



Republic
of Rwanda

Gender Monitoring Office

Five Year Strategic Plan 2024 - 2029

November 2024





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List of abbreviations

BPFA	Beijing Declaration and Platform for Action
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CGM	Chief Gender Monitor
CNAs	Capacity Needs Assessments
CSOs	Civil Society Organizations
EO	Expected Outcome
FBOs	Faith-Based Organizations
FCDO	Foreign Commonwealth and Development Office
GAD	Gender Accountability Day
GBV	Gender-Based Violence
GMIS	Gender Management Information System
GMO	Gender Monitoring Office
MoU	Memorandum of Understanding
NST	National Strategy for Transformation
PSF	Private Sector Federation
RBM	Result Based Management
RSB	Rwanda Standard Board
SMEs	Small and Medium Enterprises
SO	Strategic Objective
SWOT	strengths, weaknesses, opportunities, and threats
UNDP	United Nations Development Program
UNWOMEN	United Nations Women
Yr	Year

Foreword

It is with great pleasure that I present a new generation of the GMO 5-year Strategic Plan (2024- 2029), which will guide our efforts in advancing gender accountability across the public sector, private sector, civil society, and Faith-Based Organizations. This strategic plan represents a bold step forward in our collective and shared commitment to advancing gender Accountability and fighting Gender-Based Violence.

As Chief Gender Monitor, I have witnessed both the immense progress made and the areas requiring more efforts on the path to achieving Gender accountability across NST2 pillars and Vision 2050.

My sincere appreciation is extended to our partners in the public sector, Private sector, Civil Society, and Bilateral and multilateral organizations who have contributed to the successful implementation of the previous institutional Strategic Plan. Your dedication and expertise were instrumental in delivering on the mandate and specifically advancing gender accountability and influencing improved GBV service delivery.

This strategic plan is designed to sustain the achieved results, address the aforementioned challenges, and make strides in achieving this noble cause. It is grounded in the principles of good governance, human rights, and sustainable development, reflecting our intent that all individuals have equal opportunities to contribute to and benefit from the social, political, and economic development of our country.

This plan was developed through extensive consultations with stakeholders across government, civil society, and international partners, ensuring that a diverse range of perspectives and insights were taken into account. It also builds on lessons learned over the years, from both our own experiences and global best practices, to create a strategy that is both ambitious and achievable.

The central aim of this plan is to integrate gender accountability practices across all sectors, ensuring the consistent application of gender equality principles, fostering accountability at every level, and actively addressing gender-based violence.

At the heart of this plan lies a strong commitment to institutionalizing gender accountability across all sectors. This includes upholding gender equality principles, promoting accountability at every level, producing and analyzing gender data to document progress, identify gaps, and inform the policy-making process, and addressing gender-based violence and related injustices. To drive this agenda forward, we have established clear strategic objectives, defined key performance indicators, and outlined targeted actions that will guide our efforts over the next five years.



The adoption of this strategic plan marks the beginning of a transformative era in which gender equality moves beyond aspiration to become a lived and tangible reality. I call upon our partners, members of the High Monitoring Council, the management team, and the entire GMO family to unite in driving forward the objectives and targets set out in this plan. The active engagement and continued support of our key stakeholders from the public and private sectors, civil society, and bilateral and multilateral organizations are essential to achieving our shared vision of advancing gender accountability across the country.

I am confident that through unwavering commitment and collective effort, we will successfully achieve the ambitious targets set forth in this strategic plan. Let us move forward with renewed determination and shared purpose to build a just, equitable, and prosperous Rwandan society for all.

Sincerely,

Umutoni Gatsinzi Nadine
Chief Gender Monitor

Executive Summary

This strategic plan outlines the key development milestones and targets to be achieved over the next five years, with a strong focus on strengthening gender accountability across the public sector, private sector, and civil society. It also emphasizes enhancing service delivery for victims of gender-based violence (GBV) and related injustices.

The formulation of this plan was preceded by a comprehensive situation analysis, which included an end-line evaluation of the previous strategic plan (2017–2022) and a SWOT analysis. Insights and findings from both exercises were instrumental in shaping the design and priorities of this five-year strategy.

The planning process was highly consultative, involving engagement with key officials and technical experts from stakeholder institutions across the public sector, civil society, and multilateral organizations.

The end-term evaluation of the 2017–2022 Strategic Plan highlighted significant achievements, identified key challenges both programmatic and institutional, and captured critical lessons learned. These insights provided a strong foundation for defining the strategic direction and areas of focus for the current plan. Some of the notable achievements and challenges are outlined below:

Enhancing Financing for Gender Equality through Gender Budget Statement; GMO closely monitored the implementation of Gender Responsive Budgeting at both central and local levels, offering key recommendations to enhance planning, execution, and reporting, particularly during parliamentary budget hearings. Notably, one recommendation led to the inclusion of quarterly reporting on Gender Budget Statements (GBS) in the 2022 Organic Law on Public Finance Management. Additionally, following the 2020 parliamentary guidance on aligning GBS with Imihigo (performance contracts), an accountability program was piloted in the Southern Province with FCDO support, resulting in measurable improvements across all 8 districts.

Initiation of a Gender Accountability Day at the Local Government level was one of the major achievements where GMO introduced Gender Accountability Day (GAD) at the District level to institutionalize gender accountability at the District, a practice that was already institutionalized, especially in the Eastern Province, and being scaled up in other provinces. This mechanism has helped address key issues such as illegal marriages, unregistered children, support for GBV victims, especially teen mothers, private sector engagement on gender inequality, and community dialogues with village leaders and youth on promoting gender equality and preventing GBV.

Gender Accountability Strengthened in the Private Sector: In partnership with UNDP, UN Women, and the Private Sector Federation, the Gender Equality Seal (GES) program was launched to promote gender accountability in the private sector. Its implementation led to improved work-life balance, reduced gender pay gaps, increased women in leadership, adoption of gender-sensitive policies, enhanced maternity/paternity leave, family-friendly facilities, and flexible hours for breastfeeding mothers. To institutionalize GES, RSB developed the Gender Equality Standard (RS 560:2023), while BNR and RDB created gender mainstreaming strategies, and the PSF Specialized Cluster established an entrepreneurship desk for women, youth, and people with disabilities.

Improved service delivery in Isange One-Stop Centres (IOSCs): Enhanced advocacy for quality services to GBV victims led to key milestones, including secured budget to sustain the IOSC model, revised IOSC Standard Operating Procedures, improved guidelines for GBV case reporting in health facilities, improved service delivery for victims, and integration of the IOSC model in the design of new hospitals.

Positioning gender accountability in electoral processes. In partnership with the National Electoral Commission, gender machinery, and organizations like Transparency International and Pro-Femmes Twese Hamwe, the Office has consistently monitored compliance with the constitutional 30% women's representation in decision-making, particularly during local and parliamentary elections.

The challenges encountered during implementation spanned both programmatic and institutional levels.

At the programmatic level, key issues included limited ownership of gender and GBV-related priorities, capacity gaps across government institutions, weak enforcement mechanisms, and persistent cultural norms and stereotypes.

Institutionally, challenges involved a misalignment between the organizational structure and the staffing needed, both in terms of number and expertise, to effectively deliver GMO's broad mandate. Additional hurdles included high staff turnover, limited funding, and the disruptive impact of the COVID-19 pandemic.

GMO's five-year strategy is built around four strategic objectives, each supported by targeted strategic actions, as summarized below:

Advocate for an enabling legal and policy environment that promotes Gender Accountability practices among state and non-state actors with the following strategic actions: Strengthen the monitoring of gender responsiveness in national laws, policies, strategies, and development programs; enhance gender accountability mechanisms within public institutions, the private sector, civil society, and faith-based organizations; promote gender accountability practices at both community and family levels and reinforce the monitoring of Rwanda's compliance with regional and international gender equality commitments.

Promote equitable and effective service delivery to address GBV/gender injustices, which will be delivered upon implementation of the following strategic actions: Monitor the implementation of GBV prevention and response strategies across all levels, track the effectiveness of interventions addressing teenage pregnancy, and strengthen internal systems for the reception, support, and referral of GBV victims.

Transform GMO into a central resource for knowledge on gender equality and accountability. This strategic objective shall include implementing the following actions: Conduct gender-related assessments and research to inform gender-responsive programming and support evidence-based advocacy and decision-making, strengthen data management systems on gender equality, accountability, and GBV, and enhance communication channels to ensure timely and effective dissemination of gender-related data and information.

Enhance institutional development and staff professionalism for effective delivery of development programs. This strategic objective shall involve implementing the following actions: Review the law governing the responsibilities, structure, and operations of GMO to align it with current gender accountability priorities, strengthen data management systems related to gender equality, accountability, and GBV, build staff capacity to effectively achieve the organization's strategic goals, enhance institutional capacity and operational efficiency and foster strategic partnerships while boosting resource mobilization to advance gender accountability and improve the quality of services provided to GBV victims.

The strategic plan is supported by a comprehensive implementation framework, which includes a five-year budget totaling RWF 11.501 billion and a robust results-based monitoring and evaluation matrix. Together, these tools will be essential in guiding annual action planning, informing budgeting processes, and ensuring effective tracking and implementation of the strategy.



