

REPUBLIC OF RWANDA



GENDER MONITORING OFFICE

STRATEGIC PLAN 2011-2016

Gender accountability for sustainable development

Supported by:



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ABBREVIATIONS AND ACRONYMS

AEC	Advocacy, Education and Communication
CA	Cabinet Affairs
CU	Coordination Unit
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CSO	Civil Society Organization
EDPRS	Economic Development and Poverty Reduction Strategy
FFRP	Forum des Femmes Rwandaises Parlementaires
GBV	Gender Based Violence
GMO	Gender Monitoring Office
GRB	Gender Responsive Budgeting
KIE	Kigali Institute of Education
MIGEPROF	Ministry of Gender and Family Promotion
MINALOC	Ministry of Local Government
M&E	Monitoring and Evaluation
NISR	National Institute of Statistics Rwanda
PM	Prime Minister
SPU	Strategy and Policy Unit
TA	Technical Assistants
UN Women CARO	United Nations Women Central Africa Regional Office
UN SC	UN Security Council
VAW/G	Violence against Women and Girls.

PREFACE

The Gender Monitoring Office recognizes the national mandate given to it by the Government of Rwanda and the high expectations that various stakeholders have for the Office as far as monitoring, evaluation and reporting on gender equality and progress towards the elimination of GBV in our society.

The technical and participatory approach used towards the development of this Strategy is an indication that GMO is committed and ready to use evidence towards effective monitoring and evaluation of gender mainstreaming and the fight against GBV. GMO is also committed to forging partnerships and networks at national, regional and international levels in order to be an active member in promoting gender equality in the region. The principles of inclusiveness, equality and accountability are critical to such a commitment.

This Strategic Plan contains three strategic components which have been developed based on the main roles and responsibilities of GMO. First is monitoring of gender mainstreaming, GBV and international commitments. Secondly, through providing technical guidance and resources on gender and GBV, GMO will be a national reference point for information and documentation on gender equality. Finally, in order to effectively implement the mandate, GMO must build its capacity and institutional development.

As we look forward to implementing this Strategy, our request and appeal to all stakeholders is that they continue to support the implementation of this strategy as they did towards its development. This is because available research and experience have indicated that promoting gender equality and eliminating GBV requires effective and genuine collaboration and networking not only at national and decentralized levels, but also regionally and internationally.

With the Government of Rwanda, development partners and other friends who have pledged to actively support the implementation of GMO Strategy Plan, I have no doubt that this strategy will achieve its goal and outcomes. On behalf of GMO, I promise that we shall work hard and do what is possible within our power to make sure that we effectively monitor, evaluate and report on gender mainstreaming, GBV and progress made towards the implementation of international commitments related to gender equality and women's empowerment.

**Chief Gender Monitor
Gender Monitoring Office, Rwanda.**

ACKNOWLEDGEMENTS

The participatory process used during the development of the Strategic Plan proved to be an effective strategy for GMO to set a vision, forge partnerships and identify strategic priorities for the next five years. It also gave us an opportunity to review our successes, weaknesses, opportunities and threats, conduct a capacity needs assessment, and chart our course for future programs.

We take this opportunity to acknowledge with thanks the support and input we received from government institutions, including the following: The Strategy and Policy Unit in the Office of the President, The Prime Minister's Office, The Ministry of Gender and Family Promotion, The Ministry of Local Government, and other public sector institutions like the National Women Council and FFRP Secretariat. Special thanks and gratitude also go to the UN Women Central Africa Regional Office in Kigali, UNFPA Rwanda, UNICEF Rwanda and SIDA for their technical and financial support towards the development of this Strategic Plan.

We acknowledge with gratitude the contributions from all stakeholders who participated in district, provincial and national consultations. Your commitment, views and inputs made the consultation process a success and focused the production of the Strategic Plan on the mandate and responsibilities of GMO. The voices of every stakeholder - from the district planners/statisticians, private sector players, academia, CSOs, NGO umbrella organizations, development partners and other stakeholders – are in this Strategic Plan, which will effectively guide the operation of GMO in the next five years.

We want to acknowledge the technical support and facilitation given by Dr Okwach Abagi (International Lead Consultant) and Jules SEBAHIZI Makuza (National Consultant). Their insightfulness and professionalism made this process successful and empowering.

