



Republic
of Rwanda



GENDER MONITORING OFFICE ANNUAL REPORT

2024 - 2025

December, 2025
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ACRONYMS

ADEPR	Association des Églises de Pentecôte au Rwanda
AFCFTA	African Continental Free Trade Area
AUC WGYD	African Union Commission - Women, Gender and Youth Directorate
AUDA-NEPAD	African Union Development Agency-New Partnership for Africa's Development
AU-UN	African Union – United Nations
BNR	National Bank of Rwanda
CA-MIS	Comprehensive Assessment Management Information System
CEO	Chief Executive Officer
CRVS	Civil Registration and Vital Statistics
CSOs	Civil Society Organizations
CSW	Commission on the Status of Women
DGPR	Democratic Green Party of Rwanda
DNA	Deoxyribonucleic Acid
EBM	Electronic Billing Machine
ESSP	Education Sector Strategic Plan
FBOs	Faith-Based Organizations
FPR	Rwanda Patriotic Front
FRW	Rwandan franc
FY	Fiscal Year
GAD	Gender Accountability Dialogue
GBS	Gender Budget Statement
GBV	Gender Based Violence
GBVMIS	Gender Based Violence Management Information System
GDP	Gross Domestic Product
GES	Gender Equality Seal
GEWE	Gender Equality and Women Empowerment

GMIS	Gender Management Information System
GMO	Gender Monitoring Office
GRB	Gender Responsive Budgeting
GRPB	Gender-Responsive Planning and Budgeting
HR	Human Resource
ICT	Information Communication Technology
IDP	Integrated Development Program
IECMS	Integrated Electronic Case Management System
ILO (C190)	International Labor Organization Convention
IOSCs	Isange One Stop Centers
IPA	Innovation for Poverty Action
IPPF	International Professional Practices Framework
IPPIS	Integrated Personnel and Payroll Information System
KPIs	Key Performance Indicators
LAF	Legal Aid Forum
M&E	Monitoring and Evaluation
MAJ	Maison d'Acces a la Justice/Access to Justice Bureau
MFIs	Microfinance Institutions
MIGEPROF	Ministry of Gender and Family Promotion
MINAFFET	Ministry of Foreign Affairs and International Cooperation
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINIJUST	Ministry of Justice
MoH	Ministry of Health
MSMEs	Micro, Small, and Medium Enterprises
NAEP	National Assessment of Educational Progress
NCDA	National Child Development Agency
NEC	National Electoral Commission

NESA	National Examination and School Inspection Authority
NGO	Non-Governmental Organizations
NIDA	National Identification Agency
NISR	National Institute of Statistics of Rwanda
NPPA	National Public Prosecution Authority
NPSC	National Public Service Commission
NST	National strategy for transformation
NWC	National Women's Council
PARIS21	Partnership in Statistics for Development in the 21st Century
PDC	Centrist Democratic Party
PDI	Ideal Democratic Party
PL	Liberal Party
PPC	Party for Progress and Concord
PSD	Social Democratic Party
PSF	Private Sector Federation
PS-Imberakuri	Social Party
PSP	Prosperity and Solidarity Party
PSP	Party for Solidarity and Progress
RC	Radio Control
REB	Rwanda Education Board
RFI	Rwanda Forensic Institute
RIB	Rwanda Investigation Bureau
RLRC	Rwanda Law Reform Commission
RNAP3	Rwanda National Action Plan 3
RWAMREC	Rwanda Men's Resource Centre
SDG	Sustainable Development Goal
SDMS	School Data Management System
SMEs	Small and Medium Enterprises
SOPs	Standard Operating Procedures

STEM	Science, Technology, Engineering, and Mathematics
TMIS	Teacher Management Information System
TSS	Technical Secondary School
TTCs	Teacher Training Colleges
TVET	Technical and Vocational Education and Training
UDPR	Democratic Union of the Rwandan People
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
U-SACCO	Umurenge Saving and Credit Cooperative
VUP	Vision Umurenge Program

FOREWORD

In accordance with the provisions of Law No. 51/2007 of 20/09/2007, determining the responsibilities and functioning of the Gender Monitoring Office (GMO), particularly Article 22, the Office is mandated to prepare and submit an annual report highlighting progress made, persisting challenges, and areas requiring strengthened efforts in advancing gender equality and accountability. This report is submitted to the Office of the Prime Minister, with copies shared with the Supreme Court and both Chambers of Parliament.

The achievements outlined in this year's report make meaningful contributions to the aspirations of the National Strategy for Transformation and align with the implementation of GMO's Strategic Plan. Throughout the 2024/2025 fiscal year, significant progress was made in institutionalizing gender accountability across sectors and in enhancing the delivery of quality, responsive services to victims of gender-based violence and child abuse.

These achievements are the result of strong support, collaboration and the unwavering commitment of a broad range of partners. We recognize and commend the vital role played by decentralized entities, Government institutions, the Private sector, development partners, civil society organizations (CSOs), and faith-based organizations (FBOs), whose continued engagement and shared responsibility have been instrumental in positioning gender across development sectors.

As we look ahead to the 2025/2026 implementation period, the Gender Monitoring Office reaffirms its commitment to accelerating progress, scaling up effective practices, and deepening strategic partnerships to enhance gender accountability at all levels. We are particularly committed to fostering innovation and promoting continuous improvement in the pursuit of gender equality, ensuring that no one is left behind. Finally, we extend our sincere appreciation to the Office of the Prime Minister for its continued guidance and steadfast support in advancing gender equality and empowering all actors in this national journey toward inclusive and equitable development.

Umutoni Gatsinzi Nadine

Chief Gender Monitor

“

Women and men are equal in terms of ability and dignity, and they should also be equal in terms of opportunities. As Rwandans, as a global community, we need every member of our society to use his or her talents to the fullest if we are ever to reach our development goals

His Excellency Paul Kagame,
The President of the Republic of Rwanda

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1. INTRODUCTION

In line with its mandate to monitor compliance with gender equality principles and the delivery of GBV-related services, the Gender Monitoring Office (GMO) undertook a series of targeted monitoring and assessment interventions. These efforts focused particularly on advancing gender accountability during parliamentary elections, reinforcing the institutionalization of gender accountability at the decentralized level through GAD, the private sector, and strengthening the implementation of the Gender Budget Statement.

In addition, GMO conducted participatory gender audits in the hospitality and education sectors and assessed gender responsiveness in recruitment processes. Further monitoring was undertaken to assess the quality and accessibility of GBV service delivery, particularly within Integrated One Stop Centers (IOSCs) and the justice system.

KEY ACHIEVEMENTS IN 2024/2025

The following section highlights key institutional achievements and results attained in strengthening accountability to gender equality and enhancing the delivery of GBV-related services. It presents the major milestones reached through GMOs' monitoring and advocacy efforts, demonstrating how these interventions have advanced gender-responsive governance and improved the quality and effectiveness of services provided to citizens.

Key Achievements in Monitoring Gender Mainstreaming

Gender Budget Statements are monitored and audited to support transformative change

Rwanda promotes inclusive and equitable development through its Gender Responsive Budgeting (GRB) program, anchored in the Public Finance Management Law, which requires all budget agencies to prepare and report on Gender Budget Statements (GBS). The Gender Monitoring Office (GMO) ensures accountability in this process by monitoring compliance, evaluating the effectiveness of gender-related interventions, and strengthening institutional

capacities. This section presents key findings from the 2023/2024 GBS monitoring cycle, including audit exercises, coaching sessions, and the review of 2025–2026 GBS plans aligned with Rwanda’s gender transformation agenda.

District-level GBS Achievements

Gender-Responsive Achievements in the Agriculture Sector

Agricultural interventions across districts significantly improved productivity and food security. Key achievements included constructing 434 hectares of progressive terraces, distributing over 1.48 million kilograms of improved seeds and fertilizers, and providing livestock support to vulnerable households 3,191 cows (724 under Girinka), 100 pigs, and 400 chickens. In Ngoma District, 364 women farmers benefited from improved maize seeds, underscoring the program’s commitment to inclusive and gender-responsive agriculture. These interventions reduced soil erosion, improved water retention, and increased crop yields, leading to greater food security, higher household incomes, and enhanced community resilience to climate shocks.

A woman farmer from Ngoma District shared that improved maize seeds enabled her to double her harvest, feed her family, and earn enough money to join a local savings cooperative. Likewise, a Girinka beneficiary from Gatsibo District noted that owning a cow transformed her household, she now sells milk, enriches her garden with manure, and pays school fees for her children. These testimonies demonstrate how gender-responsive agricultural initiatives are enhancing livelihoods and fostering economic resilience.

Collectively, these interventions improved livelihoods, promoted gender equality across agricultural value chains, and strengthened local food systems. In parallel, Gender Budget Statement (GBS) initiatives facilitated transformative progress in complementary sectors such as energy and governance, reaffirming Rwanda’s integrated and sustainable approach to inclusive development.

Support to GBV Victims and Socio-Economic Reintegration

As part of ongoing efforts to strengthen the recovery and resilience of Gender-Based Violence (GBV) victims, reintegration support was provided across several districts during the reporting period. In Kamonyi District, 338 victims, including 317 women and 21 men, benefited from comprehensive socio-economic reintegration assistance. This support enabled beneficiaries to rebuild their livelihoods by engaging in income-generating activities, joining cooperative initiatives, and acquiring vocational skills, thereby fostering sustainable self-reliance and community reintegration.

One of the female beneficiaries from Kamonyi said, *“After receiving the reintegration support, I joined a tailoring cooperative (‘Cooperative y’Ubudozi’). Today, I can earn a living and support my family with dignity. This opportunity has helped me regain confidence and hope for the future.”*

In Rwamagana District, 436 GBV victims were reintegrated with financial and technical support from MIGEPROF. This intervention has been vital in restoring their socio-economic independence, increasing their engagement in community development, and strengthening local systems for GBV prevention and response.

Improved access to clean energy among households

In Gisagara District, through Gender Budget Statement (GBS) interventions, households received cooking gas to reduce dependence on wood fuel. This support improved energy access, eased the burden of firewood collection



particularly for women and children and this promoted cleaner, safer, and more efficient household cooking practices.

“Before receiving the cooking gas, my wife and I used to spend a lot of time and money on firewood. Now we’re able to use that money to pay for health insurance for our family with ease,” says Jean Bosco, from **Gisagara District**.

A similar intervention took place in Ngorero District, where one of the beneficiaries, Mukeshimana, received a cooking gas kit and reported that the gas kit has greatly improved her household’s hygiene by reducing indoor smoke, thereby minimizing smoke-related health risks. This improvement has had a significant positive impact on her family’s overall well-being and quality of life.

Improved access to water

From a water and sanitation perspective, the development and expansion of water supply systems have significantly improved access to clean water for both male- and female-headed households. These improvements have enabled women and children to dedicate more time to education, income-generating activities, and community development. **As one beneficiary from Ngorero District, Mukeshimana Annonciate**, shared, the new system has reduced her daily water collection time from nearly three hours to much less, allowing her to focus more on productive activities and family care.

Improved access to healthcare

From a health perspective, substantial investments have been made to improve maternal healthcare services. Sixteen hospitals were expanded and fully equipped, significantly enhancing access to maternal health services, especially in rural and underserved areas. These developments have increased the availability of skilled birth attendants, facilitated early detection and management of maternal and neonatal conditions, and strengthened the overall capacity of health facilities.

Women’s Economic Empowerment

During the reporting period, 3,795 vendors—86% of whom were women received support to formalize their businesses through licensing, relocation, and entrepreneurship training. This intervention has significantly strengthened women’s economic empowerment, enhanced household income stability and improving family welfare.



The impact of this initiative is well illustrated by the testimony of **Mukanyandwi Venantie**, a beneficiary from **Nyarugenge District, City of Kigali**, who received a **cooking gas cylinder and business training** to support her vending enterprise.

“When I was a street vendor, my goods were often confiscated, which meant losing everything I had earned for the day. Today, I am secure and safe, and for that I am deeply grateful to the Government of Rwanda for giving me this opportunity.”

From a sports development perspective, Gakenke District has provided financial support to a women’s football team comprising 40 female players, supported by two female and four male staff members. This initiative has played a significant role in nurturing female talent and strengthening competitiveness within Rwanda’s sports sector. Expanding similar support to other districts would further empower women athletes and promote greater gender inclusivity in sports development nationwide.

Staff capacities strengthened to improve gender accountability

During the 2024/2025 fiscal year, the Gender Monitoring Office (GMO), in collaboration with the Ministry of Finance and Economic Planning (MINECOFIN), conducted targeted workshops across various districts and the City of Kigali to strengthen capacities in Gender-Responsive Planning and Budgeting (GRPB). These workshops equipped district planners, gender focal persons, and sector officers with practical skills to effectively integrate gender analysis into planning and budgeting processes, leading to the following improvements:

- Development of quality Gender Budget Statements (GBS) by all participating districts and the City of Kigali.
- Improved use and application of gender-disaggregated data in planning and reporting.
- Strengthened collaboration between planning departments and other units within districts.
- District-level commitments to institutionalize and improve GRPB practices within their performance frameworks.

Key Challenges in GRPB and Recommended Actions

While significant progress has been made in advancing gender financing through the use of Gender Budget Statements (GBS) across sectors and districts, the following challenges continue to limit their full effectiveness and impact.

- Limited technical capacity in GRPB results in a narrow focus on women and girls, with insufficient inclusion of men and boys, weakening the comprehensiveness of gender interventions.
- Inadequate sex-disaggregated data hampers evidence-based planning and limits the ability to design, implement, and monitor targeted gender interventions.
- Uneven gender mainstreaming across sectors leads to disparities in how gender priorities are integrated, undermining consistent progress toward national gender equality goals.
- Underfunding of the governance pillar restricts efforts to address systemic and institutional gender barriers, such as participation, leadership, and accountability.

Key recommended actions

MINECOFIN, MIGEPROF and Districts

- Strengthen institutional capacity in Gender-Responsive Planning and Budgeting through continuous, practical training and mentorship for planners, budget officers, and gender focal persons at both central and local levels, enabling them to conduct effective gender analysis and design inclusive interventions that address gender inequalities.
- **Harmonize Gender Mainstreaming Across Sectors** by developing and enforcing sector-specific guidelines and tools for integrating gender priorities into planning and budgeting processes. This will ensure consistency in GRPB implementation and reduce disparities across sectors.

- **Establish GRPB Technical Support Mechanisms** by setting up dedicated GRPB support desks within key relevant institutions to provide ongoing guidance, quality assurance, and coordination of gender-responsive planning and budgeting efforts.
- **Increase Investment in** the governance pillar, focusing on strengthening institutional accountability, promoting women’s/men’s leadership and participation, and advancing gender-sensitive policy frameworks.

NISR

- **Strengthen Gender Data Systems by** investing in the use of robust data systems that support the routine collection, analysis, and application of sex-disaggregated and gender-sensitive data. This will inform planning, budgeting, and performance monitoring, and help track progress toward gender equality outcomes.

