management and the benefits derived from it.

The Policy shall include, at minimum:

- A policy statement
- Aims and objectives
- Purpose, scope, and applicability
- Approval and review processes

MIGEPROF's risk management policy shall be approved by the Minister and reviewed at least once every five years.

2.7 Risk Management Strategies

Risk Management Strategies are actions and tactics used by MIGEPROF to maintain risks within acceptable tolerance levels, as approved by top management. These strategies operationalize the risk management policy and clarify responsibility and accountability across the Ministry.

MIGEPROF may deploy the following strategies:

- i) Reducing the probability or impact of risk events (e.g., strengthening GBV case management, improving coordination with Districts).
- ii) Accepting or retaining risks after weighing cost-benefit considerations.
- iii) Avoiding or terminating risks by discontinuing activities that generate unacceptable risk.
- iv) Transferring risks (e.g., insurance, outsourcing specialized services).
- v) Mitigating risks through Business Continuity Plans, especially for GBV hotline services or child protection systems.
- vi) Integrating risk management into all MIGEPROF activities and programs.

CHAPTER THREE: RISK MANAGEMENT PROCESS

3.1 Overview

The Ministry risk management process as illustrated in Figure below, involves systematic application of policies, procedures and practices to the activities of communicating and consulting, establishing the context, risk assessment, risk treatment, monitoring & review and recording & reporting.

The risk management process follows a continuous cycle that ensures risks are systematically managed throughout the Ministry's activities.

Figure 1 : The Risk management process



3.2 Steps in the Risk Management Process

1. Risk Identification: Identify internal and external factors that may affect objectives.
2. Risk Analysis: Determine likelihood and potential impact.

3. Risk Evaluation: Prioritize risks based on the risk matrix.
4. Risk Treatment / Mitigation: Develop strategies to reduce or control the risk.
5. Risk Monitoring: Continuously review risk controls and update the risk register.
6. Communication and Consultation: Document and report to relevant stakeholders.

3.3 Risk Analysis Matrix

Impact / Likelihood	Low (1)	Medium (2)	High (3)
Low Impact (1)	1	2	3
Medium Impact (2)	2	4	6
High Impact (3)	3	6	9

- ❖ High Risks (6-9): Require immediate mitigation and management attention.
- ❖ Medium Risks (3-5): Require monitoring and planned mitigation.
- ❖ Low Risks (1-2): Acceptable but still recorded.

3.4 Risk Tolerance and Appetite

MIGEPROF's risk appetite is low for compliance, financial, and reputational risks, and moderate for operational risks linked to innovation and pilot initiatives. The Ministry will not tolerate actions that compromise legal compliance, child protection, or gender equality standards.

3.5 Risk Reporting and Monitoring

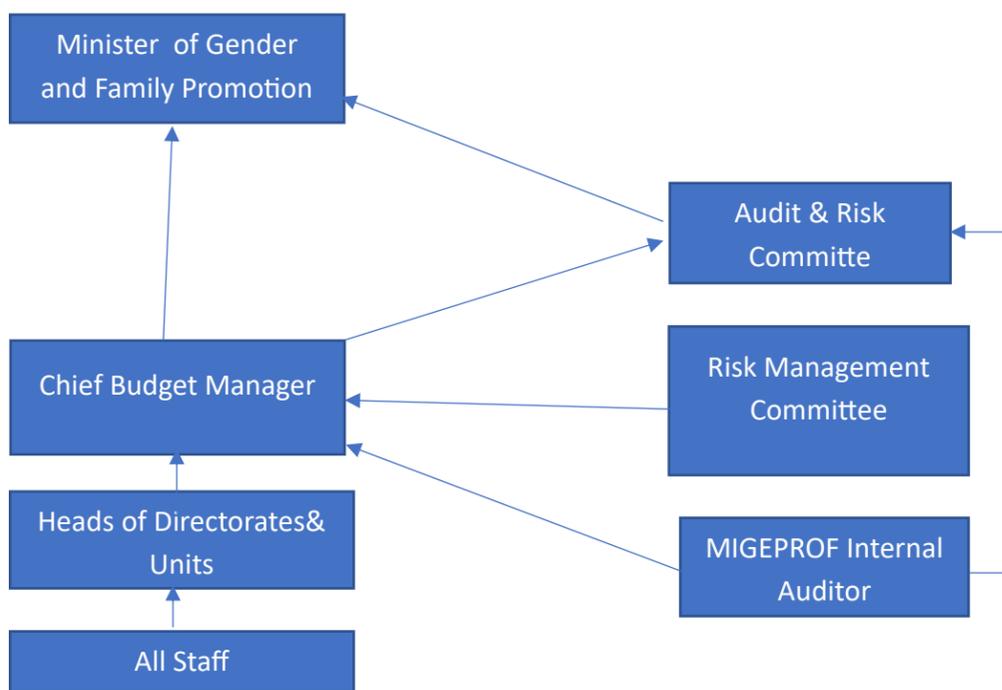
Risk monitoring and reporting will be conducted quarterly and integrated into MIGEPROF's performance management and internal audit frameworks.