For those other individuals and partners who contributed – directly or indirectly - towards the development of this Strategic Plan, we recognize your efforts and say thank you.

GUIDE TO KEY TERMINOLOGY¹

<p>Gender: a [social construct and] concept that refers to responsibilities, rights, opportunities, respect and value a person receives from society in accordance with his/her sex, and which is likely to change in relation to time, culture and other criteria.</p>	<p>Gender equality: a situation where women and men fully enjoy the same opportunities in fulfilling their human rights and utilising their potential, and gain access to equal participation in all developmental activities from a political, economic, social and cultural perspective, and benefit equally from related results.</p>
<p>Gender disparities: inequalities between women and men in terms of their role in all activities, opportunities and rights in general.</p>	<p>Gender based violence: any behaviour aimed at sexual relations or any other sexual behaviour which affects the dignity of a male or a female victim, whether such behaviour may be from a superior at the work place, school or whether from families as well as from elsewhere.</p>
<p>Gender and development: the development planning process that is based on analysis and integration of various situations and needs of women and men aimed at creating conditions for the development of gender equality and complementarities.</p>	<p>Gender mainstreaming in development programmes: a process which aims at sensitising all organisations to recognise gender and restore delays in gender development programmes.</p>

¹ The Strategic Plan adopts the definitions of the terms as given in the LAW N° 51/2007 OF 20/09/2007 Determining the Responsibilities, organization and Functions of the Gender Monitoring Office in Rwanda; and Law N°59/2008 on Prevention and Punishment of Gender-Based Violence.

EXECUTIVE SUMMARY

The Government of Rwanda's efforts to promote gender equality and fight against GBV are reflected first and foremost in the Constitution of the Republic of Rwanda of 2003 as amended to date, ratification of numerous international conventions and instruments such as the CEDAW, the Beijing Declaration and Platform for Action, United Nations Security Council Resolutions 1325 and 1820, and the Universal Declaration of Human Rights. Nationally, gender responsive laws and policies, including the National Gender Policy (2009) and the Law on the Prevention and Punishment of Gender Based Violence (2008) have been enacted. Rwanda is also an active member and partner in regional bodies such as the African Union (AU), Common Market of East and Southern Africa (COMESA), the inter-Governmental Authority on Development (IGAD), the Southern African Development Community (SADC), and the East Africa Community (EAC). These regional bodies have established mechanisms for the promotion of gender equality and women's empowerment.

Equally, Rwanda has made great progress in achieving gender equality. Relevant bodies/agencies have been set up at national and decentralized levels to advance, coordinate and advocate on gender issues, women's empowerment and the fight against GBV. These include the Ministry for Gender and Family Promotion, the National Gender cluster, the National Women's Council and the establishment of Gender Desks within the Ministry of Defence and the National Police. Directors of Planning in Government Ministries have also been appointed as "gender focal points" in their respective ministries by the Prime Minister's Instruction.

The Government of Rwanda is fully aware of the challenges and gaps facing the promotion of gender equality and the fight against GBV. It has therefore articulated programmes and actions to address them in line with Vision 2020 and the priorities of EDPRS 2007-2012. The GoR through the National Constitution of 4th June 2003, as amended to date, established an autonomous body - the Gender Monitoring Office (GMO) - with a mandate of monitoring and evaluating the implementation of gender principles and the fight against GBV in all sectors at all levels in Rwanda. GMO became operational on 31st October 2008.

GMO leadership initiated the process of developing a comprehensive Strategic Plan in 2011. This five-year strategy enables GMO to put in place functional and effective institutional systems and to consolidate its activities in order to effectively

guide its roles and responsibilities as a national ‘Observatory’ for gender. The Overall Goal of the Strategic Plan – *Gender equality in the Rwandan society is advanced through increased accountability of all sectors* – contributes towards the GMO vision: *To be an icon observatory for gender equality that promotes accountability for sustainable development in Rwanda.*

The Strategic Plan uses a **results-based management approach**, focused on the following three strategic components in order to achieve their respective specific objectives:

Strategic Component 1: Monitoring of gender mainstreaming, GBV and international commitments

- **Specific Objective 1: Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.**

During the Plan period, GMO will carry out monitoring through developing and enhancing M&E systems and frameworks for assessing gender equality and fighting GBV. This will include developing, publishing, disseminating and using various standardized tools, guidelines, and frameworks, gender audits, research, and technical guidance. Simplifying the tools and using them for monitoring at national and district levels will also be done. Progress on gender mainstreaming and fighting GBV will be tracked through the implementation of the National M&E Framework, which will be developed in a participatory manner, validated, published and implemented. Reports will be provided periodically and shared with different stakeholders

During the Plan period, GMO will also enhance its efforts through the strengthening of strategic partnerships.