Enhanced Gender Accountability Across the Hospitality Sector

Rwanda’s commitment to inclusive and sustainable development places gender equality at the heart of its national vision, both as a constitutional obligation and a catalyst for socio-economic growth. As one of the country’s fastest-growing industries, the hospitality and tourism sector significantly contributes to national GDP and employment, positioning it as a key driver for promoting gender equality, inclusive growth, and decent work through equitable and gender-responsive workplaces.

In line with this potential, the Gender Monitoring Office (GMO), in collaboration with the Rwanda Civil Society Platform and with support from TROCAIRE, conducted a participatory gender audit of Rwanda’s hospitality sector to promote inclusive practices, strengthen institutional accountability, and inform gender-transformative reforms. The audit assessed the extent of gender mainstreaming across hotels, restaurants, and travel and tour agencies in selected urban and rural tourism districts nationwide, examining institutional structures, operational processes, and relevant documentation to provide a representative and comprehensive analysis of the sector.

The audit provided an overview of the hospitality industry, highlighting both gender responsive practices in certain areas and notable gaps in others.

Key Gender Equality Practices in the Sector

- Awareness of national gender equality commitments was evident in 82% of audited establishments, reflecting a strong foundational understanding of frameworks such as the National Gender Policy within the hospitality sector.
- Compliance with labour laws on family leave was widely observed, with most institutions providing paid maternity and paternity leave in alignment with national standards on caregiving responsibilities.
- Female representation in leadership stood at 54% across audited establishments, indicating notable progress in promoting women's participation in decision-making roles within the industry.
- Equal pay and career development opportunities were reported by 86% of institutions, showing a commitment to fair remuneration and equal access to training and advancement for both men and women.
- Gender-sensitive workplace facilities and practices were adopted by some establishments, including breastfeeding rooms, early childhood development spaces, maternity uniforms, and active gender committees, highlighted as best practices for broader replication.

While notable progress was observed, the audit also identified critical gender gaps that require targeted attention and action.

- **Lack of written gender policies:** A significant majority (74%) of institutions lack formal gender policies aimed at promoting equity and inclusiveness in the workplace.
- **No gender mainstreaming in planning and resource Allocation:** Gender considerations are largely absent from institutional plans and accountability frameworks. Only 12% of institutions allocate budgets for gender-related initiatives such as training and staff development.
- **Inadequate workplace protections and facilities for men and women:** Human resource policies remain inadequate in safeguarding the rights of both men and women, particularly pregnant employees. The absence of

formal employment contracts exposes workers to unfair dismissal, undermining job security and staff retention.

Furthermore, childcare facilities are available in only 22% of the audited institutions, a gap that negatively affects the productivity and retention of working mothers.

- **Absence of monitoring and follow-up mechanisms:** There is a widespread failure to track and report progress on gender equality. About 84% of audited institutions do not include gender equality aspects in their annual reports.
- **Limited gender governance structures:** Most audited institutions exhibit low representation of women in leadership positions, and gender committees are largely absent, existing in only 14% of institutions. This combination significantly weakens institutional capacity for gender mainstreaming, limiting both the influence and effectiveness of gender-focused initiatives.

Key recommended actions

To strengthen accountability for gender equality in the hospitality sector, the following recommended actions should be undertaken:

RDB and the CHAMBER of Tourism

- **Develop and implement written gender policies:** The sector is required to develop comprehensive gender policies in all institutions to guide equitable recruitment, retention, promotion, and workplace culture while ensuring these policies align with national gender equality frameworks and international standards (e.g. CEDAW, ILO).
- **Integrate gender accountability into institutional planning and budgeting:** Actors should incorporate clear gender objectives and measurable indicators into both strategic and operational plans. By adopting gender-responsive budgeting (GRB) practices, institutions can track and analyse gender-related expenditures and their impact, ensuring that resources are effectively directed toward advancing gender equality.

- **Strengthen workplace protections and support systems for women:** The sector should revise human resource policies to explicitly protect employees from discrimination and unfair dismissal related to pregnancy or caregiving responsibilities, while promoting flexible work arrangements and providing paid maternity and paternity leave. Priority should also be given to establishing childcare facilities or support schemes to enhance staff retention and productivity. Furthermore, all employees should be issued formal employment contracts that clearly safeguard their rights and outline their entitlements.
- **Establish Robust Gender Monitoring and Evaluation Mechanisms:** Institutionalize regular gender audits and require annual gender equality progress reports. Conduct gender pay gap analyses and use findings to inform equitable compensation strategies. Develop performance indicators tied to gender outcomes, with regular tracking and public disclosure.
- **Institutionalize and empower Gender Committees:** Gender Committees should be established in all institutions with clear mandates, adequate resourcing, and formal inclusion in institutional governance structures. The committees should include senior leadership to promote ownership and influence at the highest levels. Provide capacity-building for committee members on a regular basis on gender mainstreaming, data analysis, and advocacy.

Promoting Gender Equality in the Private Sector through the Implementation of RS 560:2023 Standards

Since 2017, the Gender Monitoring Office (GMO), in collaboration with the Private Sector Federation (PSF), UNDP, and UN Women, has championed gender equality across Rwanda's private sector through the Gender Equality Seal (GES) program. This initiative aimed to promote accountability to gender equality in institutional policies, structures, and practices, particularly within the private sector.

Over the years, 54 institutions, including nine small and medium-sized enterprises (SMEs), enrolled in the program. Of these, 30 successfully achieved gold, silver and bronze certification, reflecting measurable progress in embedding gender equality within organizational systems. Several achievements were recorded by certified companies, including:

- Establishment of breastfeeding rooms and childcare facilities has enhanced workplace inclusivity by supporting mothers to balance work and caregiving responsibilities, improving employee well-being, retention, and overall productivity.
- Increased women’s representation in leadership and male-dominated roles, such as finance and ICT, has challenged gender stereotypes, promoted inclusive decision-making, and strengthened organizational performance while inspiring future women leaders.
- Development and implementation of anti-sexual harassment policies has fostered safer, more respectful work environments by establishing clear standards of conduct, empowering employees to report violations, and reinforcing a culture of fairness and accountability.
- Introduction of flexible work arrangements for new mothers, including remote work options, has facilitated workforce reintegration without compromising child care, enhancing employee satisfaction and reducing absenteeism.
- Deliberate actions to reduce gender pay gaps, through corrective measures, have demonstrated organizational commitment to equity, boosted employee trust and motivation, and strengthened the company’s reputation as an equitable employer.

The outcomes of the Gender Equality Seal (GES) program have demonstrated that gender equality is not only a human rights obligation but also a strategic business advantage, enhancing organizational performance and competitiveness. The program’s success has firmly established gender equality as a core priority in Rwanda’s private sector and has catalyzed a systemic shift toward institutionalizing gender accountability through the development of RS 560:2023, Rwanda’s national standard on gender equality.

Integrating the GES program into RS 560:2023 has created a scalable, standardized, and sustainable framework for advancing gender equality, transitioning from a voluntary initiative to a formal national standard. This milestone embeds gender accountability as a fundamental component of private sector governance, ensuring it is no longer optional but systematically integrated into organisational operations.

To mobilize private sector companies for enrolment in the newly launched RS 560 Standard, the Rwanda Standards Board (RSB), Gender Monitoring Office (GMO), and UNDP convened a high-level dialogue on 15 May 2025 with stakeholders from both public and private sectors. The event highlighted the achievements of the GES program, officially introduced the RS 560 framework, and outlined the enrolment pathway, including registration, institutional self-assessment, independent verification, and final certification by RSB. Participants were urged to accelerate enrolment in preparation for the first round of RS 560 certifications, scheduled to be awarded during the ISO General Assembly hosted in Rwanda in October 2025.

Participatory Gender Audit conducted in the education sector

The Gender Monitoring Office (GMO), tasked with ensuring gender equality accountability across sectors, launched a Participatory Gender Audit in the Education sector. Preparatory high-level consultations with the Ministry of Education and affiliated institutions secured buy-in and fostered collaboration, establishing a strong foundation for a thorough assessment of gender mainstreaming.

The audit applied a comprehensive 3P Approach—Paper, People, and Processes examining policies and strategic documents for gender integration, assessing staffing and leadership for gender balance and equitable participation, and evaluating institutional practices and culture, including gender-based violence (GBV) response mechanisms. A multi-method data collection strategy was employed, including document reviews of national laws, sector policies, reports, and GBV records; 14 semi-structured key informant interviews with education leaders, development partners, and civil society; and 100 focus group discussions

across 50 schools engaging students, teachers, and administrators in participatory, gender-balanced dialogues. This holistic approach ensured a rigorous, inclusive, and reliable evaluation of gender mainstreaming within the Education sector.

Key findings at the Paper level

The review of key policies and strategic frameworks reveals a strong legal and institutional commitment to gender equality and inclusiveness within Rwanda's education sector. The Constitution guarantees the right to education for all, emphasizing special support for vulnerable groups, which is reflected in sectoral strategies such as the National Strategy for Transformation (NST1 & NST2) and Education Sector Strategic Plans (ESSP 2018/19–2023/24 and 2024–2029). These frameworks prioritize gender parity, inclusive access, and the promotion of girls in STEM, TVET, and leadership roles.

Specific laws, including the Education Organization Law (No. 010/2021), mandate the elimination of barriers to girls' education and the creation of safe, supportive learning environments. The Revised National Gender Policy (2021) and TVET Policy further address socio-cultural and institutional obstacles, promoting gender-responsive pedagogy and equitable access for vulnerable groups such as learners with disabilities.

While the Girls' Education Policy (2008) has contributed significantly to achieving gender parity in primary education, it is now outdated and requires revision to align with evolving national priorities. Complementary policies on special needs education and fee-free basic education reinforce inclusive education principles, ensuring equitable opportunities for all learners.

Finally, gender-responsive pedagogy training manuals provide essential tools for educators, embedding gender equality and GBV prevention within teaching and school management practices across teacher training colleges and model schools.

Overall, these documents collectively provide a comprehensive, gender-sensitive policy environment that guides education sector planning and implementation in Rwanda.

On the other hand, key findings were identified at the school level

Gender Responsiveness at the School Level

- **School Internal Rules:** Gender equality and GBV prevention are inconsistently reflected in school policies. Only 58% of schools have gender-sensitive internal rules, while 42% lack provisions promoting gender equity or addressing GBV. This gap undermines institutional accountability and compromises safe, inclusive learning environments, highlighting the need for clear gender-sensitive governance frameworks and robust GBV reporting mechanisms.
- **Curriculum Integration:** Rwanda's Competence-Based Curriculum (CBC) incorporates gender as a cross-cutting theme across most subjects and education levels, supported by resources like the Gender Package User Guide for Teacher Training Colleges (TTCs) and model schools. However, its application in ordinary schools remains limited, and key subjects such as Mathematics and Chemistry lack explicit gender integration. Expanding teacher capacity and access to gender-responsive pedagogy tools is essential to foster inclusive classrooms and challenge gender biases effectively.
- **Teaching Materials and Methods:** Some subjects and TTCs actively integrate gender-related content, supported by continuous professional development and supplementary materials. Inclusive teaching methods, such as equitable questioning and mixed-gender group work, are increasingly employed, promoting equal participation and confidence among students. These practices demonstrate a growing awareness of gender equality in classroom engagement, but they require broader adoption and reinforcement across all schools.

Key findings at the process level

This section presents gender mainstreaming within school organisational culture, systems, and practices. It assesses knowledge and awareness of gender equality and GBV, mechanisms for prevention and response, gender-responsiveness in career guidance, and inclusion in extracurricular activities.

Knowledge and Awareness on Gender Equality and GBV

Students showed limited understanding of gender equality, GBV, and human trafficking, with most unaware of trafficking's forms. Some schools partnered with external stakeholders, including the Rwanda National Police, for awareness programs, but these were sporadic, reached few students, and lacked follow-up to ensure practical application.

It was further noted that patriarchal norms continue to restrict female learners and teachers, confining women to caregiving roles and limiting leadership opportunities. Many female teachers face challenges balancing domestic and professional responsibilities, contributing to their underrepresentation in school management and leadership positions.

There is an urgent need for sustained education on GBV, gender equality, and human trafficking, combining theory with practical strategies. Teachers must be trained to facilitate inclusive discussions and challenge stereotypes, while school inspections and management KPIs should integrate gender-sensitive indicators to institutionalize accountability and track progress.

Mechanisms for GBV Prevention and Response

The audit assessed schools' efforts to promote gender-sensitive behaviour and prevent Gender-Based Violence (GBV). While some initiatives exist, most are informal and undocumented. Teachers generally display gender-sensitive conduct, yet students reported limited awareness of reporting mechanisms and lacked confidence in raising concerns. Focus group discussions in Bugesera District revealed potential GBV cases involving teachers and school leaders that learners were reluctant to report, highlighting a disconnect between school management's perceptions and students' experiences.

The Rwanda Education Board (REB) has not issued formal guidelines on GBV prevention and response, leaving schools without standardized procedures to ensure safe and GBV-free environments. Consequently, responses to GBV incidents are inconsistent, and awareness of reporting mechanisms remains low.

Significant gaps were also identified in support for pregnant learners and teen mothers. Despite government policies promoting reintegration, many schools struggle to provide adequate care, with some directing pregnant students to day schooling or imposing internal regulations that hinder continuation. These practices contribute to school dropout, social stigma, and reduced opportunities for reintegration, undermining inclusive and gender-responsive education efforts. Most audited schools lacked appropriate mechanisms and facilities to support both teenage mothers and their children, limiting girls' right to education and long-term prospects.

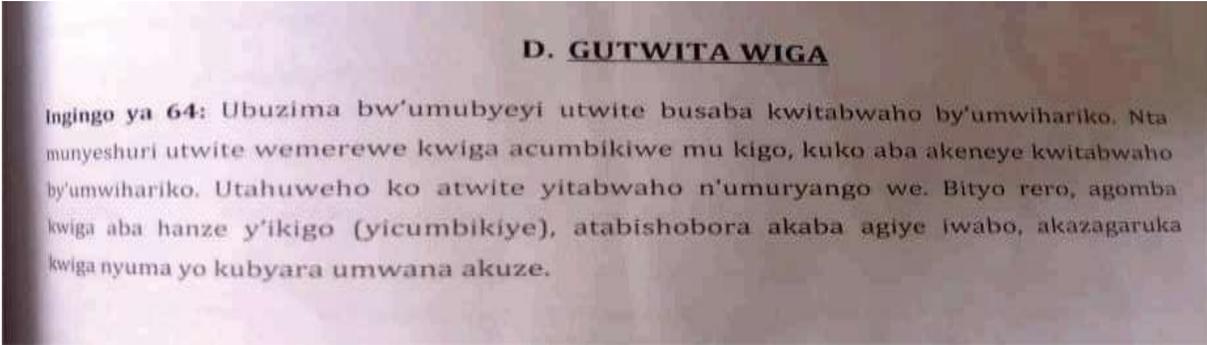


Figure: Article 64 of TSS-Kabutare's internal regulations

The audit identified a few schools demonstrating a strong commitment to supporting pregnant learners and teen mothers. For example, GS Rugogwe in Huye District provides a supportive environment through psychosocial programs, dedicated breastfeeding time, and home visits to encourage continued education. The school also partners with external organizations to supply scholastic materials and support school feeding, promoting reintegration, safeguarding girls' rights, and mitigating the marginalization often associated with early motherhood.