CHAPTER 1

INTRODUCTION AND SETTING THE CONTEXT

1.1 Introduction

This strategic plan outlines the envisioned future of the Gender Monitoring Office (GMO) as a revitalized institution with strengthened capacity to fulfill its core mandate of monitoring adherence to gender equality principles, advancing gender accountability at all levels, and combating gender-based violence and related injustices.

To effectively pursue its vision and mission, GMO's leadership has institutionalized the development of five-year strategic plans as a guiding framework for delivering on its mandate.

The rationale behind GMO's five-year strategic plan is grounded in the requirements of the Results-Based Performance Management Policy, which mandates that all public institutions develop individual institutional strategic plans. This five-year rolling plan is aligned with national development priorities outlined in Vision 2050, the National Strategy for Transformation (NST2), relevant sector strategic plans, and the National Gender Policy, ensuring coherence with the broader national development agenda.

The developed GMO 5-year strategic plan shall guide technical departments in the process of preparing their respective Annual action plans and budgets.

This strategic plan is structured around four core strategic objectives, each supported by a carefully designed set of strategic actions to ensure their achievement. The plan also includes a detailed implementation framework and a comprehensive result monitoring matrix to track progress effectively.

In terms of background and context, the development of this plan is firmly rooted in commitments outlined within international, regional, and national development frameworks, as detailed below:

The design of this strategic plan considered the interventions under Goal 5 of the SDGs, which focus on achieving gender equality and empowering all women and girls. It aims, among others, to end discrimination, violence, and harmful practices, such as child pregnancy, that disproportionately affect young girls.



This strategic plan formulation factored in the principles of Gender equality envisioned in the African Union (AU) Agenda 2063, which broadly focuses on sustained development, peace, and shared prosperity across the continent. The development of

this strategic plan also took into account the gender equality principles embedded in the East African Community (EAC) Vision 2050, which aims to build a prosperous, competitive, and politically united region. Central to this vision is the empowerment of women and girls, recognized as a vital catalyst for sustainable development, economic growth, and social cohesion across East Africa.

This strategic plan aligns with Rwanda's Constitution and its long-term and medium-term development frameworks, emphasizing gender accountability. Vision 2050 highlights inclusive participation and prioritizes gender equality in leadership as key to effective institutions and socio-economic transformation.

Similarly, NST2 focuses on equal access to resources for men and women, enhancing women's skills in male-dominated fields, institutionalizing gender equality in education, especially in STEM, ICT, and TVET, and increasing women's representation in leadership across public and private sectors.

Over the coming years, the Gender Monitoring Office will continue to oversee Rwanda's implementation of gender commitments at the national, regional, and international levels.

CHAPTER 2

A SNAPSHOT OF THE RESULTS OF THE EVALUATION OF THE 2017 - 2022 STRATEGIC PLAN

2.1 Introduction

In line with its 5-year aspirations of institutionalizing gender accountability at different levels, GMO implemented a range of strategic initiatives envisaged in its strategic plan 2017-2022. An end-line evaluation of the 2017-2022 strategic plan was conducted, where a comparative assessment of the planned strategic actions and achieved results was undertaken. This section, therefore, presents an overview of registered achievements, encountered challenges, and lessons learned in the course of implementation of this strategic plan.

2.2 Key Registered Achievements

Over the past five years, and in collaboration with other stakeholders, the following achievements were registered:

Improving Financing for Gender Equality through Gender budget statement:

Over the years, GMO has monitored the implementation of Gender Responsive Budgeting at both central and decentralized levels, providing key recommendations particularly during parliamentary budget hearings to enhance planning, execution, and reporting on gender budget statements across agencies. These recommendations contributed to significant reforms, including the introduction of quarterly GBS reporting mandated by the 2022 Organic Law on Public Finance Management. Furthermore, following the 2020 parliamentary call to align Gender Budget Statements with Imihigo, an accountability program piloted in the Southern Province with FCDO support led to notable improvements across all eight districts.

Initiation of a Gender Accountability Day at decentralized level: To celebrate and sustain gender equality gains at the local level, GMO introduced Gender Accountability Day (GAD) within district open days to embed gender accountability into decentralized mechanisms. GAD highlights achievements, identifies challenges, and shapes strategies to address issues like illegal marriages, unregistered children, GBV services for teen mothers, private sector engagement, and community dialogues on gender equality and GBV prevention.

In 2022, the Eastern Province institutionalized GAD as a biannual week, with other provinces now adopting this model. These efforts have prioritized marriage legalization, child registration, and support for teen mothers in local governance, strengthening family cohesion. Additionally, accountability dialogues with village leaders and youth have boosted awareness and leadership commitment, leading to the pilot of gender-responsive villages across the Southern Province.

Gender Accountability Strengthened in the Private Sector: In partnership with UNDP, UN Women, and the Private Sector Federation, GMO launched the Gender Equality Seal (GES) program to promote gender accountability in the private sector. Since 2022, companies meeting GES standards have been recognized with a Gold Seal for their efforts. As part of this initiative, RSB developed a gender equality standard, BNR and RDB created gender mainstreaming strategies, and the PSF Specialized Cluster established an entrepreneurship desk to support women's capacity development and challenge gender stereotypes. Participating companies have since achieved notable progress, including:

- Significant progress has been made in improving work-life balance for both male and female employees, reducing gender pay gaps, and increasing women's representation in leadership roles and traditionally male-dominated fields. Family-friendly initiatives such as breastfeeding rooms and childcare facilities have also been enhanced.
- Several private sector companies and GES-participating public institutions have revised their maternity policies to promote workplace gender equality. For example, BNR offers three months of remote work for breastfeeding mothers in addition to statutory maternity leave, alongside four days of paternity leave. Inkomoko provides six months of maternity leave and two months of paternity leave.
- Affirmative actions to advance women in leadership and technical roles have been implemented as well. Rwanda Energy Group (REG) lowered job criteria from 15 to under 10 years of experience to encourage female candidates, resulting in a rise in women senior managers, from none in 2019 to 35% today. EDCL, a REG subsidiary, now has four women directors, reflecting increased female leadership.
- Overall, women now hold 40% of senior management positions at REG. Additionally, companies have fostered supportive work environments by promoting remote work policies and establishing mothers' rooms and daycare facilities.

- CIMERWA has empowered women in the cement industry through a check-off system, enabling a group of women to grow from selling half a truckload of cement per month each to 30 truckloads monthly. Beyond its corporate social responsibility initiatives, CIMERWA also established a marketplace to support women street vendors.
- Rwanda Energy Group launched an apprenticeship program to boost female participation in the energy sector. As a result, women now represent 35% of management, up from zero, and hold 32% of technical roles, a significant increase from just 5%.
- Similarly, BNR has increased women's representation in executive management from 20% to 50%, with substantial growth across all levels, especially in technical positions

To ensure that attained results are sustained, through the Rwanda Standard Board (RSB), a gender equality standard and its implementing tools were developed and disseminated across different companies especially those that were previously certified. Soon, the Gender equality certification phase will be done by RSB in collaboration with all relevant stakeholders.

Positioning gender accountability in electoral processes. In collaboration with the National Electoral Commission and partners such as Transparency International and Pro-Femmes Twese Hamwe, the office has consistently monitored compliance with the constitutional mandate requiring at least 30% women representation in decision-making bodies, with a focus on local and parliamentary elections. This ongoing oversight has contributed to significant gains in women's participation across local leadership structures including village committees, mayors, and councils at the district, sector, and cell levels.

At the national level, women's representation in Parliament continues to rise, with the latest figures showing 63.75% in the Chamber of Deputies and 53.8% in the Senate. Beyond numerical achievements, the National Electoral Commission remains committed to further integrating gender considerations into Rwanda's electoral processes.

Positioned Gender Data Management and Use: In collaboration with the National Institute of Statistics Rwanda (NISR), the office has, over the years, actively promoted the collection and utilization of gender-disaggregated data across various sectors to inform planning and decision-making processes. This effort has involved the provision of sectoral and district-level gender data through tools such as sector gender profiles, national status reports, and district profiles.

To further professionalize and streamline gender data management, a dedicated Gender Management Information System was developed. This system enhances the collection, organization, and application of gender data, supporting evidence-based policymaking and programming.

Improved service delivery in Isange One-Stop Centres:

Service delivery through Isange One-Stop Centres (IOSCs) and health facilities has significantly improved in recent years, with a focus on ensuring timely, quality support for GBV and child abuse victims. Key achievements include securing funding for IOSC operations, revised standard operating procedures, enhanced guidelines for GBV case reporting in health facilities, and integration of the IOSC model into new hospital designs. Additional progress includes the use of community health insurance in GBV cases and new operational guidelines for both medical and non-medical services.

Beyond service delivery, the needs of teen mothers were prioritized in national and partner programs. Efforts included mobilizing support for their socio-economic reintegration, ensuring access to legal aid, healthcare, counselling, school reintegration, and a dedicated national budget for teen mothers and their children.