- **Specific Objective 2: GBV is adequately responded to in all sectors.**

Through its monitoring mandate, GMO will review GBV service delivery to ensure that survivors are receiving the necessary medical, psycho-social, and legal support. GMO will also monitor the anti-GBV related activities of various actors in Rwanda to ensure that institutions and stakeholders are proactive in fighting GBV. The implementation of guidelines for prevention and response to GBV, as well as the provision of the required minimum services, will be monitored and reported.

- **Specific Objective 3: The implementation of all international commitments related to gender is improved.**

GMO will ensure and assess the implementation of the international agreements and programmes related to the promotion of gender equality, equity and women's empowerment in Rwanda. GMO will also monitor the reporting of the status of implementation at national, regional and international levels, and will be an active participant in regional and international fora on gender equality, GBV and women's empowerment.

Strategic Component 2: GMO as a National Reference Point for information and documentation on Gender Equality

- **Specific Objective 4: GMO becomes a recognized national point of reference for information and documentation on gender equality.**

As a national reference point for information and documentation of gender equality, GMO will strive to initiate, support and strengthen evidence-based policy, laws analysis, gender responsive research, data collection, analysis, report production and storage of gender data and documents. GMO's communications strategy will improve external communication with stakeholders and the public. GMO will work with strategic institutions such as NISR, Research institutions, Universities, and development partners to achieve the above. GMO will also continue to closely work with gender Machinery including, Ministry of Gender and Family Promotion, NWC, FFRP in providing technical guidance, required gender-related documents and information.

Strategic Component 3: Institutional Development

- **Specific Objective 5: The effectiveness and efficiency of GMO is enhanced.**

During the Plan period, GMO will focus on reinforcing the capacity, organization and performance of staff related to intervention priorities. This will include relevant training, assessment of capacity and needs, and the creation of mentoring and incentive programs. Required internal policies and procedures will be developed and implemented to ensure effectiveness and efficiency. Finally, GMO will also ensure that the required equipment and ICT programs are procured in order to

achieve the objectives of the Strategic Plan. GMO will contract 3 (senior experts) Technical Assistants (TAs): i. Gender Mainstreaming Expert, ii. GBV Expert and iii M&E and Data Management Expert. The services of the three will be hired for first two years during the Plan period.

The implementation of this strategic plan will be tracked through the internal M&E framework, and will be supported through the creation of a steering committee, made up of GMO management and partner institutions that will meet twice a year. The steering committee will ensure that a mid-term and end-line evaluation of implementation are conducted.

The total cost for this Strategic Plan over the 5 year-period is estimated to be **USD \$17,118,601 (RwF 10,373,872,206)**. The Plan is for the time period of 2011-2016. Some of the activities towards achieving the outputs and outcomes of the Strategic Plan have begun, and partial funding for the first year of the Plan has been attained. Part of the budget will be covered by the Government of Rwanda on annual basis. GMO is seeking the support of partners for the remaining required resources to achieve the overall goal and specific objectives of the Strategic Plan.

Conclusion

The Gender Monitoring Office is committed to carrying out its monitoring and evaluation role through its core values of transparency, accountability, equity and integrity. Through the results outlined in this Strategic Plan 2011-2016, GMO will effectively contribute to the Vision of the National Gender Policy, ensuring that “The Rwandan society is free from all forms of gender-based discrimination and sees both men and women participate fully and enjoy equitably from the development process.”² This Vision is made central to the GMO Strategic Plan as the organization’s overall objective, to ensure that GMO remains focused on its purpose of achieving gender equality and fighting GBV in Rwanda.

² Republic of Rwanda, Ministry of Gender and Family Promotion, “National Gender Policy,” July 2010.