GS Rugogwe Leadership visited a teen mother



Discussion with Teen Mothers at GS Rugogwe

At the district level, there are no clear plans for reintegrating teen mothers, and data on pregnancy-related dropouts and successful re-enrollments are lacking, undermining accountability. While REB's upcoming NAEP program aims to support teen mothers, the audit emphasizes the need for systematic tracking of dropouts and prioritization of reintegration efforts. To address these gaps, the audit recommends that schools and districts:

- Develop and implement formal, documented mechanisms for preventing and responding to GBV;
- Integrate GBV-related provisions into school rules and regulations;
- Equip school staff with training and tools to respond effectively to GBV and sexual harassment;
- Develop and implement targeted strategies and appropriate facilities to support pregnant learners, while ensuring districts systematically track, record, and report pregnancy-related dropouts to facilitate the effective reintegration of teen mothers into education.
- Incorporate gender-sensitive indicators into school inspection frameworks and management KPIs to strengthen accountability for safe and inclusive learning environments.

Without these measures, learners and teachers remain exposed to unsafe and unsupportive school environments, perpetuating cycles of exclusion and gender inequality in education.

Gender mainstreaming in extra-curricular Activities

Despite notable progress in promoting inclusive participation in extracurricular activities such as sports and cultural events, gender inequality continues to manifest through entrenched divisions of labour in schools. While both boys and girls engage in gender clubs, dance troupes, and sports teams, girls' participation remains limited by unequal access to facilities and inconsistent school support.

Guidelines were issued by MINEDUC to promote student well-being through sports and health clubs, emphasising the role of gender clubs as safe spaces where learners discuss rights, gender norms, leadership, and reproductive health. These clubs have proven transformative when implemented, empowering

students and fostering gender equality. However, most audited schools lacked functioning gender clubs due to inadequate funding, limited human resources, and the absence of external partner support.

School findings revealed persistent gender stereotypes in school operations. In several schools, including TSS Kanyinya, care-related tasks such as serving food, washing dishes, and cleaning were predominantly assigned to girls, while boys handled only physically demanding tasks. In some extreme cases, especially in this school, girls even washed boys' uniforms. These practices reflect broader societal norms around unpaid care work and contribute to early gender socialization that reinforces inequality.

From a Gender Responsive Pedagogy (GRP) perspective, these patterns undermine educational equity and academic outcomes. When girls spend disproportionate time on domestic tasks, their study time, concentration, and performance suffer. Beyond academics, this also hampers Rwanda's vision of a gender-responsive society by perpetuating traditional gender roles within educational spaces that should model equality.

Gender Responsiveness of School Infrastructure

Audits conducted across selected schools in **Huye, Nyamasheke, Nyarugenge, Bugesera, and Burera** examined how school infrastructure meets the specific needs of girls and other vulnerable learners, particularly students with physical disabilities. The assessment focused on three critical areas: sanitation facilities for girls, accessibility infrastructure for learners with mobility impairments, and gender-equitable sports infrastructure.

While Rwanda's education policy framework promotes inclusive and gender-responsive education, the audits revealed persistent implementation gaps that hinder progress toward national commitments to gender equality and inclusion. These findings highlight the need for targeted interventions and sustained investment to ensure that school environments uphold principles of equity, safety, and accessibility for all learners.

Sanitation Facilities for Girls

The audit found that boarding schools generally have more developed sanitation facilities for girls than day schools, though both types of schools exhibit significant gaps. In several schools, such as TSS Kanyinya in Nyarugenge and Lycée de Rusatira in Huye, dedicated girls' rooms were either under-equipped, repurposed for other uses, or absent.

Even where sanitation facilities exist, many lack essential supplies such as sanitary pads, particularly in primary schools, where menstrual hygiene remains a major concern. In Bugesera, Musanze, and Nyamasheke, the provision of sanitary pads depends on monthly requests from schools to district offices, often resulting in delays that compromise the safety, dignity, and attendance of girls. Some school managers were unaware of these procedures or had never submitted requests, indicating inconsistent practices and weak accountability in managing menstrual hygiene support.

These shortcomings reflect the absence of standardized guidelines for the management of menstrual hygiene resources and facilities. Without reliable access to clean, private, and well-equipped sanitation spaces, girls experience increased absenteeism, stigma, and learning disruptions, undermining their educational outcomes.

Accessibility Infrastructure for Learners with Disabilities

Nearly all schools assessed lacked disability-friendly toilets and designated pathways for students with mobility challenges. Although separate toilets for boys and girls were common, very few schools included facilities specifically designed for learners with disabilities, and accessible ramps or pathways were largely absent.

Some schools justified these gaps by citing the current absence of students with disabilities, postponing infrastructure improvements to “future plans.” However, this approach excludes potential learners and contradicts the principle of universal design embedded in national inclusion policies.

These shortcomings not only affect learners with disabilities currently enrolled but may also discourage younger children with disabilities from enrolling, as schools appear unwelcoming or unsafe. Girls with disabilities face compounded challenges, particularly regarding hygiene, safety, and dignity, when inclusive facilities are unavailable.

Addressing these barriers requires urgent investment and coordination among education authorities, local governments, and development partners to translate policy commitments into tangible infrastructure improvements. Ensuring that every school includes accessible toilets, pathways, and ramps will significantly improve school participation, retention, and learning outcomes for learners with disabilities.

Gender-Equitable Sports Infrastructure

Although sports and physical education are integral to holistic development, the audits revealed that sports facilities in most schools are not gender-inclusive. Playgrounds and equipment are often designed without consideration of girls' participation or the needs of learners with disabilities. In many schools, sports spaces are dominated by boys, and there are few provisions, such as adaptive equipment or separate changing areas, to encourage equitable participation.

Promoting gender-equitable and inclusive sports environments not only supports physical health and confidence but also reinforces social inclusion and teamwork among students. Schools should therefore ensure that sports facilities and programs are accessible to all learners, regardless of gender or physical ability.

Recommended actions

To advance inclusive and equitable school environments, the following measures are recommended:

- **Institutionalize Inclusive Infrastructure Standards:** Adopt and enforce national standards for gender- and disability-responsive school infrastructure, ensuring all school design, construction, and budgeting processes address sanitation, accessibility, and sports facilities.

This will translate inclusive education policies into consistent, measurable practice.

- **Secure Sustainable Financing for Inclusive Infrastructure:** Establish reliable funding and supply mechanisms for menstrual hygiene management and accessibility upgrades, including provision of sanitary pads, accessible toilets, ramps, and regular maintenance. Embedding these needs into education budgets and district plans will promote long-term equity and sustainability.
- **Foster an Inclusive School Culture:** Build the capacity of school leaders, teachers, and communities to promote inclusion through training, awareness, and equitable participation in all school activities, including sports. Strengthening inclusive mindsets will enhance learning outcomes and ensure that infrastructure investments achieve their intended impact.

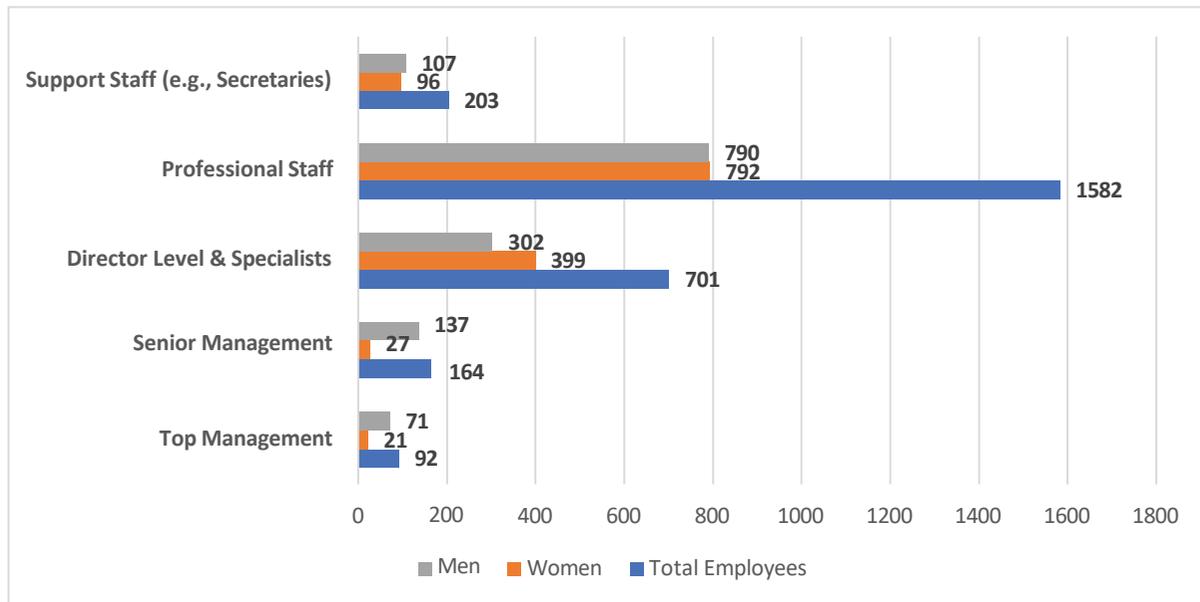
Gender-Responsiveness of Education Data Systems

- The audit found that strong education data systems, **SDMS, CA-MIS, and TMIS**, that support evidence-based planning and monitoring, were developed and implemented. These platforms collect data on enrolment, attendance, learning outcomes, teacher management, and infrastructure, increasingly disaggregated by gender and disability to inform inclusive and equitable education policies.
- At the school level, data on attendance and dropout help identify risks such as absenteeism and gender-based violence, enabling timely interventions. District officers consolidate and analyze this data, though capacity gaps, inconsistent data quality, and limited gender- and GBV-responsive guidance hinder effective use. At the national level, **MINEDUC, REB, and NESAC** use integrated dashboards to track gender disparities and inform planning, aligning with **NST2** and **SDG 4** commitments.
- While the systems provide a solid foundation for gender-responsive planning, greater integration of gender and GBV indicators, improved data quality, and enhanced capacity are needed to fully leverage these tools for inclusive and equitable education.

Key findings at the people level

People remain central to advancing gender equality within the Education Sector. This section presents findings on leadership and staff composition, roles, and experiences, highlighting how gender dynamics shape participation, decision-making, and career progression. The data below indicates how men and women participate in the education sector at different levels.

Gender composition of staff at the MINEDUC and affiliated agencies level

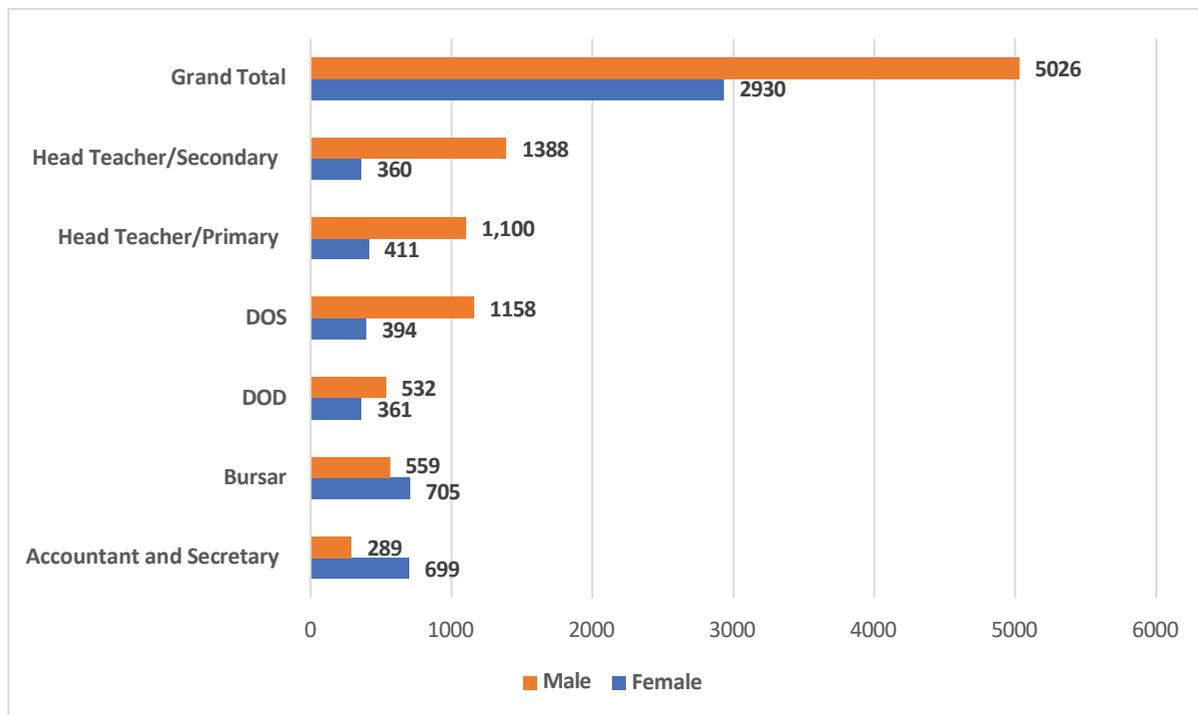


Although gender parity has been achieved across the overall workforce, significant disparities remain in leadership and decision-making positions. Women currently occupy only 23% of top management roles and 16% of senior management posts, such as Directors General and Coordinators. However, at the mid-management level, women hold 57% of director positions, indicating a strong foundation for advancing gender balance in leadership. Gender balance is fully realized among professional staff, where women and men each represent 50% of the workforce.

Gender Balance in School Management and Teaching Staff

A desk review of school management positions, including head teachers, deputy heads, bursars, and administrative staff, reveals persistent gender disparities. Despite these roles being central to decision-making, financial oversight, and daily operations, women continue to be underrepresented in senior positions, as illustrated in the figure below.