At the level of institutional development, GMO, like other Government Institutions, continued to embrace the digitalization of its services through centralized systems of financial management, Procurement, and Staff management. In addition, partnerships were expanded and contributed to the human and financial resource base that supported the delivery of institutional mandate.

In addition to the above efforts, GMO staff actively participated in a wide range of professional development programs to strengthen institutional capacity. These included training in procurement processes, Results-Based Management (RBM), gender statistics, sexual harassment prevention, GBV, human trafficking, financial management, gender and climate change, and communicating gender data. Staff also received regional training on the Gender Equality Seal for the private sector and on building regional expertise in gender accountability.

Further, two staff members pursued professional qualifications, one in Legal Practice and another in Child Justice, while another enrolled in a Master's program in International Human Rights Law and Public Policy, with a focus on gender and the environment.

Through support from RDB, six GMO staff completed various online courses offered by platforms such as Google, Coursera, and Udemy. These covered areas include English communication (speaking, listening, and writing), project management, accounting, financial statement analysis, and emotional intelligence.

Additionally, 17 staff members completed International Computer Driving Licence (ICDL) training, significantly enhancing their digital literacy and improving their ability to use digital tools for data analysis, computation, and effective information presentation, thereby boosting overall productivity and efficiency.

2.3 Summary of planned and not implemented Strategic Actions

Much as several results were achieved, the evaluation indicated several monitoring interventions that were not implemented as planned, and these include:

- Monitor and report on the gender responsiveness of selected laws, policies, and strategies across sectors.
- Conduct gender audits in CSOs, NGOs, and FBOs, and document findings to inform future planning
- Monitor the implementation of gender-related commitments as enshrined in regional and international instruments.

2.4 Encountered Challenges and Lessons Learned

2.4.1 Challenges

2.4.1.1 Programmatic challenges

Limited ownership of financing for gender equality. The preparation of Gender Budget Statements (GBS) remains insufficiently guided and is still largely centralized within the planning units of ministries and districts. This approach negatively impacts the quality, relevance, and comprehensiveness of the GBS.

Gender capacity gaps across Government Institutions. Although the country has adopted gender mainstreaming to ensure that all programs are designed and implemented in a gender-responsive manner, monitoring efforts have revealed limited institutional capacity to conduct thorough gender analyses and to design appropriate gender-responsive programs and interventions.

Limited enforcement measures remain a challenge. While enforcement and accountability are critical for institutionalizing gender equality, there are currently no punitive measures in place for institutions that fail to comply with constitutional gender requirements.

Cultural Norms and Stereotypes: Traditional norms and gender stereotypes continue to hinder the effective implementation of gender-related policies, particularly at the community and household levels.

2.4.1.2 Institutional challenges

The current structure of the Gender Monitoring Office (GMO) does not adequately reflect the level of expertise required to effectively deliver on its broad and demanding mandate. There is a critical need for institutional development, including a comprehensive review and revision of the organizational structure, to ensure that staffing levels and competencies are aligned with GMO's responsibilities and expected level of engagement.

Low financing: GMO has received limited financial resources that affect the realization of its institutional mandate.

Impact of COVID-19: The pandemic disrupted activities that required physical presence, such as site visits and awareness campaigns, further delaying implementation efforts.

2.5 Lessons learned

- **Partnership:** Established partnerships with diverse stakeholders have proved to be key in delivering GMO's mandate and ensuring that gender is positioned at different levels.
- **Community Engagement:** Effective awareness-raising and sustained community involvement are essential for promoting gender accountability and supporting GBV victims. Engaging local leaders and the youth can significantly shift cultural attitudes and enhance ownership and participation.
- **Resource Allocation:** Adequate funding and resource allocation are critical for the success and scalability of gender equality programs. Investments in training, data collection, and monitoring are requisites for effective evaluation.
- **Addressing Norms and Stigma:** Advocating for the direct tackling of cultural norms, stereotypes, and stigma around GBV requires comprehensive public education campaigns and the inclusion of survivor voices in advocacy efforts.
- **Integrated Approach:** A combined effort in education, healthcare, and legal support is vital for addressing victims of GBV and/or teenage pregnancy. Clear referral guidelines and dedicated staff for GBV investigations can improve the justice delivery process.

- **Continuous Improvement:** Ongoing professional development and better coordination among stakeholders are crucial for effective GBV victim handling and case management. Despite challenges, the Gender Monitoring Office (GMO) has shown resilience, ensuring the continuity of its operations.

2.6 Results of the SWOT Analysis

The SWOT analysis identified key internal strengths and weaknesses to guide GMO's third five-year strategic plan, while also highlighting external opportunities and threats that could impact its mandate. A summary of the findings is presented in the table below.

STRENGTHS	WEAKNESSES
INTERNAL ANALYSIS	
<ul style="list-style-type: none"> • Established legal and policy framework defines GMO's broad mandate, enabling it to address diverse gender issues across sectors. • Clearly defined Mandate, Vision, and Mission as well as Core organization values; • Successfully nurtured GMO organization culture; • Existence of communication and information systems backed with ICT infrastructure; • The presence of skilled in-house staff enables effective monitoring of gender equality implementation, enforcement of institutional accountability on gender issues, and active contribution to combating gender-based violence. 	<ul style="list-style-type: none"> • The existing law governing GMO has gaps, including an inadequate organizational structure and insufficient staffing to meet its mandate. • Inadequacies in GMO's organizational structure, purportedly with lean staff establishment vis-à-vis the demand of the mandate of the Gender Monitoring Office; • Limited linkage of the annual operation plans and budget, and the approved Institutional Strategic plan; • Limited budgetary resources for supporting the implementation of all planned activities in the GMOs Strategic plan.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Existence of internal organization tools and effective strategies used in monitoring gender equality principles and holding institutions accountable to gender equality (for instance, GAD interventions, Gender Profiling, and Auditing of Gender Budget statements, among others); • Existing cooperation and collaboration framework with other local, regional, and international level stakeholders and partners. 	<ul style="list-style-type: none"> • Lack of updated and consolidated SOPs at the level of Departments • Lack of a robust monitoring and evaluation framework with the capacity to capture accurate and timely gender-disaggregated information and data, which is required for evidence-based strategic decision-making, policy, and planning. • Inadequate mechanisms and strategies for tracking the victims of GBV to ensure that the desired results are achieved.
EXTERNAL ANALYSIS	
<ul style="list-style-type: none"> • The political will of the Government to support public Ministries and/ or Agencies to deliver on their mandates; • Existence of robust policy and legal frameworks that seek to mainstream and support Gender equality and women's empowerment in development policies and programs. • The existence of supportive institutional arrangements, gender machinery. • Penetrating values and understanding of the importance of gender equality in Rwandan society. 	<ul style="list-style-type: none"> • Deeply entrenched patriarchal attitudes and cultural norms still act as a barrier to the implementation of gender equality policies, especially in rural areas. • The majority of the business entities are informal, therefore makes it difficult to fast-track the rollout of the Gender Equality Seal (GES). • Persistent gender pay gaps, employment inequalities, and limited work-life balance in the private sector. • Existing cases of child pregnancies at the community level; • Gender-based violence cases are still emerging, especially among married couples.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Existence of institutions and/or platforms that provide opportunities for accessing data and information on issues related to GBV and gender inequality (including the NISR, Isange One Stop Center, Ministry of Health, and Local Government Administrative entities, among others). ● Existence of Development partners and CSOs with development programs and resources for scaling up development initiatives for promoting gender equality and Women’s empowerment. ● Availability of emerging technology that can be adapted to monitoring gender equality principles and accountability. ● Rwanda has a young population, and the GMO can capitalize on this by promoting gender equality initiatives within education and youth programs, ensuring a more gender-sensitive future generation. 	<ul style="list-style-type: none"> ● The increasing trend of some parents in society who have gradually abandoned their respective core spouse and/or parental responsibilities. ● Reluctance of some of the leaders to mainstream gender equality and women empowerment-related development activities. ● Public perception of roles and responsibilities of GMO and other institutions involved in the promotion of Gender equality and Women’s empowerment.

CHAPTER 3 PROPOSED STRATEGY

This 5-year strategy outlines how GMO endeavours to position gender accountability at different levels and contribute to the national objectives enshrined in both the long-term and medium-term development frameworks (Vision 2050 and NST 2).

3.1 Vision, Mission Statements, and Core Values

3.1.1 Vision

To be a leading institution enforcing gender accountability and equality for inclusive, sustainable development in Rwanda.

3.1.2 Mission

To advance gender equality by monitoring gender mainstreaming efforts, addressing gender-based violence and injustice through effective oversight, and promoting inclusive policies through advocacy, research, and alignment with national and international gender frameworks.

3.1.3 Core Values

Equity: Promotion of inclusiveness and social justice for all will be the guiding principle in GMO's work and operations.

Accountability: GMO willingly takes responsibility and ownership of its actions and results.

Transparency: The work of GMO and engagement with other stakeholders and partners has to be open, professional and participatory.

Integrity: Professionalism, moral uprightness, honesty, incorruptibility and trustworthiness will guide GMO's work and the implementation of this Strategic Plan 2024-2029.