Directorates will maintain risk registers and report updates to the Risk Management Committee, which will review trends and recommend control measures.

CHAPTER FOUR: GOVERNANCE, ROLES, AND RESPONSIBILITIES

Risk governance is the system for directing and controlling the management of risk at MIGEPROF. It sets out the risk management structured and defines clear responsibilities and expectations for risk for MIGEPROF Management and staff.

Figure 2: Risk Management Governance Structure



4.1 Governance Framework

MIGEPROF's Risk Management Governance Structure includes:

- The Minister of Gender and Family Promotion (Approving Authority)
- Audit & Risk Committee (Revision)
- The Permanent Secretary (Oversight)
- The Risk Management Committee (Coordination)
- Directorate Heads (Implementation)

- The Internal Audit Unit (Assurance)
- All Staff (Ownership)

The Table below illustrates roles and responsibilities of each actor:

4.2 Roles and Responsibilities

Actor	Responsibilities
Minister of Gender and Family Promotion	Approves the Risk Management Policy and provides strategic direction.
Audit & Risk Committee	Review the adequacy of the risk management processes in place and approve reports to the Minister.
Permanent Secretary / Chief Budget Manager	Oversees implementation, ensures compliance with MINECOFIN guidelines, and reports to Cabinet and oversight bodies.
Risk Management Committee	Coordinates risk identification, analysis, and reporting across directorates; reviews quarterly risk registers.
Directorate of Gender Promotion and Women Empowerment	Identifies and manages risks related to gender equality, women empowerment.
Directorate of Family Promotion and Child Rights Protection	Identifies and mitigates risks affecting family welfare and child protection programs and GBV programs.
Planning, Monitoring and Evaluation Unit	Integrates risk management indicators into institutional performance tracking.
Internal Audit Unit	Provides independent assurance on the adequacy of risk management controls.
Finance Unit	Identifies, assesses, and monitors financial risks; ensures budgetary compliance; implements financial controls; reports financial risk status to the Risk Management Committee; advises on mitigation measures and supports decision-making related to funds management.
Human Resource Unit	Identifies and manages HR-related risks including staffing gaps, capacity issues, employee misconduct, and compliance with labor regulations; ensures staff awareness of risk management policies; supports training and capacity-building initiatives.
Legal Unit	Reviews and advises on legal and regulatory risks; ensures compliance with laws, regulations, and contracts; supports the Risk Management Committee in evaluating legal implications of identified risks; assists in mitigating litigation and compliance risks.
Procurement Unit	Identifies and manages procurement-related risks, including contract management, supplier performance, and compliance with public procurement regulations; ensures transparency and accountability in procurement processes; reports procurement risks to the Risk Management Committee and recommends mitigation measures.
All Staff	Identify, report, and manage risks in their operational areas.

4.3 Communication and Training

MIGEPROF will promote continuous awareness, communication, and capacity building on risk management practices through induction programs, training workshops, and periodic circulars.

4.4 Review and Continuous Improvement

This Risk Management Policy shall be reviewed every five (5) years or earlier if significant institutional or environmental changes occur.

Continuous improvement will be ensured through performance reviews, feedback, and audit recommendations.

Approved by:

Hon. Minister of Gender and Family Promotion

Annex 1: Risk Rating Matrix

Impact	Description	Likelihood	Description
1	Low impact: minimal disruption to objectives	1	Rare: highly unlikely to occur
2	Moderate impact: noticeable effect on performance	2	Possible: may occur occasionally
3	High impact: significant threat to objectives	3	Likely: expected to occur frequently

Annex 2: Risk Register Template

No	Risk Description	Category	Likelihood	Impact	Rating	Mitigation Strategy	Responsible Unit	Status
1								
2								
3								

This document is now ready to serve as the official MIGEPROF Risk Management Policy and Procedures (2025).