Distribution of school management staff by gender

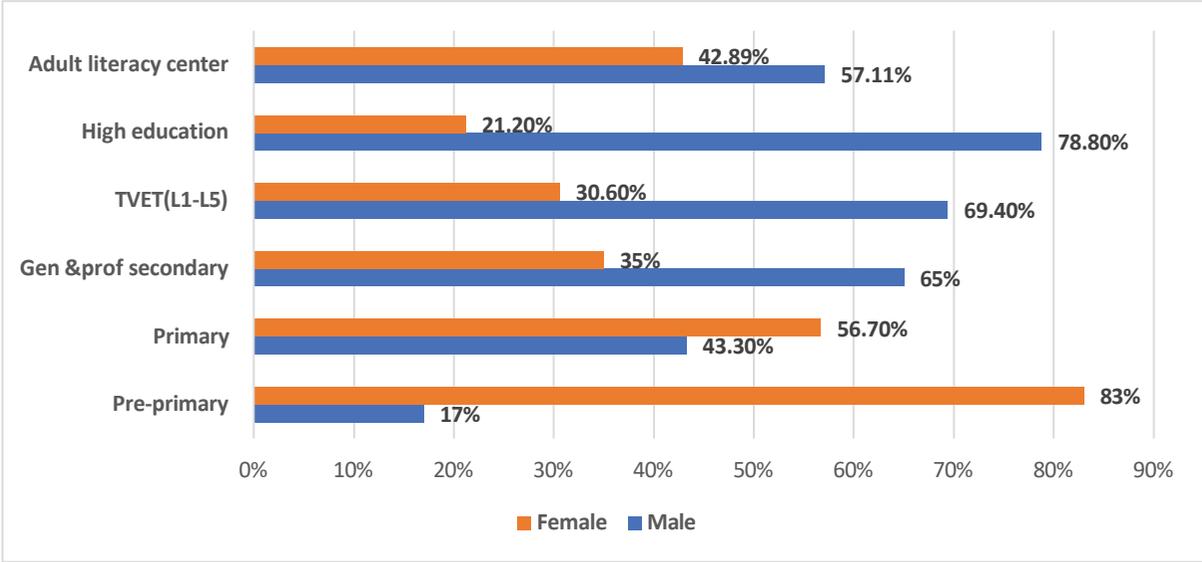


Source: **Gender report on school management staff, REB 2025**

The data above reveal persistent gender disparities across education levels, with women concentrated in lower and mid-level roles and men dominating senior and higher-status positions. Women make up 36.8% of school management staff, mostly in support roles, while men hold most leadership posts. In teaching, women predominate at pre-primary and primary levels but are underrepresented in secondary, TVET, and higher education, where pay and status are higher. These patterns reflect enduring gender norms and limit women's visibility in leadership. This imbalance weakens gender mainstreaming by reducing women's influence

in decision-making and hindering the integration of gender perspectives in education policies and practices.

Distribution of school teaching staff by gender and level of education



Source: 2023/2024 Education statistical yearbook

Teacher distribution across Rwanda’s education system reveals persistent gender disparities. Women dominate pre-primary and primary levels, reflecting cultural norms linking early education to caregiving, yet remain underrepresented in secondary, TVET, and higher education due to limited access to advanced training, concentration in non-technical fields, and unequal family responsibilities. Promoting gender balance requires expanding women’s participation in science and technical fields, offering targeted scholarships and leadership programs, and adopting flexible workplace policies to support career growth. These actions would strengthen gender equality, diversify role models, and enhance the inclusivity and quality of education in Rwanda.

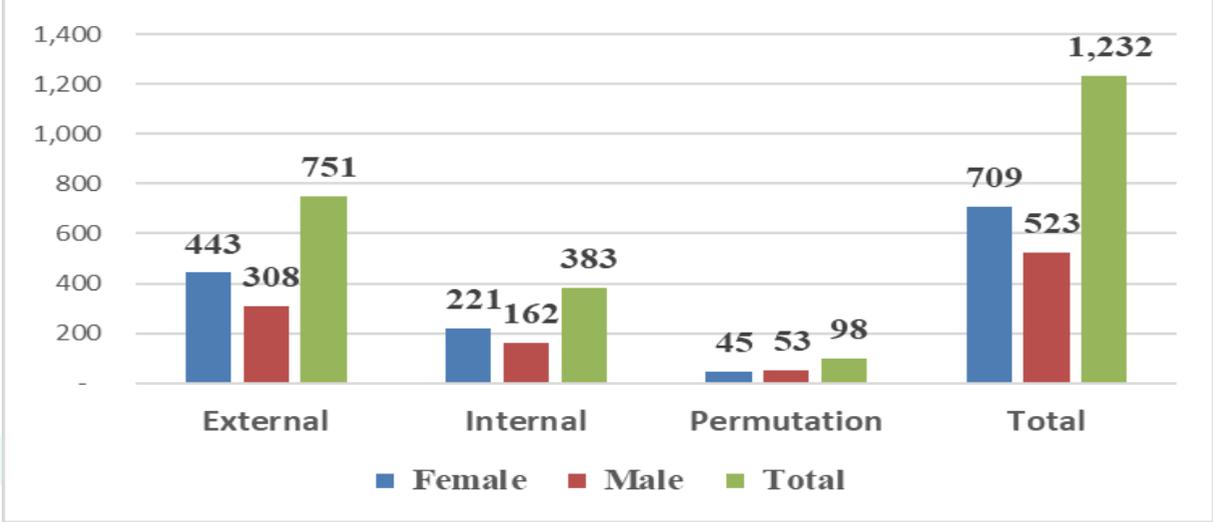
Career Development Pathways for Teachers

Interviews with the Rwanda Basic Education Board (REB) and a review of reports confirmed that teachers receive regular subject-based and Continuous Professional Development (CPD) training, both online and in person,

alongside scholarship opportunities that support unqualified teachers and Teacher Training College graduates to advance their education. While these initiatives reflect strong investment in teaching quality, the audit found them largely gender-blind, lacking analysis of the distinct professional needs of male and female teachers. Female participants reported that the absence of child- and family-friendly facilities often prevents pregnant or breastfeeding women from attending trainings, limiting their career progression. It is therefore recommended that all teacher training programs integrate gender-responsive planning and provide inclusive, flexible arrangements that accommodate family responsibilities.

Staff transfers for 2024-2025

A review of REB’s 2024/2025 data shows that women comprised 58% of all teacher transfers, with family reasons most frequently cited by female teachers. This reflects commendable gender sensitivity in transfer practices; however, further investment in family-friendly school environments could reduce transfers driven by domestic obligations and enhance workforce stability. Overall, while Rwanda has advanced in professional development and equitable transfers, applying a stronger gender lens to training and mobility policies is essential to ensure they address the needs of both men and women and foster a more inclusive, resilient education system.



Source: Report on teacher transfer in academic year 2024/2025, REB 2025

Recommendations for Strengthening Gender Mainstreaming in the Education Sector

The following strategic recommendations outline priority actions for MINEDUC, its affiliated agencies, and partners to advance gender equality and address persistent gaps within Rwanda's education system.

MINEDUC, Affiliated Agencies and Sector partners

- **Develop and Implement a Comprehensive Gender Mainstreaming Framework:** Formulate and operationalize a sector-wide Gender Mainstreaming Policy/Strategy with a clear implementation plan, budget framework, and gender-sensitive monitoring and evaluation indicators, ensuring integration into school development plans, district strategies, and human resource management.
- **Update Policies and Strengthen Gender-Responsive Infrastructure:** Revise the Girls' Education Policy (2008) and other relevant policies to reflect national priorities, emerging challenges, and global best practices. Ensure all schools have functional, well-maintained girls' rooms equipped with menstrual hygiene materials, clean water, privacy, and waste disposal facilities, guided by standardized SOPs.
- **Enhance School Programs and Community Engagement:** Institutionalize gender clubs, mentorship programs, and community mobilization initiatives to promote gender equality, prevent GBV, and encourage parental and community ownership of gender-responsive education interventions.
- **Establish a Confidential Pregnancy Support Pathway:** Implement a clear, non-punitive process that prioritizes the privacy and well-being of pregnant students, involves supportive engagement with families and relevant services, safeguards against suspension or expulsion, and fosters a school environment free from stigma, bullying, or shame.
- **Provide Flexible Learning and Re-Entry Options for Young Mothers:** Enable young mothers to continue or resume education through adaptable attendance, assessment, and re-entry arrangements, supported by families and service providers, while fostering a supportive school environment where teen mothers are respected, safe, and able to pursue education without fear of discrimination.

MIGEPROF and Districts

- **Build Capacity for Evidence-Based Gender Interventions:** Train school and district education officers to collect, analyze, and use gender-disaggregated data to guide recruitment, deployment, and targeted interventions, and conduct nationwide training on the Teachers' Code of Conduct and SEAH policies.
- **Ensure Resource Allocation and Accountability:** Institutionalize gender-responsive budgeting at national and district levels, provide adequate resources for inclusive learning environments, girls' education, teacher welfare and conduct periodic reviews to assess impact and realign funding to emerging gender priorities.

Gender responsiveness of recruitment processes in the public and private sectors assessed

Gender equality in recruitment is crucial for fostering inclusive, innovative, and productive workplaces, ensuring fairness while maximizing the nation's talent potential. Rwanda has made significant strides in advancing gender equality through progressive policies, regulatory frameworks, and institutional mechanisms. However, despite reforms such as updated labour laws and e-recruitment systems that enhance transparency, structural, institutional, and social barriers continue to limit women's full participation in the workforce.

To address these challenges, the Gender Monitoring Office (GMO) conducted a comprehensive assessment of recruitment practices in Rwanda's public and private sectors to inform policy and institutional reforms. The assessment highlighted positive trends, including policy commitments like the Gender Mainstreaming Strategy for the Private Sector (2020–2024), the use of gender-balanced recruitment panels, and strategic digital outreach for employment opportunities, while also identifying areas needing improvement to strengthen gender-responsive recruitment processes.

The assessment identified several gaps that require urgent attention and action by the relevant authorities.

- The National Public Service Commission's 2023–2024 report highlights women's under-representation in public sector employment, comprising only 37.2% of applicants, while men dominate applications. Although women show higher engagement in the private sector (69.6%) and civil society (75%), these higher application rates do not consistently translate into proportional or equitable placements.
- **Digital access as a barrier to application:** Many female job seekers, particularly in rural areas, encounter limited access to digital technologies and insufficient digital skills, which hinder their ability to utilise online recruitment platforms. Additionally, the high cost of internet services and smartphones, combined with limited family support for relocation, further restricts female participation in the job market.
- **Disqualification and career progression:** women face disproportionately higher disqualification rates during recruitment processes, with 31.7% in written examinations and 37.2% in interviews, often due to limited access to job-related information and perceived gender bias. Additionally, only 32.3% of respondents believe that women have equal opportunities for promotion, highlighting persistent gender disparities in career advancement.
- **Gender-based violence at the workplace:** GBV and sexual harassment continue to be a serious issue in the workplace. Women are particularly affected, facing verbal, psychological, and physical abuse, which undermines their safety, well-being, and overall participation in the workforce.
- **work-life balance:** while 58.9% of respondents reported that their employers support work-life balance, 17.8% disagreed. Many women decline job opportunities due to inflexible working hours or relocation requirements, citing family responsibilities as a key constraint.

Key Recommended actions

Based on the findings, the following recommendations are proposed actions to enhance gender equity in recruitment:

MIFOTRA

- **Strengthen Legal Enforcement Mechanisms:** Enhance the capacity of institutions to effectively implement, monitor, and enforce gender-responsive recruitment policies. This is particularly critical in the private sector and informal employment settings, where compliance is often limited.
- **Promote Gender Audits and Strengthen Accountability:** Institutionalize regular gender audits within recruitment systems to assess progress and gaps. Establish clear performance indicators to track inclusion and promote accountability in both public and private sectors.
- **Adopt Gender-Sensitive Work Arrangements:** Encourage the adoption of flexible work policies, including remote work options, flexible hours, and provision of childcare support to accommodate the needs of women and caregivers, and to enhance women's participation and retention in the workforce.
- **Improve Gender-Disaggregated Data Collection and Use:** Ensure that recruitment and employment data are consistently disaggregated by gender and used to inform evidence-based policies, measure progress, and adjust interventions where necessary.

MIGEPROF

- **Invest in Mentorship and Career Development:** Establish structured mentorship and career guidance programs for women, particularly targeting female graduates and early-career professionals. Special focus should be placed on supporting women in male-dominated fields.

MINICT

- **Bridge the Gender Digital Divide:** Increase women's access to digital tools and training, especially in rural and underserved communities, to ensure their full participation in digital recruitment platforms and processes.

2024 Parliamentary Elections Monitored for Gender Responsiveness

In line with its mandate to promote gender accountability in governance, the Gender Monitoring Office (GMO) monitored the gender responsiveness of the presidential and parliamentary elections held on 15–16 July 2024. The assessment examined electoral laws, regulations, participation, and outcomes to document good practices, identify gaps, and provide evidence-based recommendations to enhance the gender responsiveness of future electoral processes.



Women candidates contesting parliamentary elections during their campaign activities in the City of Kigali.

The following section presents key findings as indicated by the monitoring exercise:

Gender responsiveness of electoral Laws

The 2024 electoral framework was strengthened by Organic Law No. 001/2023.OL, which amended the 2019 law to reaffirm equal participation of men and women and uphold the constitutional guarantee of 24 parliamentary seats for women. The law also extended the period between women’s candidacy submission and polling day from 35 to 45 days, enabling better campaign preparation and enhancing women’s political participation and representation.

Gender-Inclusive Voter Registration and Participation

The 2024 elections demonstrated strong civic engagement and gender inclusion, with a record 9,071,157 registered voters, an increase of 1.9 million from 2018, comprising 53% women and 47% men. Voter turnout was exceptionally high at 98.2%, with special categories also recording impressive participation rates, including 97.5% in women's elections, 97.7% among persons with disabilities, and 95.6% among youth, reflecting effective voter mobilization and a growing culture of inclusive democratic participation.

Gender Responsiveness in Political Party Manifestos

Political parties play a central role in shaping national priorities, and in the 2024 elections, most of the six participating parties integrated gender equality and women's empowerment into their manifestos. The RPF-Inkotanyi and its coalition strongly emphasised women's empowerment across social, economic, and political spheres and committed to improving family well-being, including a specific target to reduce child stunting from 33% to 15% by 2029. The Social Democratic Party (PSD) pledged to promote gender parity in decision-making through a 50/50 representation of men and women, while PS-Imberakuri focused on improving teachers' working conditions with an emphasis on equitable treatment regardless of gender.

Despite these clear targets and commitments, monitoring revealed limited articulation of gender issues during campaign rallies and public discourse. This highlights the need for political parties to consistently amplify their gender commitments beyond manifestos, ensuring that stated targets and policy intentions are actively communicated and translated into transformative action.

Gender responsiveness in Site preparation and readiness

Monitoring of the 2024 presidential and parliamentary elections revealed significant disparities in the level of gender responsiveness across political parties' campaign and polling sites. While inclusivity is essential to ensure equal participation of women, men, and special groups, not all parties demonstrated the same commitment to this principle.

The RPF-Inkotanyi stood out for its commendable gender-sensitive practices. Its campaign and polling sites were equipped with facilities catering to vulnerable groups, including tents for special needs, mobile health clinics with dedicated ambulances, separate toilets for men and women, access to clean water, and refreshments. Notably, sites organised for the 24 female deputies (30%) were particularly well prepared, featuring mothers' rooms, healthcare services, and hygienic washrooms. These measures represented a clear improvement compared to previous election cycles.