Transparency: The work of GMO and engagement with other stakeholders and partners has to be open, professional and participatory.

3.1.4 Strategic objectives and outcomes

The overall goal of the GMO Strategic Plan is to promote and sustain gender equality in Rwanda through increasing accountability in all sectors. To achieve this goal, four strategic objectives and outcomes were identified as follows:

Strategic objectives (SOs)	Expected Outcomes (EOs)
SO 1: Advocate for an enabling policy and legal environment that promotes Gender Accountability practices among state and non-state actors.	EO1: Gender Accountability Practices institutionalized within State and Non-State Actors.
SO 2: Promote equitable and effective service delivery to address GBV/gender injustices	EO 2: Equitable Service Delivery to Address GBV and Gender Injustices is Improved
SO 3: Transform GMO into a central resource for knowledge on gender equality and accountability	EO 3: Gender Monitoring Office is transformed into a central resource for Knowledge on Gender Equality and Accountability
SO 4: Enhance institutional development and staff professionalism for effective delivery of development programs	EO 4: Human resource capacity and Institutional Development strengthened for effective delivery of Gender Accountability to support the Inclusive National Social and Economic Transformation

3.1.5 Implementation Strategies

To achieve the above-identified strategic objectives, GMO will use the following strategies:

Systemizing Gender Accountability Mechanisms: The Gender Monitoring Office will build on existing gender accountability mechanisms to strengthen institutional engagement across all levels. It will promote gender learning and exchanges among stakeholders, focusing on communities, CSOs, and FBOs. Decentralized entities will play a key role in upholding gender equality, accountability, and enhancing GBV service delivery.

Fostering inclusive partnership: The success of this strategy will require sustaining health institutional relationships and partnerships and mobilizing new strategic partners. The partnership will be through joint monitoring, influencing positive policy change towards promoting gender accountability, and human and financial resource mobilization to support gender accountability agenda for the next five years. The strategic partnerships initiated with bilateral and multilateral cooperation (ONE UN, Sweden, FCDO, PARIS 21) supported the gender accountability initiatives both at the central and decentralized levels and will be sustained.

Expanding and deepening Research on gender equality and the fight against GBV:

Research and gender-disaggregated data are critical in tracking gender progress in general, identifying existing gaps to inform gender-responsive programming and decision-making. The effective implementation of this strategy will require researching gender and GBV to demonstrate Rwanda's progress in achieving gender equality and eradicating GBV. This calls for the establishment of research, documentation, and data management departments in collaboration with other National Gender Machineries.

Human and financial resource mobilization are critical instruments to achieve the strategic objectives of this strategic plan.

Lessons from the past five years indicate the great role of partners in supporting and financing several initiatives, and this momentum will be sustained. This will therefore require high-level engagements with senior Government institutions, bilateral agencies, foundations, and non-governmental organizations to support and fund innovative initiatives that will continue to promote gender accountability at different levels.

3.1.6 Proposed strategies for achieving Strategic Outcomes

The expected outcomes in the table above shall serve as the basis for measuring the future performance of the Gender Monitoring Office (GMO), in the next 5 forthcoming years. GMO is expected to further enhance its commitment and focus on advocating for equitable and timely service delivery to the victims of GBV and promoting Gender accountability practices in institutions/or organizations in the public sector, private sector, Civil society, and Faith-Based organizations.

To achieve the expected outcomes, the following approaches and strategies will be used as indicated below:

Expected Outcome 1: Gender Accountability Practices institutionalized within State and Non-State Actors

- To attain outcome 1 in this strategic plan, GMO will continue to position gender accountability in existing and emerging mechanisms. Particular focus will be on influencing national-level policies, laws, and strategies, and also ensuring that gender is fully mainstreamed in institutional performance contracts.
- Moreover, gender accountability dialogues and programs shall be organized, bringing together representatives of local government entities, CSOs, FBOs, and organizations in the Private sector through GAD.
- Efforts shall be made to scale up the rollout of the Gender Equality Seal in institutions and/or organizations in the Public sector, Private sector, and Civil Society organizations.

- Finally, GMO will regularly ensure that gender commitments enshrined in regional and international instruments are timely tracked and documented to inform the Country's periodic reporting and strategic decision-making. In addition, GMO will also be present in the National Treaty Reporting Taskforce and systematically track the implementation of gender-related commitments and concluding observations.

Strategic Outcome 2: Equitable Service Delivery to Address GBV and Gender Injustices is improved

- To ensure that the victims of GBV receive timely and quality services, GMO shall focus on assessing and monitoring services offered by Isange One Stop Center in terms of ensuring timely access to quality services, preserving scientific evidence, and ensuring that perpetrators of GBV/ Child defilement are brought to Justice.
- Particular focus will be put on monitoring the effectiveness of existing preventive measures on issues of GBV and child defilement with emphasis on the community, families, and schools.
- GMO will also ensure that teen mothers, their children, and victims of human trafficking are fully supported to ensure their socio-economic rehabilitation and community reintegration.
- GMO will also engage with relevant stakeholders through fostering collaboration and partnerships, which will enhance gender-sensitive and equitable service delivery across all sectors and at all levels.

Strategic Outcome 3: The Gender Monitoring Office is transformed into a central resource for Knowledge on Gender Equality and Accountability

- The Gender Monitoring Office will continue to serve as a national hub for information on gender equality, and this will further be strengthened through building a robust framework for data management and use. This approach will involve establishing strategic partnerships with institutions in academia, policy, and research institutions, and legal practitioners to research sensitive GBV-related issues.
- Additionally, in collaboration with NISR, the GMO shall publish periodic gender reports/fact sheets to inform timely gender-responsive decisions and programming.
- GMO will revise its communication strategy to promote innovative approaches to enhance communication for gender accountability. This will involve active media engagement, especially influencers, as well as organizing open public debates and dialogues on themes related to gender accountability practices.

- GMO will continue to utilize its social media platforms and websites as effective channels for the quick and broad dissemination of information on gender equality.

Strategic Outcome 4: Human resource capacity and Institutional Development strengthened for effective delivery of Gender Accountability to support the Inclusive National Social Economic Transformation.

- GMO will continue to embrace new technologies, including artificial intelligence in various functional areas, notably communications, research, procurement, gender auditing, and financial management, among others.
- GMO will implement several professional development strategies, such as on-the-job coaching, peer-to-peer learning sessions, technical assistance from partners, and the introduction of staff motivation initiatives.
- The leadership will review its current organizational structure and the law to align it with the mandate, and also ensure that the levels of Staff are elevated.
- The leadership of GMO will sustain its strategic partnership and initiate new ones with a view to mobilizing human and financial resources.

3.1.7 Strategic Actions and Related Interventions

- This section includes the four strategic objectives, and under each strategic objective, strategic actions and interventions are defined as outlined below:

Strategic objective 1: Establish gender accountability practices at the level of public and private sectors, as well as Civil Society Organizations (CSOs) and Faith-Based Organizations (FBOs).

Strategic Action 1: Strengthen efforts to monitor gender responsiveness in national laws, policies, and strategies, and development programs. The focus will be on monitoring the following:

- Monitor gender responsiveness in the Policies and laws;
- Monitor gender responsiveness in the Employability skills and business start-up programs, such as the NEET reduction program, Workplace learning initiatives and schemes, 1 Million Coders program, the Youth Investment Facility (YIF), and Innovation Hubs, and Schemes for promoting financial inclusion.
- Monitor gender responsiveness in climate change resilience and adaptation programs. The process will involve developing clear indicators and preparing periodic reports on the implementation of these programs.

- Monitor the implementation of the gender mainstreaming strategies across sectors.
- Monitor compliance with gender equality principles in the formulation of Sector Strategic Plans (SSPs) and District Development Strategies (DDS).

Strategic Action 2: Enhance Gender responsiveness in accountability mechanisms in institutions and/or organizations in the public sector, Private sector, CSOs, as well as FBOs. This strategic action shall include the following activities:

- Monitor implementation and compliance with gender equality principles and strategies envisaged in the Public Finance Management (PFM) Strategy through Gender Responsive Budgeting. GMO shall endeavor to monitor and follow up on upholding the “Distributional analysis” approach through GBS, which examines how fiscal policies, especially government spending, focus more on promoting gender equality and fairness.
- Advocate and monitor the mainstreaming of Gender equality in the planning and evaluation of performance contracts (IMIHIGO). The process of the preparation and evaluation of Public institutional performance contracts shall factor in parameters for measuring institutional performance in terms of mainstreaming Gender Equality in their development activities. These parameters shall be designed and tailored to the adopted GBS during the planning and budgeting processes.
- Conduct participatory Gender Audits in institutions/or organizations in the public sector, private sector, Civil society, and FBOs. The process shall involve scaling up targeted gender audits aimed at assessing whether a given institution/organization is embracing and complying with gender equality commitments, practices, and policies. This shall often entail examining internal gender relations, representation, and decision-making processes, among other parameters.
- Design and roll out tailored Gender Accountability programs in the Public sector and non-state actors (Including DPs, CSOs, and FBOs). These programs will aim to ensure that policies, practices, and resources are equitable and inclusive, addressing gender disparities in both governmental and non-governmental institutions. For instance, for DPs, the focus shall be on Gender-sensitive programming, financing, and rigorous monitoring and evaluation (M&E) systems that track gender outcomes in the projects they fund, ensuring accountability in achieving gender goals.
- Advocate for and monitor the implementation of Gender Equality Standards (RS 560:2023) in large Public sector and companies and SMEs (With a focus on Tourism and hospitality, Finance, Mining, Transport, Manufacturing, Environment, and Agri-business). GMO shall work closely with the Rwanda Standard Board in rolling out standards and also follow up on sustainable compliance with established gender equality standards.