CHAPTER 1: INTRODUCTION

The Government of Rwanda (GoR), through Vision 2020, seeks to transform Rwanda into a middle-income country by 2020. The role of women in realizing this Vision is critical.³ The Government has recognized and demonstrated, in word and practice, that in order to fast-track the achievement of its Vision and the Millennium Development Goals both women and men must equally participate in, and benefit from, development processes (Vision 2020; EDPRS).⁴ The Government has unequivocally expressed both the will and commitment to promote gender equality in all sectors and at all levels in the country. This is reflected by the ratification of a number of international instruments and the signing of multiple protocols.⁵ GoR has also developed gender responsive legal and policy frameworks, including 2003 national constitution, the National Gender Policy (2010) and the law preventing and punishing Gender Based Violence (2008).

Rwanda has experienced a remarkable recovery since the 1994 Genocide against the Tutsi that devastated the country's human and physical capital, as well as its social and institutional fabric. Since the end of the emergency, Rwanda has stabilized politically, and economically, making Rwanda one of the top performers in Africa and an example of successful post-conflict. This economic success has enabled significant progress in the fight against poverty. Extreme poverty fell from 40% in 2000/01; to 36% in 2005/06 and to 24% in 2010/11.⁶ (2010/11 EICV3)

Gender context in Rwanda

Rwanda has made great progress in promoting gender equality and women's empowerment. Apart from gender responsive legal and policy frameworks, several relevant bodies/agencies have also been set up at national and decentralized levels in order to advance, coordinate and advocate gender issues and women's empowerment. These include the Ministry for Gender and Family Promotion, the National Gender cluster, the National Women's Council and the establishment of

³ There is now a consensus in Rwanda that "women's role in sustainable development of rural areas is crucial and that they need and deserve all the resources and means to enable them to participate fully in that process". Refer to "Rural Women: Crucial Partners in the fight against Hunger and Poverty, Statement by President Kagame, 12 June 2002.

⁴ Investing in women and girls is shown to have strong multiple benefits for the achievement of all MDGs (UNDP's MDG Breakthrough Strategy, Accelerate and Sustain MDG Progress, UNDP, May 2010, p.2).

⁵ The Government's commitment and efforts to promote gender equality and women's empowerment are reflected in the ratification of numerous international conventions and instruments such as CEDAW, Beijing Platform for Action, ACHPR, ICCPR, United Nations Security Council Resolution 1325 and 1820, the Universal Declaration of Human Rights, and NEPAD, among others.

⁶ EICV 3

Gender Desks within the Ministry of Defence and the National Police. Directors of Planning in Government Ministries have also been appointed as “gender focal points” in their respective ministries by the Prime Minister’s Instruction.

Rwanda leads the world in the number of female Parliamentarians. 56.25% of the National Assembly is women, women Senators represent 36% of the Senate, women Cabinet Ministers represent 30% of the cabinet, 42% of Supreme Court Judges are women, and 50% of Permanent Secretaries are women.⁷ This is also observed at decentralised levels where women for example are represented at 38.7% in Villages Executive committees, 43.9% in Cell Consultative committees and 45.1% Sectors Consultative committees.

The country has achieved universal primary education (UPE) with gender parity. In the last decade, enrolment at secondary school level has doubled for both males and females, although females constitute 47.8% and males 52.2% (Education Sector Annual Report 2010). This also applies to tertiary education, where female enrolment is over 40 percent and the country is moving positively towards the Vision 2020 target of 50 percent enrolment of girls at this level of education.

In 2008, Gender-Responsive Budgeting (GRB) was launched and hosted by the Ministry of Finance and Economic Planning and is aimed at strengthening institutional capacity in gender-responsive programming, planning, budgeting, policy analysis and formulation. The GRB Program also aims at making development aid more effective for both men and women and ensuring that sex-disaggregated data is available and collected adequately. It also aims to ensure that the monitoring system is set to contribute to the successful implementation of the EDPRS. Trainings on GRB have been undertaken to ensure that sufficient and appropriate resources are allocated to programmes and policies that advance gender equality and women’s empowerment.