In contrast, campaign sites operated by other parties, such as PSD, PL, PDI, DGPR, and PS-Imberakuri, demonstrated limited attention to gender sensitivity, with fewer provisions addressing the specific needs of women and special groups. This uneven performance underscores the need for all political parties to place greater emphasis on inclusivity and accessibility in future electoral processes, ensuring equitable participation for all citizens.

Participation of men and women in campaign rallies

The campaigns for political parties and female candidates were attended by both males and females. Monitoring findings revealed some political organisations' rallies that attracted larger crowds than others. For example, by estimating turnout, men, women, and youth who turned up for FPR-INKOTANYI rallies were in tens of thousands, while others attracted smaller crowds estimated in a few hundred and in some instances, less than a hundred. For 30% of women's campaigns, given the nature of the Electoral College, the majority were women, but also men in the Electoral College attended.

Good Practices in the electoral processes

- **Facilitation and coaching of women candidates:** To foster solidarity and mutual learning among women candidates, arrangements were made for them to travel together, creating opportunities to exchange experiences, share insights, and build collective confidence and self-esteem. Complementing this initiative, the National Women Council (NWC), in collaboration with its partners, played a pivotal role in strengthening candidates' capacities by providing targeted coaching in public speaking

and confidence-building. These interventions equipped female candidates with the skills and self-assurance needed to participate effectively in campaign debates and broader public dialogue.

- **Availability of medical services** at the campaign site to cater for unforeseen reasons that called for medical care among men and women who turned up for the campaign rallies. This was observed in FPR-Inkotanyi campaign rallies.
- **Gender-friendly campaign sites:** The observed gender-friendly campaign sites facilitate special groups, especially pregnant women, breastfeeding mothers, people with disabilities and elders to exercise their civic rights without any limitation.
- **Mothers' room on polling sites:** The introduction of mothers' rooms on the election sites is a good initiative geared towards the institutionalisation of gender accountability in electoral processes. This facilitated breastfeeding mothers and pregnant women to exercise their civic rights in a friendly environment.



Mother's room in Rulindo district, Kiruri Primary School Site

- In addition to the mother's room, all election sites were guided to facilitate vulnerable groups, including the elderly, pregnant, breastfeeding women, and people with disabilities, to cast their votes without spending much time in lines and with dedicated lines for such categories. Furthermore, in terms of site accessibility, election sites were, in general, accessible to all categories of people, including those with disability.

Significant representation of women in the Parliament

With the results from the elections, it's important to note that Rwanda continues to lead globally in gender equality in politics, with women's representation in the Chamber of Deputies rising from **61.3% (2018–2023)** to **63.75% (2024–2029)**. This progress reflects deliberate strategies to promote balanced representation across all electoral categories.



Women's representation in elections, with women holding 30% of seats in Parliament in Rulindo District

Apart from this, other achieved milestones include the **first-ever election of a woman** to represent people with disabilities, and **Gender parity among youth representatives** (50% women, 50% men) and **49%** of women securing seats across political parties. These achievements underscore Rwanda's sustained commitment to inclusive governance and women's participation in national decision-making processes.

Key Recommended actions

In line with identified gender gaps, the following recommendations should be undertaken:

MINALOC, NEC AND MIGEPROF

- Develop and enforce inclusive minimum gender standards for all electoral sites.
- Establish standards for the mother's room, raise awareness on how it should be handled on sites, and designate NEC volunteer to ensure its management and use on election day.
- Strengthen the preparations and management of elections for special categories and ensure that they are held to the same standards as general elections.

Forum for Political Parties

- Political parties should integrate and emphasize gender commitments in public speeches and campaign messaging.

MINUBUMWE

- In efforts to continue building future leaders, MINIBUMWE and the Gender Machinery should initiate a strong program on political education, especially for women and youth at different levels.

Strengthening Gender Accountability Dialogue at Local Governance Levels



“Leaders during the launch of Gender Accountability Week in the Northern Province, held in Ruli Sector, Gakenke District.”

In the 2024/2025 fiscal year, the Gender Monitoring Office (GMO), with partners and local entities, advanced gender accountability through the Gender Accountability Dialogues (GAD) across Northern, Southern, and Western Provinces. Under the theme *"Twimakaze ihame ry'uburinganire, dushyira umuturage ku isonga,"* the dialogues addressed gender inequalities, improved GBV service delivery, and strengthened district-level accountability for gender equality, yielding notable outcomes.



“Various leaders attended the launch of Gender Accountability Week in the Western Province, held in Nyamasheke District.”



Leaders of from all districts of Southern Province convened to reflect on the results of Gender Accountability Week in the Province and provided their commitments.

Legalization of marriages and Child registration

Legal recognition of marriages and child registration is crucial for protecting the rights of women, men, and children, ensuring access to inheritance, property, social protection, education, and healthcare. Informal unions, in contrast, often compromise women’s economic security and deny children a legal identity, limiting their full participation in society.

During the 2024–2025 Gender Accountability Dialogue (GAD) week, 1,998 couples across the Northern, Southern, and Western Provinces legalised their marriages, and 3,247 children were officially registered, reinforcing family rights and improving access to essential public services.



Couples legalising their marriages in Nyaruguru district, Southern Province, November 2024.



Couples legalising marriage in Gakenke District, Northern Province

Awareness of the rights of children with special needs has been enhanced.

During GAD, especially in the Northern Province, a dialogue was held with **1,084 parents**, both mothers and fathers, of children with disabilities.

The discussion focused on raising awareness of the rights of children with special needs, exploring the challenges faced by families, and promoting shared parental responsibility in caregiving and support. As a direct outcome of this initiative, **153 children with disabilities were registered in civil status records**, securing their legal identity and enabling access to essential services.

Efforts to support the reintegration of teen mothers have been strengthened.

Teen mothers often face stigma and limited access to education, healthcare, justice, and economic opportunities, increasing their vulnerability. During the Gender Accountability Dialogues, 4,212 teen mothers from the Northern, Southern, and Western Provinces engaged with local stakeholders to address reintegration challenges. As a result, 783 received legal support, 1,636 accessed psychosocial services, and 1,570 obtained medical care. These interventions facilitated reintegration, with 929 enrolling in TVET programs and 307 returning to general education, mainly in the Southern Province.

Religious leaders are empowered to serve as champions of gender accountability

GMO partnered with the Western Province, World Relief, and AESD to host a Gender Accountability Dialogue.

The dialogue brought together 24 religious leaders (22 men and 2 women) from diverse faith-based organisations, including Catholic, Anglican, Muslim, Seventh-day Adventist, and ADEPR communities, to promote gender accountability.



The dialogue aimed to harness the moral authority and broad influence of religious leaders to advance gender equality, combat gender-based violence (GBV), and challenge harmful social norms. Leaders were encouraged to see gender equality not as a secular agenda, but as a moral and spiritual obligation rooted in the values of dignity, respect, and fairness. The dialogue concluded with several key resolutions.

- **Promote Gender-Responsive Institutional Policies:** Review and revise internal policies, rules, and regulations within religious institutions to ensure they are gender-responsive and non-discriminatory. Establish clear mechanisms to prevent and respond to gender-based violence (GBV) within faith communities.
- **Undertake Research on Gender, Culture, and Religion:** Initiate and support evidence-based research to explore the intersection of gender, cultural practices, and religious teachings, to inform inclusive and context-appropriate interventions.
- **Establish Multi-Stakeholder Collaboration Platforms:** Create a structured and sustainable platform that brings together religious institutions, local authorities, youth groups, and other stakeholders to regularly assess gender-related challenges and implement coordinated, community-based solutions.
- **Promote Gender Equality in Religious Teachings:** Ensure that sermons, religious messages, and teaching materials actively promote gender equality and uphold values of dignity, respect, and fairness for all.

Gender accountability improved in the selected villages of the Southern Province.

The Gender Monitoring Office (GMO), in partnership with the Southern Province, launched the Gender-Responsive Village Model, selecting one village per district to exemplify grassroots gender accountability. To build capacity, a two-day training in Muhanga District brought together 39 village leaders (19 men and 20 women), supported by RWAMREC and World Relief Rwanda. Using interactive methods like role plays, case studies, and group discussions, the training covered promoting gender equality, addressing GBV, fostering positive masculinities, enhancing family cohesion through economic empowerment, and key provisions of the revised Persons and Family Law, strengthening both practical knowledge and leadership skills of village leaders.



Leaders championing gender accountability in gender responsive villages in the Southern Province

The workshop aimed to raise awareness of gender equality and GBV, strengthen local service delivery, and enhance collaboration with support institutions. Immediate outcomes included increased confidence among village leaders, the creation of community action plans, and a commitment to addressing issues such as informal unions and school dropouts. Challenges identified included limited participant knowledge, cultural resistance, and a lack of accessible educational materials.

To address the highlighted challenges, commitments were made to provide ongoing mentorship, develop user-friendly awareness tools, and improve coordination with health, legal, and social service providers, establishing a strong foundation for accountable, gender-sensitive governance at the village level.

Gender responsiveness in IDP villages and civil registration has improved.

During the 2024/2025 Gender Accountability Day, the Gender Monitoring Office (GMO) assessed gender responsiveness in IDP model villages and the Civil Registration and Vital Statistics (CRVS) system, focusing on their role in legal identity, dignity, and equitable access to services. The assessment, conducted across six sectors in Musanze, Gicumbi, and Gakenke districts, found positive outcomes in IDP villages, including active participation of both women and men in savings groups and cooperatives, which enhanced household incomes, promoted women’s economic independence, and supported inclusive local governance. Challenges were also identified, highlighting areas for further improvement.

- Overcrowded housing, where the size of dwellings does not accommodate the number of family members. This often results in males and females sharing the same sleeping space, compromising individual privacy and increasing the risk of gender-based violence within households.
- Non-functional energy systems, such as solar and biogas installations, result in a lack of reliable energy sources. The absence of adequate lighting increases vulnerability to gender-based violence, especially at night.
- Social challenges, including gender-based violence, alcohol abuse, polygamy, and low awareness of gender equality, are compounded by family tensions arising from economic dependency among youth.

On civil registration, digitization has enhanced civil registration service delivery and accessibility, particularly in rural areas. However, challenges such as discrepancies between physical and digital records, poor internet connectivity,

low registration rates of deaths and divorces, and insufficient staff training continue to affect efficiency and accuracy.

The findings highlight the urgent need to strengthen infrastructure and services with a gender-sensitive approach. Key recommendations include repairing housing and energy systems, improving household amenities, reopening health posts, establishing nearby schools, and enhancing CRVS services through staff capacity building, improved internet access, and increased public awareness. Additionally, intensified community efforts to address gender-based violence and promote gender equality were strongly recommended.

Key recommended actions

In line with identified cross-cutting issues across all provinces, the following recommendations should be undertaken:

MINALOC, PROVINCES, MIGEPROF AND DISTRICTS

- **Strengthening local government commitment to the effective implementation of national gender and family policies:** Local leaders and communities must ensure the integration of national gender and family commitments into their programs and budgets, while actively engaging stakeholders to collaboratively develop innovative strategies aimed at closing persistent gender gaps.
- **Improve Gender-Responsive Civil Registration:** Address backlogs in child birth registration, including among adolescents, and promote the prevention of illegal unions as well as the formalization of existing marriages, to safeguard the rights of all family members and ensure legal recognition and protection.
- **Institutionalize Regular Gender Accountability Dialogues:** Organize biannual Gender Accountability Dialogues in each province to strengthen the implementation of gender commitments, ensure adherence to national policies and laws, and support the achievement of district-level Imihigo targets.

RIB and Rwanda Forensic Institute

- **Proper Management and Timely Submission of GBV Evidence:** Implement standardized protocols for the proper handling of Gender-Based Violence (GBV) evidence, ensuring secure collection, storage, and documentation, while prioritizing timely submission to accredited forensic laboratories to uphold investigative integrity and support effective judicial outcomes.

RGB and Religious Institutions

- **Strengthen Gender-Responsive Policies within Religious Institutions:** Religious institutions should review and update their policies to ensure gender responsiveness and non-discrimination, establishing clear mechanisms to prevent and address gender-based violence (GBV), while integrating insights from research on the intersections of gender, culture, and religion to inform policy and practice.
- **Promote Gender Equality through Religious Teachings:** Religious leaders should consistently use sermons and teachings to advance gender equality, challenge discriminatory norms, and foster inclusive attitudes within their communities.

After reviewing gender-related challenges and progress, the Gender Accountability Dialogue outlined key actions to promote gender equality and enhance service delivery.

GMO's Assessment of International Commitments and Contribution to NST2

The Beijing+30 Country Report has been produced and submitted

In 1995, shortly after the 1994 Genocide against the Tutsi, the Government of Rwanda adopted the Beijing Declaration and Platform for Action (BFPA), which outlined 12 critical areas of concern and envisioned a world where women and girls fully enjoy their rights and realize their potential. In 2024, following the issuance of updated guidelines, Rwanda undertook a consultative review process across these 12 areas and related SDG indicators to assess and track the country's

progress in implementing the BFPA and advancing gender equality objectives. As per the guidelines, the report was done on six dimensions as indicated below:

1. Inclusive development, shared prosperity, and decent work

2. Poverty eradication, social protection, and social services

3. Freedom from violence, stigma, and stereotypes

4. Participation, accountability, and gender-responsive institutions

5. Peaceful and inclusive societies

6. Environmental conservation, protection, and rehabilitation

Key highlights on the achievements and future priorities

Some of the major highlights of the Beijing+30 Country Report include the review and adoption of key policies and legal frameworks that promote gender equality and also prevent, punish and prohibit any kind of discrimination against women and girls. Additionally, the following achievements were realized:

Rwanda has made remarkable strides in institutionalizing gender equality across policies, leadership, health, education, and financial inclusion. Gender considerations are integrated into key national frameworks, including Vision 2050, the National Strategy for Transformation, the National Gender Policy, and sectoral strategies, supported by progressive legal reforms promoting equal labour rights, property and inheritance rights, and protection from violence.

Leadership: Women hold significant positions across public and private sectors, including 61.3% of Parliament, 38.2% of the Cabinet, 55% of judges, and growing representation in local government, security forces, and traditionally male-dominated industries. Platforms like the African Women Leaders Network support mentorship and leadership development.

Health: Rwanda has expanded access to quality healthcare, achieving over 84% insurance coverage, reducing maternal mortality from 476 (2010/11) to 203 per 100,000 live births, and improving child health outcomes. Gender-specific health needs are prioritized under the Health Sector Strategic Plan IV.

Education: Policies promote equity and gender inclusion, particularly in STEM fields. Investments in inclusive education, infrastructure, teacher development, and programs like 12-Year Basic Education and school feeding have improved enrollment and gender parity across all levels, with ongoing efforts to expand female participation in technical, vocational, and higher education.