- Institutionalize Gender Accountability Day in institutions/or organizations in the Public sector, Private sector, and Civil society, as well as FBOs. The leadership of GMO will devise advocacy strategies for instilling the organization culture of periodically organizing Gender Accountability Day".

Strategic Action 3: Enhance gender accountability practices at the community and Family levels. To deliver this strategic action, the following activities will be implemented:

- **Organize and conduct Gender Accountability Day at the community level.** The process shall involve integrating specific mechanisms, processes, and organizational cultural practices within local government entities (Districts) to monitor, assess, and improve gender-related commitments and performances. Gender Accountability Day will continue to serve as a platform to evaluate progress on gender equality, empower voices, and drive actions that seek to provide solutions to existing challenges, including GBV at the household level, illegal marriages, and teenage pregnancy, among others. In addition, targeted dialogues with community leaders, youth, and other categories will be conducted.
- **Monitor the implementation and scale up "Gender-responsive villages" in all Districts.** This ground-breaking initiative aims to foster gender equality and empower women/men at the grassroots level. This concept aligns with the country's broader commitment to gender equality, a central pillar in its development aspirations. These villages/Imidugudu will serve as model communities that integrate gender-sensitive practices in daily life, including promoting equitable access to resources, decision-making, and opportunities for both men and women.
- **Monitor the functioning of community - based mechanisms, including Inshuti z'Umuryango (IZU), Para-social workers, and Health workers.**
- **Advocate and monitor the design and implementation of tailored measures** that address unpaid care work at the family level. Unpaid care work, which includes tasks such as childcare, household chores, and caring for the sick, often falls disproportionately on women and girls. These measures shall include, but not be limited to, promoting equal division of labor where both men and women within families share household tasks and caregiving responsibilities more equitably. Additionally, co-parenting support involves fathers taking an active role in parenting, ensuring that childcare responsibilities are shared. Additionally, continued advocacy will be conducted to ensure that the necessary tools and facilities to support the process of fair sharing of unpaid care work.
- **Monitor the implementation of the Men Engage Strategy, which seeks to promote positive masculinity among men and boys.** The strategy focuses on engaging men and boys as strategic partners in promoting and championing gender equality

and fighting Gender-Based Violence (GBV). GMO envisages collaborating with and engaging RWAMREC and other partners in ensuring oversight on the implementation of the planned objectives and activities in this strategy.

Strategic Action 4: Strengthen the monitoring of compliance with regional and international Gender equality commitments ratified by Rwanda. The following are the activities that will be implemented under this strategic action:

- Monitor the implementation of gender commitments as enshrined in international and regional instruments ratified by Rwanda and those adhered to. Among these are CEDAW, the Beijing Declaration and Platform for Action (BPfA), SDGs, UNSCR 1325 on women's peace and security, the Solemn Declaration, and the Maputo Protocol. In addition to this, GMO will be present in the National Treaty Reporting Task Force to enable its ability to track gender compliance beyond gender-specific instruments. A tool with all commitments will be developed and used to track the Country's performance on gender progress in line with adopted instruments.
- Monitor implementation of **"Concluding Observations"** shared following the submission of the Country Reports that are related to gender equality and women's empowerment. In addition, recommendations related to gender equality from instruments that are not gender-related will also be tracked and documented to inform the Country's next reporting.
- Prepare and submit the Beijing+35 Country Report. The process shall be multi-sectoral and comprehensive data collection, consultations, report writing, and validations before the report is tabled for Cabinet approval.
- Periodically, convene dialogues with key stakeholder institutions/or organizations in the public sector and Civil society to share and discuss their specific roles, contributions, and encountered challenges in delivery and reporting on continental and international commitments.
- Participate in regional and international gender equality forums, including the Commission on the Status of Women (CSW), to share experiences and best practices, and also learn from other countries.

Strategic Objective 2: Promote equitable and effective service delivery to address GBV/ gender injustices

Strategic Action 1: Monitor GBV prevention strategies and mechanisms at different levels. The following are some of the activities for monitoring adopted strategies:

- Monitor the role of Partners for the prevention of child defilement, Human trafficking, Domestic violence, and all other forms of Gender Based violence.

- Advocate for the development and monitor implementation of institutional policies for the prevention of sexual harassment at the workplace in the public sector, Private sector, Civil society, and Faith-Based Organizations. In the next five years, GMO shall advocate for the establishment of policies for the prevention of sexual harassment in the workplace and monitor their implementation.
- Develop and implement strategies for engaging CSOs and FBOs in the prevention of GBV. These strategies shall include, among others, raising awareness through training on the appropriate approaches that can be used by FBOs and CSOs, and establishing interfaith collaborations for the prevention of GBV/injustices.
- Conduct GBV victim satisfaction tracer surveys reflecting ratings of mechanisms of reporting, health services, psychosocial services, and prosecution, as well as general feedback by the public on the handling of GBV cases.

Strategic Action 2: Monitor GBV response strategies and mechanisms at different levels. The following are some of the activities for monitoring adopted strategies:

- Advocate for the development and monitor implementation of the institutional policies for response to sexual harassment at the workplace in the public sector, Private sector, Civil society, and Faith-Based Organizations. In the next five years, GMO shall advocate for the establishment of policies for responding to GBV at workplaces and monitor their implementation.
- Monitor GBV service delivery in the “Isange One-Stop Centers (IOSCs)” and health centers. GMO will implement a robust monitoring of service delivery at IOSCs, including collecting and analyzing victims’ feedback, setting up a grievance and feedback mechanism monitoring confidentiality and safety, conducting regular audits, and conducting announced and/or concealed visits at these centers.
- Monitor the quality of justice delivered to victims of GBV, child abuse, and human trafficking across justice institutions. GMO will, in the next five years, follow up on the quality of justice extended to the victims of the GBV and other related injustices by monitoring the entire justice chain, which includes investigation and Prosecution, Adjudication, and Enforcement of Judgments.
- Periodically organize and conduct central and decentralized level dialogues on the quality of services provided to victims of GBV, child abuse, and human trafficking. These dialogues shall share preventive messages, experiences, and challenges encountered in the prevention and response to GBV, child abuse, and human trafficking.

Strategic Action 3: Monitor implementation of strategies for prevention and effective

response to teenage pregnancy.

- Monitor implementation of interventions, including sexual education, youth empowerment programs, school retention, and provision of positive parenting at both the family and community levels.
- Periodically, convene advocacy dialogue meetings with relevant stakeholders at the community level for the successful socio-economic reintegration of teen mothers. In the next five years, particular focus will be on school reintegration.
- Monitor economic, psycho-social, and legal support services provided to victims of teenage pregnancy to ensure their protection.
- Advocate for the support of families of teen mothers to facilitate their school reintegration. The support provided to families of teen mothers requires a multi-pronged approach that addresses the social and economic challenges they face. The strategies will aim to empower both the teenage mothers and their respective families, while addressing societal stigmas and providing necessary resources.

Strategic Action 4: Strengthen the Internal System for Receiving, Orienting, and Following Up on GBV-Related Complaints

- Develop and implement standard operating procedures to guide the reception, response, and effective follow-up of GBV victims received at GMO. This will indicate how GMO will liaise with service providers to ensure that GBV victims have access to quality and timely services tailored to their needs.
- Reinforce the use of an "Online complaint system" and Toll-free number 5798 to receive, respond, orient, and follow up on complaints of GBV victims.
- Establish and operationalize a "GBV victims' tracker system" for effective monitoring of the support services (Emergency services, Health services, Legal services, and psychosocial services) provided by various stakeholder institutions. The system is expected to facilitate monitoring of the status of a GBV victim from the time of infliction to when he/she is rehabilitated and reintegrated into their respective communities.

Strategic Objective 3: Transform GMO into a central resource for knowledge on gender equality and accountability. The following are the key strategic actions that will be focused on:

Strategic Action 1: Conduct Gender-related assessment and research for gender-responsive programming and evidence-based advocacy/decision-making. The following are key activities that will be implemented:

- Develop and adopt a 5-year **“Research Agenda”** reflecting identified areas of research that will be implemented in the next 5 forthcoming years.
- In collaboration with NISR, prepare and disseminate regular gender status reports. It will provide data-driven insights into the status of men and women, boys and girls across the NST2 Pillars. In addition, gender fact sheets will be regularly produced and disseminated to different stakeholders.
- Develop, publish, and disseminate gender profiles at District and/or sector levels detailing data and information on Gender equality success stories, best practices, and challenges encountered for evidence-based planning and decision-making. This will be through engagements with leadership and management of various public institutions, both at central and local governments, to share and discuss findings in published Gender profiles and devise means to implement proposed recommendations.
- Strengthen partnership and collaboration frameworks such as NISR, RGB, Paris 21, Innovation Poverty Action (IPA), IPAR, ILPD, IRDP, and other Higher learning institutions, and professional bodies on gender responsiveness policy, research, and surveys to inform various strategic decision-making and national-level planning.