Government commitment to gender equality

Rwanda has ratified and adheres to a number of international and regional conventions, charters and declarations, including the CEDAW, the Millennium Development Goals (MDGs), United Nations Security Council Resolution 1325, the Universal Declaration of Human Rights of 10 December 1948, the New Partnership for Africa’s Development (NEPAD), and COMESA, among others. In 1995, Rwanda adopted the Beijing Declaration and Platform of Action and

⁷ Republic of Rwanda, Ministry of Gender and Family Promotion, “National Action Plan 2009-2012: The UN Security Council Resolution 1325/2000 on Women, Peace and Security.”

⁶ EICV 3

undertook strategic actions aimed at tackling nine identified crucial areas among the twelve suggested. All of these instruments highlight gender mainstreaming and women's empowerment as strategic and important approaches for sustainable development. The GoR's commitments and efforts to promote gender equality and women's empowerment are reflected in the ratification of these international and regional conventions and instruments.

Rwanda is an active member of the United Nations (UN) and African Union (AU). Rwanda is also a member of the East Africa Community (EAC) and the Commonwealth. The country has also joined regional bodies in Africa such as the Common Market of East and Southern Africa (COMESA), La Communauté Economique des Pays des Grands Lacs (CEPGL) and the inter-Governmental Authority on Development (IGAD). Rwanda's leaders and structures play key roles in promoting regional stability, bilateral relations and regional integration.

Rwanda's entry into the East African Community in 2007 created great opportunities in terms of markets, free movement of goods and people, and mechanisms for the peaceful resolution of conflict.⁸ Most regional bodies in Africa, such as the Common Market of East and Southern Africa (COMESA), the inter-Governmental Authority on Development (IGAD), the Southern African Development Community (SADC), and the African Union (AU), have established mechanisms for the promotion of gender equality. The abrogation of the Organization of African Unity (OAU) for the new African Union (AU) also presented an opportunity for ensuring that women within the African sub-region are positioned to define its agenda. Article 4(1) of the AU Constitutive Act mandates the Union to function in accordance with the principle of "promotion of gender equality".

The above international and regional protocols, frameworks, tools and platforms, to which Rwanda is a signatory, mandate and provide the Government of Rwanda and national institutions with opportunities to build strategic partnerships to preserve gains made and accelerate achievement towards gender equality, women's empowerment and the fight against gender based violence. Gender equality is a priority national strategy for economic growth and social progress in the country.

⁸ On 20 November 2009, East African Heads of State and Government signed the Protocol on establishment of the East African Community Common Market. The Protocol came into force since July 2010. This protocol essentially provides for the liberalization by Member States of some sectors, including free movement of Goods and Services in member states (article 6, 16-23 of the Protocol).

Strategic Partners: National Gender Machinery

The National Gender Policy (July 2010) recognizes that gender issues and concerns cut across all areas of development in the country and that the implementation of the Policy is a complex task requiring the involvement of different institutions and sectors in Rwanda. The Government has established various structures and organizations including the Ministry of Gender and Family Promotion (MIGEPROF) and the National Women's Council (NWC) towards ensuring implementation of the Policy. The success of the implementation of the National Gender Policy will depend in particular on how clearly the roles of different stakeholders have been defined. As a result, the Government, through national policies and legal frameworks, has set out the roles of different actors to ensure effective coordination, monitoring and evaluation of the National Gender Policy.⁹

The **Ministry of Gender and Family Promotion** (MIGEPROF) is the National Machinery responsible for promoting gender equality throughout the development process of the country. MIGEPROF plays a leading role in the implementation process through:

- Coordinating the implementation of the National Gender Policy;
- Widely disseminating the National Gender Policy, at national, regional and international levels;
- Providing leadership in the dissemination of the National Gender Policy;
- Acting as the lead gender advocate on gender issues at different levels;
- Mobilising resources for the implementation of gender interventions; and
- Liaising and networking at national, regional and international level.

The **National Women Council** constitutes a forum for women's empowerment and active participation in national development processes. Its role includes the following:

- Advocating for women's rights and gender equality;
- Mobilizing women to participate in different development activities; and
- Capacity building for women.

The roles of these two key stakeholders, although strategically different, supplement and support the implementation and achievement of results and outcomes articulated in the National Gender Policy and Government Development Programmes related to gender equality and women's empowerment.

⁹Republic of Rwanda, Ministry of Gender and Family Promotion, "National Gender Policy," July 2010.