Financial Inclusion: Women’s financial inclusion rose from 87% in 2020 to 96% in 2024, supported by mobile money, SACCOs, and women-focused financial products. Digital access, entrepreneurship programs, and leadership initiatives like the Women CEO Forum have strengthened women’s economic participation and empowerment.

Key Priority Areas for Advancing Gender Equality and Women’s Empowerment

Rwanda aims to accelerate gender equality through integrated interventions across social, economic, and leadership spheres. Key priorities include:

- **Reducing Unpaid Care Work:** Promote equitable sharing of household care responsibilities through public awareness and legal reforms, while expanding Early Childhood Development services and adopting time-saving technologies to ease women’s care burden.
- **Preventing and Responding to SGBV:** Strengthen law enforcement and justice systems to ensure accountability, scale up prevention and support programs, reintegrate teen mothers into education, and engage men to shift harmful gender norms.

- **Economic Empowerment and Inclusive Opportunities:** Equip women with entrepreneurship, financial, and employability skills, expand access to decent jobs, regional and international markets, and enhance participation in public procurement and business leadership.
- **Access to Quality Health, Education, and STEM/ICT Opportunities:** Ensure equitable health services, institutionalize gender equality in education, foster inclusive learning environments, promote girls' participation in STEM, ICT, and TVET, and close the digital divide.
- **Gender-Equal Leadership and Participation:** Strengthen gender-transformative leadership and political education programs to empower women and girls to meaningfully participate in decision-making at all levels.

Rwanda's Participation in the 69th Session of the Commission on the Status of Women (CSW69)

The 69th Session of the Commission on the Status of Women (CSW69), held from 10–21 March 2025, marked the 30th anniversary of the Beijing Declaration and Platform for Action, providing a global forum to assess progress and accelerate gender equality initiatives. Rwanda actively participated, showcasing its leadership through a national statement, engagement in high-level dialogues, and co-hosting of side events. The following sections highlight the key events and contributions in which Rwanda played an active role.



Amb Ernest Rwamucyo former permanent representative of the Republic of Rwanda to the United Nations and Chief Gender Monitor Umutoni Gatsinzi Nadine during briefing session with Rwanda delegation ahead of CSCW69.

Rwanda actively participated in the 69th Session of the Commission on the Status of Women (CSW69), held from 10–21 March 2025 at the United Nations Headquarters in New York, marking the 30th anniversary of the Beijing Declaration and Platform for Action. The country’s engagement included delivering a national statement highlighting progress in governance, STEM education, maternal health, financial inclusion, and climate resilience, while calling for increased investment to close gender and digital gaps and address sexual and gender-based violence (SGBV).

Rwanda contributed to multiple high-level events and side sessions, including the AUC WGYD & AUDA-NEPAD side event, the High-Level Event marking Beijing+30, and co-hosted sessions on Transforming Care and Men and Boys as Allies, showcasing initiatives on gender accountability, positive masculinities, and men’s involvement in caregiving.

In collaboration with Legal Aid Forum and UN Women, Rwanda co-hosted the *Equality Before the Law* side event, highlighting legal reforms, recognition of unpaid care work, and efforts to eliminate discriminatory laws. Additionally, Rwanda supported calls for innovative financing for gender equality, women’s economic empowerment under AfCFTA, and ratification of the African Convention on Ending Violence Against Women and Girls during the AU–UN Statutory Meeting.



Chief Gender Monitor Umutoni Gatsinzi Nadine and Amb Ernest Rwamucyo former permanent representative of the Republic of Rwanda to the United Nations CW69.

Through these engagements, Rwanda reaffirmed its global leadership as a champion of gender equality, inclusive governance, and women’s empowerment. Looking ahead to CSW70 in March 2026, Rwanda has been elected Vice-Chair and Bureau Member representing the African Region, a role that includes coordinating the African Group and amplifying continental priorities.

To maximise this opportunity, Rwanda plans to expand side events and ensure sustained engagement to showcase achievements, facilitate learning, and strengthen its leadership in advancing global gender equality commitments.

GMOs’ Contribution to NST2 Elaboration Processes

In efforts to position gender equality and family promotion in the second generation of the National Strategy for Transformation, GMO, in collaboration with MIGEPROF and with the support of different stakeholders, contributed to NST2 consultations and elaboration processes.

With the efforts made, the following were positioned across the three NST2 pillars:

ECONOMIC TRANSFORMATION

- Create employment focusing on youth and women through a community-based approach in the delivery and maintenance of infrastructure, environmental protection, and agricultural extension programs and projects.
- Increase access to finance for Youth, Women, and MSMEs.
- Diversify and innovate new loan products tailored to the SMEs of youths and women.
- Expand the use of formal financial services, including digital and electronic payment systems, focusing on youth and women.
- Develop women’s technical skills in male-dominated areas (infrastructure, industry, mining, Agri-Hub, sports, and the creative industry).
- Support women’s entrepreneurship, employability, business development, and trade opportunities

SOCIAL TRANSFORMATION

- Institutionalize Gender Equality in all levels of education.
- Bridge the gender divide in ICT, STEM, and TVET education programs.

- Implement poverty alleviation programs for vulnerable households (female-headed ones) through VUP, livestock, and other assets.
- Increase access to adolescent and youth-focused sexual and reproductive health services to reduce teenage pregnancies.

TRANSFORMATIONAL GOVERNANCE

- Increase women's representation and participation at all levels of leadership and decision-making in both public and private sectors.
- Strengthen other home-grown initiatives to promote positive parenting in building resilient and secure families.
- Implement gender-transformative approaches to enhance the prevention of domestic and gender-based violence, intra-household conflicts, child labour, and behaviours that lead to alcoholism, drug abuse, street children, and teenage pregnancies.
- Strengthen gender responsive budgeting.

Key Achievements in Monitoring GBV Service Delivery

Enhanced Delivery of Gender-Based Violence (GBV) Services in Isange One-Stop Centres

The Isange One Stop Centre (IOSC) provides free, 24/7 integrated services to victims of gender-based violence (GBV) and child abuse, including medical, psychosocial, legal, investigative, and social reintegration support. In line with its mandate, the Gender Monitoring Office (GMO), in collaboration with NPPA, RIB, MIGEPROF, MINIJUST, and hospital authorities, conducted a monitoring assessment of seventeen (17) IOSCs across ten (10) districts to evaluate the effectiveness and efficiency of GBV service delivery.

The assessment adopted a mixed-methods approach, combining a desk review of relevant policies and operational documents with stakeholder consultations and training of the assessment team. Field activities included site visits, interviews with district and hospital leadership, IOSC staff, service providers, and victims, as well as document reviews.

The findings, presented in the sections below, highlight key achievements, gaps, and priority actions to strengthen IOSC service delivery.

Achievements across Isange One Stop Centres

- **IOSC Infrastructure:** The assessment found significant progress in infrastructure improvement, with all 18 IOSCs visited having standardized facilities and sufficient equipment, including office furniture and medical tools, to support efficient and quality service delivery.
- **Funding of Medical Services:** Most previously unpaid bills related to medical services have now been cleared, enhancing the financial stability of IOSCs and ensuring the uninterrupted provision of essential services to GBV victims.
- **IOSC Documentation:** The Standard Operating Procedures (SOPs) have been revised, approved, and disseminated to some IOSCs, promoting consistency, accountability, and adherence to standardized service delivery practices across the districts.

Despite the progress achieved, the assessment also identified several gaps that continue to hinder effective service delivery for GBV victims and these include:

- **Limited Dissemination of Revised SOPs:** Despite the approval of the revised SOPs, their limited dissemination to district authorities and IOSC staff has resulted in low awareness and inconsistent application of standard service delivery protocols.
- **Human Resource Gaps due to Lack of Integration into Hospital Staffing:** IOSCs remain inadequately integrated into hospital staffing structures, with only RIB and GBV officers permanently deployed in most centres, limiting 24/7 service provision and the effective use of key facilities such as safe rooms.
- **Inappropriate Task-Shifting Due to Absence of Medical Doctors:** In some IOSCs, notably Muhororo and Gitwe, the absence of medical doctors' forces GBV officers to perform clinical tasks, compromising care quality, ethical standards, and the integrity of forensic evidence, which may affect justice for victims.

- **Delayed Submission of Medical Reports:** In several IOSCs, such as Muhororo, Kabaya, Kanombe, Nyamata, and Rwinkwavu, medical professionals are often slow to submit GBV medical reports. These delays are largely attributed to limited motivation and the absence of performance-based incentives, which hinder timely legal processes and compromise the overall effectiveness of victim support services.

In addition, doctors from Rwinkwavu and Gahini indicated that the delays are primarily attributed to challenges in navigating the GBVMIS system, which requires them to complete forms/requisitions online, download the documents, sign them manually, and re-upload them into the system.

- **Delayed DNA Results from Rwanda Forensic Institute (RFI):** Significant delays in obtaining DNA test results from the Rwanda Forensic Institute hinder the progress of legal investigations, prolong court proceedings, and ultimately delay justice to GBV victims.
- **Lack of Essential Equipment and Infrastructure:** Many IOSCs lack essential equipment such as secure storage, scanners, printers, reliable internet, and certain medical supplies compromising service quality and the secure handling of sensitive GBV evidence and documentation.
- **Limited Staff Capacity to Use GBV Management Information System (GBVMIS):** Inadequate training on GBVMIS limits IOSC staff's ability to accurately manage and report GBV cases, weakening data-driven decision-making and the national GBV response.
- **Budget Constraints and Delays in Non-Medical Services:** Delays in funding and limited budgets, particularly for non-medical services like home visits and psychosocial support, have created service gaps, while EBM requirements pose challenges for rural suppliers, restricting access to essential resources.
- **Outstanding Unpaid Medical Bills:** Although most World Bank-funded medical bills have been cleared, Muhororo Hospital remains an exception, with some unpaid bills still pending. This may affect service continuity and the relationship with service providers.
- **Inadequate Physical Infrastructure and Safety Concerns:** Some IOSs, such as those in Muhororo, Masaka, Kibogora, and Nyanza, operate in

unsafe or poorly equipped facilities, with weak security, missing fencing, and underserviced safe rooms, compromising victim safety and dignity.

- **Incomplete GBV Service Delivery at Kanombe IOSC:** At Kanombe Hospital, while most GBV services are offered within the IOSC, investigative services are not available on-site. This limits the centre's ability to provide the full, integrated range of services envisioned in the IOSC model.
- **Sharing of IOSC Facilities with Other Services:** In certain district hospitals, IOSCs are combined with unrelated services, such as mental health departments. This arrangement compromises confidentiality, contributes to overcrowding, and undermines the specialized, victim-centred approach that IOSCs are designed to provide.
- **Delays in transferring collected samples to RFI.** In IOSCs such as Kanombe and Kibogora, samples intended for RFI, which should be submitted within one month, were found stored for up to two years, delaying forensic analysis, legal proceedings, and timely justice for GBV victims.

Key Recommendations to Sustain and Enhance IOSC Service Delivery

- **Integrate IOSCs into Hospital Operations:** Fully embed IOSCs within hospital human resource and operational structures to ensure continuous 24/7 service delivery. Assign dedicated multidisciplinary staff in line with SOPs to strengthen service coordination and optimize the use of critical facilities such as safe rooms.
- **Upgrade Kanombe Hospital IOSC:** Enhance Kanombe IOSC to meet full hospital standards by filling staffing gaps, upgrading infrastructure, and ensuring comprehensive, victim-centred GBV services.
- **Train IOSC Staff on SOPs and GBVMIS:** Provide systematic training for all IOSC staff on the revised SOPs and GBVMIS to strengthen protocol adherence, data accuracy, timely reporting, and coordinated GBV case management.
- **Establish Monitoring of Invoice Payments:** Establish district-level oversight of medical and service invoice processing, with active district leadership involvement to reduce delays, maintain provider relations, and ensure uninterrupted service delivery.
- **Ensure Adequate and Timely Budget Allocation:** Allocate sufficient funding for non-medical GBV services, such as psychosocial support and home visits, to improve accessibility, continuity of care, and overall effectiveness of the GBV response.
- **Create a Dedicated GBV Victim Support Fund:** Establish a specific fund to support GBV victims with urgent needs such as shelter, transportation, legal aid, and other critical services, ensuring timely, equitable, and victim-centred assistance.

Assessment of GBV service delivery in the Justice Sector

Based on reports to the Gender Monitoring Office (GMO), many GBV victims face delays in accessing justice, limited legal knowledge, and insufficient updates on their cases. To address these challenges, GMO, in collaboration with HAGURUKA and the Legal Aid Forum (LAF), assessed the provision of GBV services within the justice sector across five districts: Muhanga, Gicumbi, Rubavu, Nyagatare, and Gasabo.

The assessment used a mixed-methods approach, combining a desk review of relevant laws, policies, institutional reports, and selected court judgments with field visits to key justice institutions, including Abunzi committees, RIB stations, National Public Prosecution Office, courts, and Maison d'Accès à la Justice (MAJ) offices. Data were gathered through interviews, document reviews, and observations, focusing on institutional practices, coordination mechanisms, and the quality of services provided to GBV victims, enabling a comprehensive evaluation of justice sector service delivery.

Achievements and gaps at the Institutional level

Abunzi Committees

The assessment of five Abunzi Committees at both sector and cell levels: Nyagatare, Byumba, Rusororo, Murara Cell in Rubavu, and Muhanga, revealed several notable achievements.

- The committees consistently provide services to all individuals who bring disputes within their jurisdiction, in accordance with the law governing Abunzi operations.
- Women's participation in decision-making is respected, with at least 30% of committee members being women, as stipulated in Law N° 020/2020 regulating abunzi.
- To uphold confidentiality, the committees remind parties of their right to a private conciliation session, ensuring that individuals who do not wish their matters to be heard publicly can still access justice in a secure and private setting.

Despite these strengths, several gaps hinder the effectiveness and inclusivity of Abunzi Committees.

- **Gender Imbalance in Committees:** Committees are often composed entirely of one gender, which can influence decision-making and limit fair representation.
- **Insufficient Capacity and Training:** Committee members and service providers have limited training on gender-based violence and managing psychological trauma, reducing their ability to handle cases appropriately.
- **Inadequate Infrastructure and Accessibility:** The lack of dedicated working spaces compromises service delivery, restricts access for persons with disabilities, and threatens the security of sensitive documents.
- **Operational and Resource Constraints:** The absence of basic incentives, such as transport facilitation, communication tools, and provision of drinking water, undermines staff motivation and the overall quality of services.

Rwanda Investigation Bureau (RIB)

- The assessment at five RIB stations: Rusororo, Nyagatare, Byumba, Gisenyi, and Nyamabuye highlighted key achievements and challenges in handling GBV cases. A positive practice observed is that investigators ensure privacy for victims when they are received, with colleagues maintaining discretion within the same room.