Strategic Action 2: Strengthen Data management on accountability to gender equality and GBV Service delivery

- Strengthen standardized gender equality and GBV indicators in collaboration with NISR that can allow data comparability over time. This will be drawn from existing gender publications, regional and international gender instruments, and national legal and policy documents.
- Strengthen the functioning of the Gender Management Information System (GMIS), integrating received cases of GBV at GMO and ensuring that the public can easily access and use published data.

Strategic Action 3: Strengthen communication systems to ensure effective and timely dissemination of gender equality data and information.

- Develop a comprehensive gender information, education, and communication (IEC) strategy. The strategy will define tools and strategies to guide the Institutional communication initiatives on gender accountability.
- Strengthen the use of social media platforms to promote accountability to gender equality and GBV service delivery.
- Conduct live radio and TV shows and produce documentary films as well as Serial dramas on gender accountability and GBV service delivery.
- Organize public education and awareness on gender accountability and service delivery to GBV victims through videos, serial dramas, TV and Radio programs, and other communication and education platforms.
- Establish a strong partnership arrangement with selected media houses for increased gender-responsive accountability and GBV service delivery.
- Develop, design, and publish communication tools on gender accountability.

Strategic Objective 4: Enhance institutional development and staff professionalism for effective delivery of development programs. The following are the targeted strategic actions:

Strategic Action 1: Review the law determining the responsibilities, organization, and functioning of GMO to align with current gender accountability perspectives.

- Assess the current GMO organization structure to align it with its vast and demanding mandate for increased efficiency. This demanding mandate requires strong and sustainable in-house capacity.
- There is therefore a need to review the current organizational structure to align it with the typical requirements articulated in the mandate of GMO. The new structure should reflect the departments in charge of Research and Data management, Gender Accountability and Policy, Community Engagement and Outreach, among other departments.

Strategic Action 2: Build staff capacity to achieve the organization's goals and targets. Key activities under this action include:

- Conduct a comprehensive Capacity Needs Assessment and prepare a Capacity Development plan for GMO detailing the training interventions for various staff under each of the Departments.
- Introduce and strengthen the use of Artificial Intelligence (AI) in promoting Gender Accountability in the Public sector, Private sector, Civil Society, and FBOs. However, the use of AI in holding institutions and/organizations accountable to Gender Equality and responding to GBV shall be used with a caveat to avoid associated malpractices and other related flaws.
- Develop and adopt an induction/onboarding program for newly recruited staff.
- Conduct quarterly learning sessions on different themes. The process will be structured in terms of planning and delivery. Facilitators will be selected based on the content of the theme drawn from within and outside GMO.
- Develop and implement a staff retention strategy, including staff intrinsic and extrinsic motivating packages.

Strategic Action 3: Strengthen organizational capacity and operational management efficiency;

- Develop and implement procedures and Manuals for GMO.
- Enhance the culture of accountability in preparing and delivering quality plans and reports across departments.

Strategic Action 4: Strengthen partnerships and mobilize resources to promote gender accountability and improve the quality of GBV services for victims. Key activities under this action include:

- Develop and implement advocacy, partnership development, and resource mobilization strategy;
- Identify potential strategic partnerships, strengthen the existing ones, and monitor the effective implementation of signed MoUs and document results
- Mobilize resources to implement a GMO strategic plan.
- Establish partnerships with gender accountability organs at the regional and international levels.



CHAPTER 4 PROPOSED IMPLEMENTATION ARRANGEMENTS FOR GMO STRATEGIC PLAN



4.1 Introduction

The Successful implementation of the GMO strategic plan shall require organized and effectively coordinated efforts by the High Monitoring Council and the management of all Departments. Conventionally, any effective implementation of a given institutional strategic plan requires financial resources and competent and experienced human resources. Specifically, the implementation of the envisaged strategic actions shall call for consistent focus and commitment to align operational plans and budget as well as Imihigo to the planned objectives and targets.

4.2 Strategic plan implementation framework

The implementation of the GMO Strategic Plan will be overseen at the strategic level by the Office of the Chief Gender Monitor (CGM), with technical leadership provided by the Office of the Executive Secretary, which guides institutional planning and execution. Program departments, in coordination with the Planning Office, will annually develop consolidated and costed action plans aligned with this Strategic Plan.

In addition, the implementation of the third-generation GMO Strategic Plan will include the preparation of consolidated quarterly and annual progress reports to ensure that achieved results and best practices are well documented and can be replicated.

4.3 : Proposed Implementation Plan and Indicative Budget

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
Gender Accountability Practices institutionalized within State and Non-State Actors	Strengthened systems for tracking gender responsiveness in national legal, policy, and strategic frameworks.	1.0 Strengthen efforts to monitor gender responsiveness in national laws, policies, and strategies							Gender Mainstreaming Unit
		1.1 Monitor gender responsiveness in the Policies and laws					50,000,000		
		1.2 Monitor gender responsiveness in Employment programs, including NEET					100,000,000		
		1.3 Monitor gender responsiveness in climate change resilience and adaptation programs					100,000,000		
		1.4 Monitor compliance with gender equality commitments enshrined in Sector Strategic Plans (SSPs) and District Development Strategies (DDS)					100,000,000		

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
	Improved gender-responsive accountability systems in public sector institutions, private sector entities, civil society, and faith-based organizations.	2.0 Enhance Gender responsiveness in accountability mechanisms in institutions and/or organizations in the public sector, Private sector, and Civil society organizations, as well as FBOs.							Gender Mainstreaming Unit
		2.1 Monitor financing for gender equality through the GRB program (GBS) and alignment with Imihigo						300,000,000	
		2.2 Advocate and monitor the mainstreaming of Gender equality in the planning and evaluation of performance contracts (IMIHIGO).						200,000,000	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		2.3 Conduct participatory Gender Audits in institutions/ or organizations in the public sector, private sector, Civil society, and FBOs.						200,000,000	
		2.4 Design and roll out tailored Gender Accountability programs in the Public sector and in Non-state actors (Including DPs, CSOs, and FBOs).						500,000,000	
		2.5 Monitor the implementation of Gender Equality commitments in the private sector, CSOs, and FBOs through the Gender Equality Standard (RS 560:2023) and other mechanisms						200,000,000	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		2.6 Institutionalize Gender Accountability Day in institutions/ or organizations in the Public sector, Private sector, and Civil society, as well as FBOs.						500,000,000	
	Community and family-level mechanisms for gender accountability strengthened.	3.0 Enhance gender accountability mechanisms at the community and Family levels.							Gender Mainstreaming Unit
		3.1 Monitor Gender Accountability at the decentralized level through GAD, gender responsive villages, Imihigo, and data management systems						200,000,000	
		3.2 Scale-up and monitor "Gender-responsive villages" in all Districts						200,000,000	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		3.3 Monitor the functioning of community-based mechanisms, including Inshuti z'Umuryango (IZU), Para-social workers, and Health workers.						100,000,000	GBV Unit
		3.4 Advocate and monitor the design and implementation of tailored measures that						200,000,000	
		address unpaid care work at the family level.							
		3.5 Monitor implementation of the "Men Engage Strategy," which seeks to promote positive masculinity among men and boys.						100,000,000	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		4.0 Strengthen the monitoring of compliance with regional and international Gender equality commitments ratified by Rwanda							Gender Mainstreaming Unit
	Monitoring mechanisms for Rwanda's compliance with regional and international gender equality commitments strengthened.	4.1 Monitor implementation of commitments envisaged in CEDAW, Beijing Declaration and Platform for Action (BPfA), SDGs, UNSCR 1325 on women's peace and security, Solemn Declaration, and Maputo Protocol.						200,000,000	
		4.2 Prepare and submit Beijing+35 Country Report.						40,000,000	
		4.3 Monitor implementation of "Concluding Observations" shared following the submission of the Country Reports (CEDAW, Beijing...).						50,000,000	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		4.4 Convene dialogues with key stakeholder institutions/or organizations in the public sector and Civil society to share and discuss their specific roles, contributions, and encountered challenges in delivery and reporting on continental and international commitments.						100,000,000	
		4.5 Participate in regional and international gender equality forums, including the Commission on the Status of Women (CSW), to share experiences, best practices, and learn from other countries.						100,000,000	
Equitable and effective service delivery to address GBV/gender injustices is promoted	Monitoring systems for GBV prevention strategies strengthened	1.0 Monitor GBV prevention strategies and mechanisms at different levels.							GBV Unit