GMO roles and responsibilities

Promotion of gender equality and women's empowerment in Rwanda across sectors and at all levels requires political will, commitment, focus, partnership, effective planning and the implementation of gender responsive programmes. For the government targets on gender equality and women's empowerment to be reached there is a need for commitment to and assessment of various interventions at all levels. The GoR, through the National Constitution of 4th June 2003, as amended to date, established an autonomous body: the **Gender Monitoring Office (GMO)**.

The GoR established the Gender Monitoring Office with a unique mandate: to support the monitoring and evaluation of the implementation of gender principles and the fight against GBV in all sectors at all levels. The office is also expected to give technical guidance on gender equality and the fight against GBV.

Under Article 185 of the Law,¹⁰ by virtue of its constitutional establishment, GMO is a constitutional an independent public institution whose responsibilities include the following:

- 1° monitoring and carrying out evaluation on a permanent basis of compliance with gender indicators intended to respect gender in the context of the vision of sustainable national development and serving as a reference point on matters relating to gender equality and equity;
- 2° submitting to various institutions recommendations relating to the program of gender promotion in national development;
- 3° monitoring the respect of the principle of gender in national development and submitting to the Cabinet its annual programme of action and the activity reports and reserve copies to other State organs mentioned in Article 21 of this Law.

The Gender Monitoring Office became operational on 31st October 2008 by appointment of the High Monitoring Council, composed of the Chief Gender Monitor, Deputy Chief Gender Monitor in charge of Gender, and Deputy Chief Gender Monitor in charge of Gender Based Violence (GBV) and Injustice.

In contribution towards national efforts to coordinate activities, GMO is part of the national gender cluster. This forum is coordinated by MIGEPROF and brings

¹⁰ Law N° 51/2007 of 20/09/2007 determining the responsibilities, organization and functioning of the gender monitoring office in Rwanda.

together institutions working on gender mainstreaming and women empowerment to exchange and report on institutional activities and coordinate interventions. A national forum for meeting with public gender machinery institutions is also convened regularly to enable these institutions to share annual and strategic plans and prevent the overlap of activities. Through these coordination fora, the Gender machinery seek to reduce the overlap in gender related activities by the many public and private institutions active in Rwanda through the support of One UN joint intervention to the gender machinery and thus GMO is also continually working towards its role as a monitoring body.

Gaps and challenges in gender equality

Despite many achievements related to gender equality in Rwanda, various gaps and challenges need to be addressed and include among others:

- Insufficient sex-disaggregated data and baseline statistics to credibly inform policy, decision making, and planning.
- Lack of skilled and competent personnel in different ministries/sectors to mainstream gender into policies, programmes, planning and budgeting processes.
- Lack of capacity within CSOs to demand accountability for gender responsive resource allocation by donors and government.
- Limited capacity and technical skills in gender analysis, planning, and programming to mainstream gender at individual and institutional levels, and particularly at local levels.
- Limited availability of appropriate training tools and guidelines on gender mainstreaming and gender analysis.
- Lack of appropriate frameworks for CSO and NGOs to effectively implement, monitor and evaluate interventions for gender equality and women's empowerment.
- Lack of standardized indicators and frameworks for monitoring progress made on the achievement of gender equality commitments.
- Persistence of cultural/traditional barriers to the fulfilment and respect of women's rights;
- Low levels of awareness of women in informal border trade of their rights with the EAC borders, many of whom work within a difficult and insecure trading environment.
- Persistent gender-based violence in Rwanda, despite the legal and policy frameworks in place, in particular due to the adherence to traditional attitudes and practices.¹¹

¹¹UNFPA, National Institute for Statistics: Country Assessment on Violence against Women, p. 28.

- Lack of awareness of rights, and lack of financial or logistical capacity for GBV survivors to report cases, preventing proper legal proceedings.
- Need for men to be sensitized and empowered to effectively involve themselves in ending GBV.
- Limited gender responsive research to inform policy, decision making and planning.
- Minimal involvement of men in promoting gender equality and fighting against GBV, particularly in rural areas.
- The triple role of women – in reproduction, production and as community social service providers - increases their burden, particularly in rural areas. For poor women, who are the majority in Rwanda, effectively balancing and playing these roles remains a big challenge.