However, several challenges limit the effectiveness and responsiveness of RIB in providing adequate services to GBV victims, as indicated below:

- **Limited Specialized Support and Expertise:** There are no specialized investigators or dedicated reception spaces, such as safe rooms, to support victims, and staff have limited knowledge of GBV and psychological trauma management, which compromises the quality of victim care.
- **Gaps in Legal and Inter-Agency Support:** Legal assistance for child victims during interviews is often lacking, and coordination with the Rwanda Bar Association and MINIJUST remains insufficient, undermining adherence to established guidelines.

- **Operational and Procedural Inefficiencies:** Investigators frequently rely on victims to provide additional evidence, such as civil registry documents or witness statements, while delays in medical reports and poor information sharing with psychologists compromise evidence collection and slow case processing.
- **Challenges in Law Enforcement and Case Resolution:** Despite legal mandates requiring the RIB to apprehend offenders, many suspects continue to evade arrest, weakening law enforcement and delaying the administration of justice.

Primary and Intermediate Courts

Court-level monitoring was carried out in both Primary and Intermediate Courts across the districts visited. The monitored Primary Courts included Gasabo, Byumba, Nyagatare, Nyamabuye, and Gisenyi, while the monitored Intermediate Courts comprised Gasabo, Muhanga, Rubavu, Nyagatare, and Gicumbi.

The assessment identified the application of jurisprudence in divorce proceedings, particularly in recognizing unpaid domestic care work, as a notable advancement toward gender-sensitive adjudication.

Key Challenges

- **Insufficient Judicial Capacity and Training:** Judges lack specialised training on GBV, child protection, psychological trauma, and accessibility needs such as sign language, resulting in inconsistent justice delivery, potential misinterpretation, and compromised outcomes for vulnerable parties.
- **Child Protection and Family Rights Gaps:** Breaches of child protection standards, inadequate consideration of parental responsibilities and child support, and low victim participation in civil claims leave children's financial, emotional, and social needs unmet, undermining their rights and overall well-being.
- **Limitations in Legal Procedures and Accountability:** Provisions allowing plea bargaining for GBV-related crimes, combined with limited access to forensic reexamination facilities, constrain thorough investigations and raise concerns about proportional accountability and the right to a fair trial.

National Public Prosecution Office

The assessment of prosecution at the intermediate court level, conducted in Gasabo, Nyagatare, Muhanga, Rubavu, and Gicumbi, reviewed the handling of gender-based violence (GBV) cases, including procedural management, investigative coordination, and compliance with legal frameworks. The review highlighted several positive developments in the institutional response to GBV and the protection of victims.

- **A specialized Anti-GBV Unit** has been established, bringing together trained prosecutors and specialists to ensure coordinated case management and strengthen prosecutorial capacity in handling GBV cases.
- **Protection of Victims and Witnesses (PVT) Unit:** Prosecutors at all levels have received specialized GBV training, strengthening their capacity to manage cases effectively, apply victim-centered approaches, and uphold relevant legal frameworks.
- **Sex Offenders Registry:** A public registry has been established to list individuals convicted of rape and defilement, serving as a deterrent to potential offenders, promoting accountability, and enhancing community safety through improved monitoring and risk assessment of convicted persons.
- **Capacity Building of Prosecutors:** Prosecutors at all levels have received specialized GBV training, strengthening their capacity to manage cases effectively, apply victim-centred approaches, and uphold relevant legal frameworks.

Key Challenges

Despite the achievements in prosecuting GBV cases, several challenges persist that hinder effective service delivery and justice for victims:

- **Drug Use and Sexual Violence:** Drug use, particularly in areas near the border, contributes to an increase in incidents of sexual violence, complicating prevention and law enforcement efforts.
- **Gaps in Post-DNA Investigations:** In cases where DNA results show that the accused is not responsible for impregnating a child, follow-up investigations to identify the actual perpetrator are often not conducted. Importantly, the absence of paternity evidence does not negate the possibility that the accused committed the act of child defilement, creating legal and investigative gaps.
- **Reluctance of Victims to Disclose Information:** Many victims, particularly those who are vulnerable and economically dependent on the perpetrator, refuse to provide information. They fear that the imprisonment of the perpetrator may worsen their living conditions, and the absence of post-trial support for victims exacerbates this challenge.
- **Limited Skills in Managing Trauma:** Prosecutors and conciliation officers often lack adequate training to effectively manage individuals exhibiting psychological trauma during mediation or conciliation sessions, which may impact the quality of justice and victim protection.
- **Challenges in Cases Involving Victims with Disabilities:** In cases involving victims with mental or physical disabilities, perpetrators often deny the offence, while the lack of funding for required medical assessments, often costly and variable across hospitals, creates a major barrier to fair and effective legal proceedings.

MAJ (Maison d'Accès à la Justice)

The assessment, conducted in MAJ offices in Gasabo, Nyagatare, Muhanga, Rubavu, and Gicumbi, examined their role in supporting GBV victims and facilitating access to justice for vulnerable populations. Findings show that MAJ coordinators and trained staff provide legal advice, psychosocial support, and referral services to GBV victims, strengthening the system's responsiveness; however, several challenges continue to limit effective service delivery and justice outcomes.

- **Limited Access to Case Information:** MAJ staff cannot effectively follow up on cases due to a lack of access to the Integrated Electronic Case Management System (IECMS), making it difficult to track file status and provide timely support, particularly in remote sectors.
- **Barriers for Persons with Disabilities:** Communication with victims who are deaf and other persons with disabilities is limited because staff do not know sign language, and many victims themselves are unfamiliar with it, hindering their access to justice.
- **Legal Representation Limitations:** MAJ staff responsible for GBV cases do not have the legal authority to represent victims in court as per the IOSC Standard Operating Procedures (SOPs), restricting the office's ability to provide full legal advocacy.

Overall challenges in GBV service delivery within the justice system

This section highlights key gaps and systemic barriers within Rwanda's legal framework that affect the accessibility, effectiveness, and victim-centred delivery of GBV services within the justice system, to inform improvements in protection, support, and justice for victims.

- **Limited access to legal assistance:** While Rwandan law guarantees the right to legal counsel for suspects and minors, it does not extend this right to adult victims of GBV. As a result, many cases go unreported because victims lack legal representation and are often unaware of their case status.
- **Protection of victims:** Although Law N° 59/2008 addresses GBV prevention and punishment, it falls short in effectively safeguarding victims. Key gaps include limited provisions for confidentiality, victim protection, and access to support services, which can leave victims vulnerable to intimidation and discourage them from seeking justice. Court-issued protection orders can help prevent contact from perpetrators, but overall victim protection remains insufficient.
- **Judicial challenges:** Rwanda's justice system emphasizes a victim-centred approach, with judicial officers trained to handle GBV cases sensitively. Measures such as confidential reporting, protective orders, and safe court environments exist.

However, laws lack specific provisions to protect victims' identities and personal information. While Article 70 allows hearings in camera, victims are often unaware of this right, leaving them exposed to stigma and discouraging reporting.

Key recommended Actions

The recommended actions seek to enhance GBV service delivery in the justice sector by addressing gaps in coordination, capacity, accountability, and victim-centred approaches, thereby fostering a more responsive and gender-sensitive justice system.

Judiciary, NPPA, RIB, MINIJUST, MAJ, Abunzi

- **Strengthen Capacity of Justice Actors:** Provide regular, comprehensive training for judges, prosecutors, RIB investigators, MAJ staff, and Abunzi mediators on GBV laws, victim-centered and trauma-informed approaches, and disability inclusion to ensure sensitive, efficient, and rights-based handling of GBV cases.
- **Ensure Victim Protection and Confidentiality:** Establish safe reception areas and secure rooms at RIB stations and courts, safeguard victims' identities through in-camera hearings and data protection, and issue protective orders when necessary to reduce intimidation, prevent stigma, and promote victims' safety and trust in the justice system.
- **Specialized GBV Case Management and Coordination:** Assign specialized GBV staff within courts, dedicate hearing sessions for GBV cases, and deploy trained prosecutors and investigators. Strengthen coordination among Abunzi, RIB, courts, prosecution, and MAJ through effective case tracking and monitoring systems to expedite case handling, reduce backlogs, and ensure a coordinated, victim-centered justice process.

MAJ, MINIJUST, Rwanda Bar Association, NPPA

- **Enhance Legal Representation and Access to Justice:** Ensure GBV victims, especially children, have qualified legal support from the investigation stage through prosecution, provide clear guidance on their rights, legal processes, and available remedies, and integrate MAJ staff into IECMS for

effective case tracking, thereby promoting timely, fair, and transparent handling of GBV cases.

MINIJUST, MIGEPROF, MoH, MINALOC, MINEDUC, RIB

- **Strengthen Victim Support Services:** Provide comprehensive psychological, medical, and social services, ensure timely medical and forensic reporting, establish a dedicated fund for services and compensation, and make facilities accessible, including sign language support to promote holistic care and enable victims' full participation in justice processes.

MINIJUST, RLRC, Parliament, Judiciary, NPPA

- **Advance Legal and Policy Reform:** Expedite the revision of Law No. 59/2008 to consolidate GBV provisions from other laws and align with the national GBV Policy; clarify exceptions to plea-bargaining for crimes against children, and establish clear guidelines on compensation, protection, and service delivery to strengthen the legal framework and ensure consistent, victim-centred justice.

Teen mothers' reintegration assessed

GBV clinics were organized targeting 170 teen mothers and their parents from various sectors across Gicumbi and Nyamagabe Districts. The workshop aimed to assess the unique needs of these teen mothers, facilitate direct engagement with relevant service providers, and identify appropriate interventions to address their economic, health, legal, and social reintegration challenges. More particularly, the workshops emphasized the need for school reintegration for teen mothers with the support of their parents in collaboration with the leadership.

The workshops revealed several key challenges impacting teen mothers and their children, as outlined below:

- **Limited Access to Healthcare:** Many children of teen mothers are not registered in the community health insurance scheme (Mutuelle de Santé), leaving them without essential medical care.

This increases the risk of preventable illnesses and deepens the financial burden on already vulnerable families.

- **Family and Social Instability:** Teen mothers often experience abuse, expulsion from home, or lack of family support, causing emotional trauma and unstable living conditions. These circumstances reduce their ability to care for their children and hinder opportunities to continue education or pursue training, reinforcing cycles of poverty.
- **Educational and Economic Barriers:** Without access to childcare, teen mothers cannot return to school or engage in vocational training. This limits their economic independence and reduces opportunities for social mobility, perpetuating poverty for both mother and child.
- **Inadequate Legal Protection:** Informal mediation by parents and local leaders often replaces formal legal reporting of abuse. This denies justice to victims, allows abuse to continue, and weakens teen mothers' parental rights. Additionally, some children are registered under grandparents' names, compromising legal identity and the mother's authority.
- **Child Health and Nutrition Challenges:** Children of teen mothers are at high risk of malnutrition due to poverty and limited knowledge of child nutrition. Poor nutrition affects growth, cognitive development, and long-term well-being, placing them at a disadvantage from an early age.

In line with the discussions, the following were recommendations:

- **Targeted Socio-Economic Support:** Conduct household-level assessments to identify vulnerable teen mothers and provide tailored support such as financial assistance, skills training, and livelihood opportunities, strengthening economic resilience and reducing poverty.
- **Education and Early Childhood Development:** Facilitate teen mothers' return to school through flexible learning programs, scholarships, and childcare support, while promoting access to quality early childhood development services to ensure children's cognitive, emotional, and physical growth.
- **Comprehensive Health and Psychosocial Support:** Provide ongoing medical care, mental health counselling, and psychosocial support through health

facilities and specialized partners, addressing both physical and emotional well-being for teen mothers and their children.

- **Strengthened Referral and Coordination Systems:** Enhance linkages between hospitals, Integrated One-Stop Centres (IOSCs), and community service providers with standardised referral protocols and effective communication, ensuring timely and coordinated access to holistic services.
- **Community Engagement and Awareness:** Use local platforms to raise awareness about teen mothers' challenges and available services, while engaging families, community leaders, and men to reduce stigma, promote responsibility, and foster a supportive environment.

Enhanced Awareness of Sexual Harassment Across Government Institutions

Rwanda has demonstrated a strong commitment to creating safe and inclusive work environments by ratifying ILO Convention No.190 (C190), which seeks to eliminate workplace violence and harassment. This ratification provides a foundation for addressing harassment and violence, promoting dignity, equality, and safety for all workers.

During the 2024-2025 fiscal year, GMO facilitated targeted awareness dialogues on sexual harassment in the workplace at both central and decentralized levels.

At the **Ministry of Foreign Affairs (MINAFFET)**, these sessions engaged 148 employees, including staff at the National level and across Rwanda's diplomatic missions. The dialogues aimed to enhance understanding of sexual harassment, its impact on the professional environment, and the importance of institutional accountability.

At the **National Bank of Rwanda (BNR)**, 24 senior and middle-level managers participated in similar awareness sessions. These dialogues focused on reinforcing professional conduct, addressing harassment, and promoting a safe and respectful workplace culture.

Across the **Western Province**, awareness dialogues were conducted in all districts, targeting district staff such as Executive Committee members, Sector Executive Secretaries, Directors, and other key personnel.

The sessions aimed to deepen knowledge of sexual harassment, its implications, and the responsibilities of institutions in preventing and addressing such conduct.

To promote safe, inclusive, and respectful workplaces, the following key strategic commitments and recommended actions have been identified to prevent and address sexual harassment:

- **Strengthen Policies and Institutional Mechanisms:** Establish and enforce comprehensive internal policies and guidelines for the prevention and response to sexual harassment, including independent, staff-led mechanisms that ensure confidentiality, impartiality, and accessibility. Integrate internal committees at all administrative levels to manage harassment cases and foster accountability.
- **Capacity Building and Awareness:** Implement ongoing awareness and training programs for all staff and employers, incorporating sexual harassment prevention into employee induction programs and the national curriculum from primary to higher education levels. Sustain awareness-raising efforts across all departments to promote a gender-equitable work environment.
- **Monitoring and Evaluation:** Conduct internal surveys, such as those planned by the National Bank of Rwanda (BNR), to assess the prevalence and status of sexual harassment, informing targeted interventions and policy adjustments.

These actions collectively aim to enhance employees' confidence in identifying, addressing, and reporting workplace sexual harassment while strengthening institutional accountability and creating safer, more inclusive work environments.