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		1.1 Monitor the role of partners in the prevention of child defilement, Human trafficking, Domestic violence, and all other forms of Gender Based violence						500,000,000	
		1.2 Advocate for the development and monitor the implementation of the institutional policies for prevention and response to sexual harassment at the workplace in the						100,000,000	
		public sector, Private sector, Civil society, and Faith-Based Organizations							
		1.3 Develop and implement strategies for engaging CSOs and FBOs in prevention and response to GBV						200,000,000	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
	Monitoring and accountability systems for GBV response strengthened at all levels.	2.0 Monitor GBV response strategies and mechanisms at different levels							GBV Unit
		2.1 Advocate for the development and monitor implementation of the institutional policies for response to sexual harassment at the workplace in the public sector, Private sector, Civil society, and Faith-Based Organizations						200,000,000	
		2.2 Develop and implement strategies for engaging CSOs and FBOs in response to GBV.						100,000,000	
		2.3 Monitor GBV service delivery in the "Isange One-Stop Centers (IOSCs)" nationwide.						200,000,000	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		3.1 Monitor implementation of interventions, including sexual education, youth empowerment programs, school retention, and provision of positive parenting at both the family and community levels						100,000,000	
		3.2 Periodically, convene advocacy dialogue meetings with relevant stakeholders at the community level for the successful socio-economic reintegration of teen mothers						200,000,000	
		3.3 Monitor economic, psycho-social, and legal support services provided to victims of teenage pregnancy to ensure their protection						200,000,000	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		3.4 Advocate for the support of families of teen mothers to facilitate their school reintegration						200,000,000	
	Systems for the reception, support, and referral of GBV survivors strengthened.	4.0 Strengthen the internal system for reception, response, and orientation of GBV victims							GBV Unit
		4.1 Develop and implement Standard Operating Procedures to guide the reception, response, and effective follow-up of GBV victims received at GMO.						30,000,000	
		4.2 Reinforce the use of an "Online complaint system" and Toll-free number 5798 to receive, respond, orient, and follow up on complaints of GBV victims.						100,000,000	
		4.3 Liaise with legal aid providers to GBV victims in terms of legal representation						N/A	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		4.4 Establish and operationalize the “GBV victims’ tracker system” for effective monitoring of the support services (Emergency services, Health services, Legal services, and psychosocial services) provided by various stakeholder institutions						200,000,000	
GMO transformed into a central resource for knowledge on gender equality and accountability	Gender related data and research strengthened to support evidence-based advocacy and gender-responsive programming	1.0 Conduct Gender-related assessment and research for gender-responsive programming and evidence-based advocacy/decision-making							Planning and Statistician Office
		1.1 Develop and adopt a 5-year “Research Agenda” reflecting identified areas of research that will be implemented in the next 5 forthcoming years					1,000,000		
		1.2 In collaboration with NISR, prepare and disseminate regular gender status reports					500,000,000		

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		1.3 Develop, publish, and disseminate gender profiles at District and/or sector levels detailing data and information on Gender equality success stories, best practices and challenges encountered for						500,000,000	
		evidence-based planning and decision-making.							
		1.4 Strengthen partnership and collaboration frameworks with the NISR, RGB, Paris 21, Innovation Poverty Action (IPA), IPAR, ILPD, IRDP, Higher learning institutions, and professional bodies on gender responsiveness policy, research, and surveys to inform various strategic decision-making and national-level planning						100,000,000	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
	Data management on gender equality, accountability, and GBV strengthened	2.0 Strengthen Data management on accountability to gender equality and GBV Service delivery							Statistician Office
		2.1 Establish clear and standardized gender equality and GBV indicators in collaboration with NISR that can allow data comparability over time					200,000,000		
		2.2 Strengthen the Gender management information system, integrating received cases of GBV at GMO					500,000,000		
	Systems for the timely and effective communication of gender data and information strengthened.	3.0 Enhance communication systems for effective and timely sharing of data and information on gender equality						Statistician Office	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible	
			Yr1	Yr2	Yr3	Yr4	Yr5			
		3.1 Develop and implement a comprehensive gender information, education, and communication (IEC) strategy						500,000,000		
		3.2 Strengthen the use of social media platforms to promote accountability for gender equality and GBV service delivery						100,000,000		
		3.3 Conduct live radio, TV shows, and produce documentary films as well as Serial drama on gender accountability and GBV service delivery.						500,000,000		
		3.4 Strengthen the use of social media platforms to promote accountability for gender equality and GBV service delivery								
		3.5 Organize public education and awareness on gender accountability and Gender Based violence service delivery						500,000,000		

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		3.6 Establish a strong partnership arrangement with selected media houses for increased gender-responsive accountability and GBV service delivery						500,000,000	
Enhance institutional development and staff professionalism for effective delivery of development programs	The law governing the responsibilities, organization, and functioning of GMO reviewed and updated to reflect current gender equality standards	1.0 Review the law determining the responsibilities, organization, and functioning of GMO to align with current gender accountability perspectives							Administration and Finance Unit and Legal Office
		1.1 Review the law and submit the draft bill for Cabinet consideration.						50,000,000	
		1.2 Assess the current GMO organization structure to align it with its vast and demanding mandate for increased efficiency.						N/A	
		1.3 Prepare and submit the Prime Minister's Order determining the organization structure, staff salaries, and benefits of GMO							

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
	Staff capacity enhanced to effectively deliver the organization's objectives and targets.	2.0 Enhance the capacity of staff to deliver on the organization's envisaged objectives and targets							Administration and Finance Unit
		2.1 Conduct a comprehensive CNAs, prepare and implement a Capacity Development plan for GMO, detailing the training interventions for various staff under each of the Departments.						150,000,000	
		Introduce and strengthen the use of Artificial Intelligence (AI) in promoting Gender Accountability in the Public sector, Private sector, Civil Society, and FBOs.						300,000,000	
		2.3 Develop and adopt an induction/onboarding program for newly recruited staff.						100,000,000	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
		2.4 Conduct quarterly learning sessions						100,000,000	
		2.5 Develop and implement a staff retention strategy, including staff intrinsic and extrinsic motivating packages.						30,000,000	
	Organizational capacity and operational management efficiency strengthened.	3.0 Strengthen organizational capacity and operational management efficiency							
		3.1 Develop and implement procedures, Manuals for GMO						300,000,000	All Units
		3.2 Enhance the culture of preparing and delivering quality plans and reports across departments						N/A	

Outcome	Outputs	Key Actions to deliver Output	Proposed Timelines					Indicative Budget	Responsible
			Yr1	Yr2	Yr3	Yr4	Yr5		
	Strategic partnerships and resource mobilization strengthened to promote gender accountability and enhance GBV service delivery.	4.0 Foster strategic partnerships and enhance resource mobilization for the promotion of gender accountability practices and improved GBV quality service delivered to victims							High Monitoring Office
		4.1 Develop and implement a partnership development and resource mobilization strategy					200,000,000	ES Office and High Monitoring Council	
		4.2 Identify potential strategic partnerships, strengthen the existing ones, and monitor effective implementation of signed MoUs.					50,000,000		
		4.3 Mobilize resources to implement GMO strategic plan					100,000,000		
		4.5 Establish partnerships with gender accountability organs at the regional and international levels					100,000,000		
Grand Total							11,501,000,000		

4.4 Financing for the Strategic Plan

The implementation of the Gender Monitoring 5-year Strategic Plan shall mainly rely on the central government ordinary budget. There is a need, however, to engage and mobilize more financial and human resources from relevant stakeholders in the public sector, multilateral and bilateral international organizations, as well as non-governmental organizations (CSOs and FBOs) that are involved in advancing gender accountability and preventing and responding to GBV and related injustices. The section below presents processes that guided the costing of the GMO 2024-2029 strategic plan.

Domestic Resources: The Government of Rwanda finances GMO through the medium-term framework, which is a budget planning tool. The National budget uses the Medium-Term Expenditure to make projections for the next two years. The Strategic Plan figures are based on real budget figures for FY 2023/2024 and midterm expenditures for the following years.

Development partner's resources: GMO will set strategies to mobilize resources and engage potential development partners to boost program implementation and institutional development.

The private sector and CSOs: GMO will create an enabling platform with private sector and CSO dialogue, whilst encouraging cost sharing on relevant, jointly planned interventions.

Tap into Special funding mechanisms for gender accountability and GBV service delivery.

Decentralized Entities: GMO will partner with districts in some community-based interventions to ensure that they are implemented through cost-sharing modalities. GMO's role will be supporting districts to conduct self-evaluation and M&E for gender equality compliance. This will facilitate GMO efficiency and the joint realization of the strategic plan.

In this context, GMO plans to develop and implement a Partnership Development and Resource Mobilization Strategy that will outline, among other elements, innovative approaches for institutional growth, diversification of funding sources, and the expansion of strategic partnerships to support its mandate.



CHAPTER 5

MONITORING AND EVALUATION

5.1 Introduction

The implementation of the **GMO Strategic Plan** will be monitored and evaluated using a results matrix with clear performance indicators. The Planning, Monitoring, and Evaluation office will ensure that departmental activities align with strategic interventions and are tracked quarterly and annually. Progress will be measured against set milestones, with regular reviews to identify challenges and inform strategic adjustments. The following processes will support this effort:

Monitoring of the implementation of the Strategic Plan: To ensure consistent follow-up on the implementation of the strategic plan, systematic monitoring will be conducted, and progress will be documented through monthly, quarterly, semi-annual, and annual reports to guide informed decision-making and future planning.

Annual Assessment: Each year, a comprehensive assessment will be conducted to review the results achieved and challenges faced during the implementation of the Strategic Plan. This will allow GMO and its stakeholders to evaluate progress against the results framework. The assessment will be led by GMO management, which will also oversee the mid-term review, end-line evaluation, and financial audits.

Mid-Term Review: A mid-term review will be conducted two and a half years into the implementation of the Strategy. This review will bring together key stakeholders at all levels to assess progress and identify areas requiring adjustment. It will also serve as a platform to revisit and, where necessary, refine approaches and agree on measures to ensure the achievement of the Strategy's targets.

Final Evaluation (End-line evaluation) of the Strategic Plan: After five years, GMO will undertake a comprehensive external evaluation of the Strategic Plan's implementation. This evaluation will assess outcomes of the specific objectives and will provide critical insights to guide the development of the fourth generation of GMO's Strategic Plan.

Internal Auditing: The internal audit system will help ensure that effective management, control, and governance processes are in place and functioning to support the successful implementation and full achievement of this Strategic Plan.

5.2 Monitoring and Evaluation Framework

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq of Data Collection	Responsible
Outcome 1: Gender accountability practices institutionalized within institutions and/or organizations in the public sector, the Private sector Civil society.							
	Strengthened systems for tracking gender responsiveness in national legal, policy, and strategic frameworks.	# of policies & strategies monitored for their gender responsiveness	N/A	10	Quarterly & annual reports	At least twice in a year	Planning, M&E Office
		# of laws monitored for compliance with gender responsiveness	N/A	10	Quarterly & annual reports	At least twice in a year	Planning, M&E Office
	Improved gender-responsive accountability systems in public sector institutions, private sector entities, civil society, and faith-based organizations.	# of public institutions integrating gender responsiveness in Imihigo planning and evaluation.	16	46	Quarterly & annual reports	At least twice in a year	Planning, M&E Office
		# of participatory Gender Audits conducted by the Gender Monitoring Office (GMO) in public institutions and civil society organizations.	4	20	Quarterly & annual reports	At least twice in a year	Gender Mainstreaming Unit and Planning Office

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq of Data Collection	Responsible
Outcome 1: Gender accountability practices institutionalized within institutions and/or organizations in the public sector, the Private sector Civil society.							
		# of development partners (DPs) and civil society organizations (CSOs) implementing funded gender-responsive development programs.	4	40	Quarterly & annual reports	At least twice in a year	
		# of SMEs certified with Gender Equality Standards (RS 560:2023)	0	50	Quarterly & annual reports	At least twice in a year	
	Community and family-level mechanisms for gender accountability strengthened.	# of villages demonstrating adherence to gender responsiveness principles and practices.	8	64	Quarterly & annual reports	At least twice in a year	Gender Mainstreaming Unit and Planning Office

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq of Data Collection	Responsible
		# of Gender accountability Dialogues with targeted community leaders organized	8	10	Quarterly & annual reports	At least twice in a year	Gender Mainstreaming Unit and Planning Office
		% of Households reported to have adopted measures for addressing unpaid care work.			Quarterly & annual reports	At least twice in a year	
	Monitoring mechanisms for Rwanda's compliance with regional and international gender equality commitments strengthened.	# of regional and international commitments on gender equality monitored and reported on.	4	10	Quarterly & annual reports	At least twice in a year	
		Timely preparation and submission of the Beijing+35 Country Report.	1	1	Mid-term and endline evaluation reports	At least twice in 5 years	
		# of stakeholder dialogues held to review contributions to international gender equality commitments.	N/A	100	Quarterly & annual reports	At least twice in a year	

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq of Data Collection	Responsible
Outcome 2: Equitable Service Delivery to Address GBV and Gender Injustices is Improved							
	Monitoring systems for GBV prevention strategies strengthened.	# Number of GBV prevention and response strategies monitored.	N/A	10	Quarterly & annual reports	At least twice in a year	GBV Unit and Planning, M&E Office
	Monitoring and accountability systems for GBV response strengthened at all levels.	# of Isange One Stop Centers audited for compliance with GBV service delivery standards.	48	48	Quarterly & annual reports	At least twice in a year	
		# of Faith-Based Organizations (FBOs) actively engaged in the prevention of and response to gender-based violence and other forms of injustice.	N/A	40	Quarterly & annual reports	At least twice in a year	GBV Unit, Planning, M&E Office

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq of Data Collection	Responsible
	Monitoring mechanisms for strategies addressing teenage pregnancy strengthened.	# of families supported to enable teenage mothers' reintegration into formal education.	N/A	500	Quarterly & annual reports	At least twice in a year	GBV Unit, Planning, M&E Office
		# of community advocacy meetings held to support teenage mothers' socio-economic reintegration.	N/A	10	Quarterly & annual reports	At least twice in a year	GBV Unit, Planning, M&E Office
	Systems for the reception, support, and referral of GBV survivors strengthened.	Guidelines for the reception, response, and effective follow-up of gender-based violence (GBV) cases were formally adopted.	N/A	1	Quarterly & annual reports	At least twice in a year	GBV Unit, Planning, M&E Office
		# of GBV cases received & oriented via GMO "Online complaint system"	N/A	500	Quarterly & annual reports	At least twice in a year	GBV Unit, Planning, M&E Office
		Level of implementation and functionality of the 'GBV Victims' Tracker System' to ensure effective monitoring of support services.	0%	100%	Quarterly & annual reports	At least twice in a year	GBV Unit, Planning, M&E Office

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq of Data Collection	Responsible
		# of satisfaction tracer surveys conducted with GBV victims regarding the services received.	N/A	500	Quarterly & annual reports	At least twice in a year	GBV Unit, Planning, M&E Office
Outcome 3: Gender Monitoring Office is transformed into a central resource for Knowledge on Gender Equality and Accountability							
	Gender related data and research strengthened to support evidence-based advocacy and gender-responsive programming	A five-year Research Agenda outlining prioritized research areas has been formally adopted.			Quarterly & annual reports	At least twice in a year	Statistician
		National Gender Equality Report has been prepared and disseminated.		5	Quarterly & annual reports	At least twice in a year	
		#of district and/or sector-level gender profiles published and disseminated.			Quarterly & annual reports	At least twice in a year	

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq of Data Collection	Responsible
	Data management on gender equality, accountability, and GBV strengthened	Gender Equality indicator definition document adopted	N/A	1	Quarterly & annual reports	At least twice in a year	PRO

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq. of Data Collection	Responsible
	Systems for the timely and effective communication of gender data and information strengthened.	# of documentary films and serial dramas produced on gender accountability and GBV service delivery.	1	5	Quarterly & annual reports	At least twice in a year	
		# of media houses with formal partnerships established with the Gender Monitoring Office (GMO) to promote awareness of gender accountability and GBV service delivery.	2	10	Quarterly & annual reports	At least twice in a year	

Outcome 4: Human resource capacity and Institutional Development strengthened for effective delivery on Gender Accountability to Support the Inclusive National Social Economic Transformation

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq. of Data Collection	Responsible
	The law governing the responsibilities, organization, and functioning of GMO reviewed and updated to reflect current gender equality standards	Level of adoption and enactment of the revised law outlining GMOs' responsibilities and structure.	N/A	1	Quarterly & annual reports	At least twice in a year	Administration Unit
		A new organizational structure for the GMO, aligned with its expanded and complex mandate, has been adopted.	N/A	1	Quarterly & annual reports	At least twice in a year	Administration Unit

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq. of Data Collection	Responsible
	Staff capacity enhanced to effectively deliver the organization's objectives and targets.	Capacity Needs Assessment conducted & findings adopted	1	5	Quarterly & annual reports	At least twice in a year	HR Office
		% of GMO staff benefited from capacity-building initiatives in the adopted CB plan	N/A	32	Quarterly & annual reports	At least twice in a year	
		Staff retention strategy adopted and implemented	0	1	Quarterly & annual reports	At least twice in a year	
	Organizational capacity and operational management efficiency strengthened.	Procedures Manuals for GMO reviewed & adopted	1	1	Quarterly & annual reports	At least twice in a year	Administration Unit
		# of staff whose weekly plans & reports aligned to their performance contracts	N/A	32	Quarterly & annual reports	At least twice in a year	

Outcome	Output	Indicator	Baseline	Target	Means of verification	Freq of Data Collection	Responsible
	Strategic partnerships and resource mobilization strengthened to promote gender accountability and enhance GBV service delivery.	The strategy for partnership development and resource mobilization has been adopted.	0	1	Quarterly & annual reports	At least twice in a year	ES Office
		# of signed MoUs with partner organizations successfully implemented	10	10	Quarterly & annual reports	At least twice in a year	CGM's Office
		Total financial resources mobilized from diverse funding sources.			Quarterly & annual reports	At least twice in a year	
		Total number of full-time and part-time staff committed to supporting the implementation of the Strategic Plan.	N/A	32	Quarterly & annual reports	At least twice in a year	HR Office





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