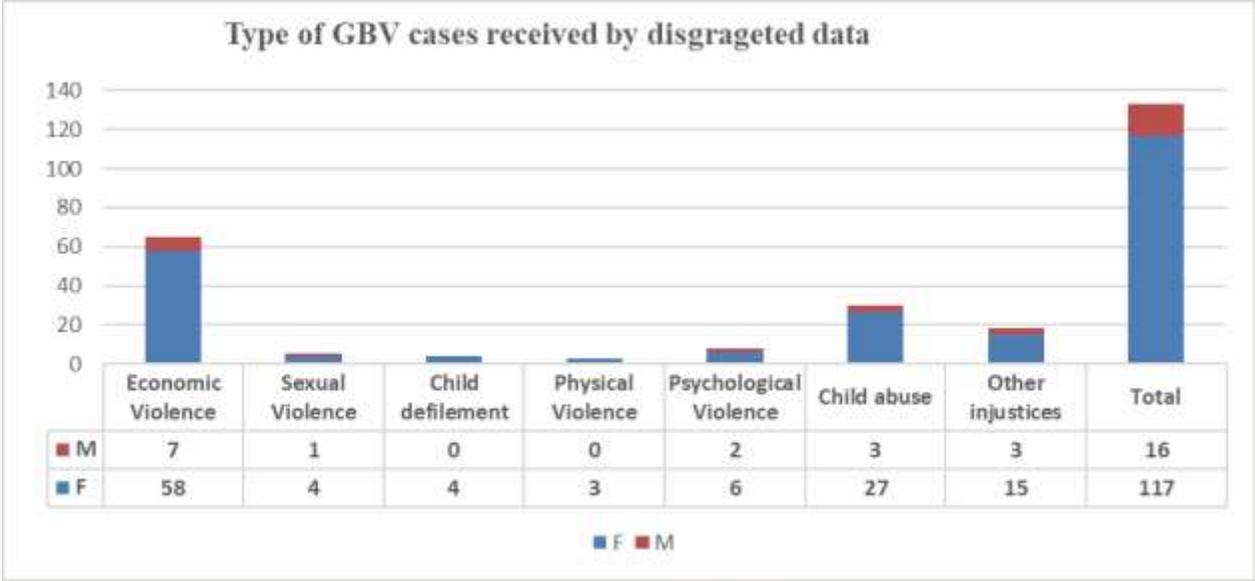
GBV Complaints Received and Referred for Appropriate Support

In accordance with Law No. 51/2007 of 20/09/2007, which mandates the Gender Monitoring Office (GMO) to receive, refer, and follow up on Gender-Based Violence (GBV) cases, reported incidents were received and referred, legal and

psychosocial counselling was provided to victims, and follow-up was conducted with relevant service providers to ensure appropriate support and intervention.

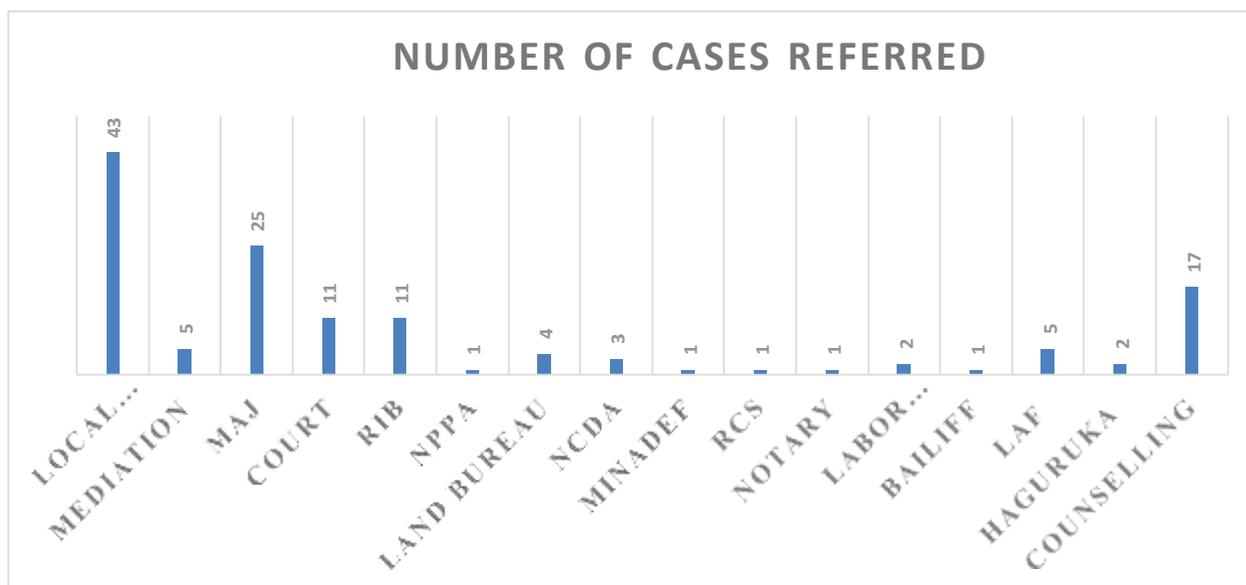
During this fiscal year, the Office received a total of 133 cases, with 117 involving female victims and 16 involving male victims. Of these, 19 cases were reported directly at the GMO office, 106 through the GMO helpline, 7 from field visits, and 1 via email. Economic violence was the most frequently reported form, with 65 cases, followed by 30 cases of child abuse, 18 cases of other injustices, 8 cases of psychological violence, 5 cases of sexual violence, 4 cases of child defilement, and 3 cases of physical violence.

The graph below shows GBV cases received through the helpline and in-person from July 2024 to June 2025.



To ensure timely support for GBV victims, cases are referred to relevant institutions, with the office providing legal advice, counselling, referrals, and follow-up as shown in the graph below.

GBV Cases received and referred to different institutions



Enhanced Communication to Improve Accountability to Gender Equality and Effective GBV Service Delivery

Awareness of Gender Accountability and GBV Service Delivery through Media

To enhance public awareness of gender accountability and strengthen GBV service delivery, the Gender Monitoring Office (GMO) partnered with various stakeholders to conduct a series of radio talk shows at both central and decentralized levels. These programs provided a platform for dialogue on the roles of leaders, community members, and institutions in advancing gender equality and combating GBV.

In the Northern Province, a radio talk show on Energy Radio, conducted in collaboration with Gakenke District, highlighted Gender Accountability Dialogue (GAD) activities, featuring key stakeholders including the Deputy Chief Gender Monitor in Charge of Gender Mainstreaming, the Executive Secretary of Northern Province, the Vice Mayor of Gakenke District in charge of social affairs, and the Village Leader of Myidagaduro in Musanze District.

Engaging a community radio station enabled in-depth discussions on local perceptions of gender equality and the responsibilities of leaders in promoting GBV service delivery.



Panelists for the Radio program before the Launch of GAD Northern Province

Similarly, during Gender Accountability Dialogue in the Southern Province, a program on Radio Huye aligned with the 16 Days of Activism against GBV. The discussion emphasized collective responsibility in GBV prevention, showcasing local initiatives and the coordinated role of authorities and partners in ensuring access to GBV services. Participants included the Vice Mayors of Gisagara and Nyaruguru Districts, the Executive Secretary of Southern Province, and the Deputy Chief Gender Monitor.



Panelists for the Radio program before the Launch of GAD Southern Province

In the Western Province, another interactive talk show was held on RC Rusizi in celebration of International Women’s Day. The panel, comprising the Deputy Chief Gender Monitor, the Acting Director of Good Governance for Nyamasheke District, the Legal Advisor of Western Province, and the Vice Mayor of Rusizi District, discussed collaborative actions between local authorities, partners, and communities to improve GBV service delivery and advance gender equality.

Beyond radio engagement, GMO strengthened its online communication through its website and social media platforms, including X (formerly Twitter), Facebook, Instagram, YouTube, and LinkedIn. During the reporting period, over 100 posts on GMO X reached thousands of users, attracting over 2,000 new followers. This digital engagement has enabled rapid dissemination of information on gender accountability, shared best practices, and strengthened public awareness and engagement both nationally and internationally.

These media initiatives significantly increased community awareness of gender equality and GBV issues, empowered local leaders to take active roles in prevention and response, and facilitated better access to information on available GBV services. By combining traditional media and digital platforms, GMO has successfully fostered a more informed and engaged public, promoted accountability among leaders, and strengthened the culture of reporting, prevention, and response to gender-based violence across Rwanda.

Institutional Development

Under administration and finance, GMO has strengthened its capacity to deliver on its mandate by mobilizing resources, enhancing staff skills through training and internships, recruiting personnel, and maintaining sound financial management. These efforts have supported effective implementation of annual priorities and laid the groundwork for long-term objectives, including the development of the GMO 2024–2029 Strategic Plan, which provides a roadmap to guide the institution’s medium-term goals and reinforce its role in promoting gender equality and accountability.

GMO 2024–2029 Strategic Plan developed

During the reporting period, the Gender Monitoring Office (GMO) successfully developed its **2024–2029 Strategic Plan**, providing a clear roadmap to guide the institution’s medium-term priorities and strengthen its role in promoting gender equality and accountability. The development process was participatory and inclusive, involving consultations with key stakeholders, government institutions, development partners, and civil society organizations. This approach ensured that the Strategic Plan reflects national gender policies, emerging priorities, and the practical realities of gender monitoring and service delivery in Rwanda. The strategy will deliver on the following **key strategic objectives** and outcomes.

Strategic objectives (SOs)	Expected Outcomes (EOs)
<p>SO1: Advocate for an enabling policy and legal environment that promotes Gender accountability practices among state and non-state actors.</p>	<p>EO1: Gender accountability practices institutionalized within State and Non-State Actors.</p>
<p>SO2: Promote equitable and effective service delivery to address GBV/gender injustices</p>	<p>EO2: Equitable service delivery to address GBV and Gender injustices is improved</p>
<p>SO3: Transform GMO into a central resource for knowledge on gender equality and accountability</p>	<p>EO3: Gender Monitoring Office is transformed into a central resource for Knowledge on Gender Equality and accountability</p>
<p>SO4: Enhance institutional development and staff professionalism for effective delivery of development programs</p>	<p>EO4: Human resource capacity and Institutional Development strengthened for effective delivery of Gender Accountability to support the Inclusive National Social and Economic Transformation</p>

Resource mobilisation

During FY 2024–2025, GMO successfully sustained resource mobilisation efforts, both financial and technical, with the support of diverse stakeholders, to implement its annual action plan and advance its mandate of promoting gender equality and accountability. These resources enabled key initiatives, including Gender Accountability Days in the Northern, Southern, and Western Provinces, Gender Budget Statement audits in fifteen districts, and a participatory Gender Audit in the hospitality sector. They also supported the development of the GMO 2024–2029 Strategic Plan, strengthened staff capacities through a five-day training program on gender accountability and GBV service delivery. Collectively, these efforts demonstrate the critical role of stakeholder partnerships in providing the technical and financial resources necessary to enhance institutional effectiveness and deliver on GMO’s mandate.

Staff Capacity Development and Strategic Onboarding



Group discussions by participants during the training session in Bugesera District.

The Gender Monitoring Office (GMO) continues to prioritize strengthening institutional capacity through comprehensive staff development and strategic onboarding of new personnel. Recognizing the need to enhance skills and competencies across its recently recruited team, GMO facilitated targeted training initiatives, with particular emphasis on Gender Accountability and GBV Service Delivery, which was provided to all staff to ensure a strong foundation in gender-responsive approaches and effective service delivery.



GMO staff and partners enhanced their capacity on gender accountability and GBV service delivery in Bugesera District.

Additionally, GMO staff participated in a range of training programs organised in collaboration with governmental institutions and development partners. Key capacity-building initiatives included:

- Gender Accountability and GBV Service Delivery (for all staff)
- Training on the Revised International Professional Practices Framework (IPPF)
- Reporting and Storytelling for Gender Equality through Innovation (organized by NISR, GMO, and PARIS21)
- Gender Transformative Approaches (facilitated by RWAMREC and MIGEPROF)
- Capacity Building in Sectoral Data Analysis and Data Management Systems for government professionals

- One-day Year-End Procedures training, including asset and inventory management for logistics, accountants, and the Head of Finance
- Training on New and Upgraded Modules of the Integrated Personnel and Payroll Information System (IPPIS)

These trainings played a pivotal role in enhancing staff technical knowledge, data literacy, and the application of evidence-based, gender-transformative approaches in program planning, monitoring, and service delivery. They also strengthened competencies in auditing, reporting, storytelling, financial management, and operational efficiency, aligning GMO's work with national public sector standards.

In parallel, GMO implemented a structured induction program for newly recruited staff in key positions, including Procurement Officer, Statistician, Planning and Monitoring & Evaluation Officer, and GBV Monitoring and Analysis Officer. Two induction sessions were conducted during the reporting period, orienting four new employees on GMO's mandate, strategic priorities, operational procedures, and organisational culture. These sessions fostered a collaborative environment, enabling new staff to quickly integrate and contribute effectively to the institution's objectives.

Overall, these capacity-building and onboarding initiatives have been instrumental in strengthening GMO's institutional effectiveness, ensuring that staff are well-equipped to monitor, evaluate, and promote gender equality and accountability across all sectors, and supporting the institution's mission through innovative and evidence-based interventions.

Internships

During the reporting period, the Gender Monitoring Office (GMO) accommodated six candidates to join the institution, including one from an international university and five from local universities. The internship program provided these candidates with hands-on experience to strengthen their practical skills, gain professional exposure, and apply their academic knowledge in real-world settings. By engaging interns in the institution's core activities, the program not only contributed to their professional development but also supported GMO's ongoing initiatives in gender monitoring, accountability, and service delivery.

This effort is closely aligned with national programs aimed at youth capacity development and human capital strengthening, contributing to Rwanda’s broader goals of promoting skilled, competent professionals capable of advancing gender equality and national development priorities.

Staff Recruitment

During the 2024–2025 fiscal year, the Gender Monitoring Office (GMO) successfully filled six key positions, including Planning and Monitoring & Evaluation Officer, Statistician, Procurement Officer, GBV Monitoring and Analysis Officer, and two Gender Monitoring and Analysis Officers. These recruitments have significantly strengthened the institution’s technical and operational capacity, infusing the organization with new energy, skills, and expertise to drive its mandate more effectively.

Budget Performance for FY 2024–2025

For FY 2024–2025, the Gender Monitoring Office (GMO) had an approved ordinary budget of FRW 761,321,878. While no project-specific funding was received, the institution benefited from direct and indirect donor support that contributed to its activities. By June 30, 2025, the budget had been executed at **99.18%**, reflecting strong financial management and effective allocation of resources to support GMO’s mandate. Detailed budget execution information is provided in the table below.

N°	Source of Budget	Approved Budget	Revised Budget	Expenditure	Balance	% of budget execution
1	Government of Rwanda	761,321,878	761,321,878	755,083,175	6,238,703	99.18

Conclusion

The 2024–2025 fiscal year has been marked by significant progress in strengthening the Gender Monitoring Office’s institutional capacity, advancing gender equality, and promoting accountability across Rwanda. Through strategic resource mobilization, targeted staff development, effective recruitment, robust financial management, and enhanced stakeholder partnerships, GMO has successfully implemented key initiatives, including Gender Accountability Days, audits, GBV service monitoring, and capacity-building programs. These achievements reflect the institution’s commitment to evidence-based, gender-transformative approaches and its pivotal role in supporting national priorities on gender equality and social inclusion. Looking forward, GMO remains dedicated to building on these successes, leveraging new talent, partnerships, and innovative strategies to ensure sustained impact, greater responsiveness to emerging gender challenges, and continued progress toward a more equitable and accountable society.

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