Rationale for the GMO Strategic Plan

After operation for 12 months, GMO initiated the process of developing a five year comprehensive Strategic Plan 2011/2016 and an annual Action Plan for 2011/2012. GMO can only be efficient and effective in fulfilling its mandate if it has a guiding strategic document with clear indicators, timelines and a budget framework for the short, medium and long term. Effectively addressing the above identified challenges requires strategic direction and the involvement of key partners - in public, private and civil society sectors.

The five year strategic plan will enable GMO to put in place functional and effective institutional systems and to consolidate the activities that will effectively support its roles and responsibilities as a national ‘observatory’ for gender equality. The Strategic Plan will also enable GMO, and the country, to strengthen its commitment to effective and sustainable gender mainstreaming across sectors at all levels in the country. This is in line with the country’s Constitution, long term development Vision 2020, EDPRS 2007-2012 and the National Gender Policy (2010).

Consultations with stakeholders indicated that the Strategic Plan should define GMO’s vision, mission, values and strategic priorities, taking into consideration the EDPRS, National Gender Policy, and the law against GBV. The strategy was expected to articulate GMO’s specific objectives and interventions for monitoring, evaluation and holding accountable all institutions in the public, private and CSO sectors for gender equality and fighting against gender-based violence and injustice.

Available at: http://www.un.org/womenwatch/ianwge/taskforces/vaw/VAW_COUNTRY_ASSESSMENT-Rwanda-1.pdf.

The strategic focus of this Plan is to effectively respond to the challenges faced by GMO in fulfilling its mandate and to enhance its capacity to effectively carry out monitoring and evaluation of gender mainstreaming and the fight against Gender Based Violence (GBV). GMO must also report on the progress of gender equality and the elimination of GBV to higher authorities and stakeholders in Rwanda. It is acknowledged that in order to make GMO effective and to justify its existence, strategic choices will have to be made to prioritize interventions that maximize the realization of expected outcomes.

The strategic plan follows a theory of change that identifies the overall problem facing gender equality in Rwanda and the priority focus area for GMO. The overall goal and specific objectives towards effectively addressing the problem have been clearly outlined, and are followed by outputs and activities to ensure that these results are achieved.

The problem statement that GMO will seek to address is based on the fact that there is inadequate compliance with national and international gender equality commitments in Rwanda.

To address this priority area, GMO has identified an overall goal that is linked to the vision of the National Gender Policy and GMO's mandate: **“Gender equality in the Rwandan society is advanced through increased accountability of all sectors.”**

To achieve this overall goal, specific objectives with corresponding outcomes and outputs have been developed, and are elaborated in the following chapters.

1.7 Methodological Approach

The Strategic Plan development process went through the following phases:

Formation of a Technical Working Group at GMO to develop terms of reference, provide logistical support, and oversee both consultations and the drafting of the strategic plan. An international consultant and a national consultant were recruited to facilitate GMO in the consultation process, and provide technical support, as well as draft and present the plan to stakeholders for validation.

Review of documents: Relevant legal and policy frameworks, tools, studies and baseline surveys were identified and reviewed. These provided the contextual background to which the strategic plan development was anchored.

District and Provincial consultations: Based on GMO’s national mandate, and building on processes, partnerships, and participation principles, GMO ensured that wide-scale consultations were conducted. The consultative processes at district and provincial levels were participatory and evidence-based to receive inputs on how to make GMO effective in its mandate. Specifically, the workshop objectives were to:

- Increase understanding and awareness of participants on the role of the Gender Monitoring Office, its responsibilities, functions and the challenges it faces;
- Identify key national priorities and opportunities that GMO and partners can build on to accelerate the achievement and monitoring and evaluation of Gender Equality;
- Share and assess the gaps and challenges facing monitoring, evaluation and reporting on gender equality;
- Identify and build consensus on the strategic priorities and activities for the next five years to enhance monitoring and evaluation of gender mainstreaming in public, private and civil society organizations at national and decentralized levels;
- Mobilize stakeholders and partners to commit to support and effectively implement the GMO Strategic Plan and Annual Action Plan.

The consultations were organized at three levels:

First Level - District Consultations: District Mayors in each of the 30 districts were requested to organize consultations and prepare a report on strategic issues and priorities for GMO.

The consultations brought together government officials (planners, statisticians and gender focal points), representatives from the private sector, civil society organizations/NGOs, and academics. The district position paper was presented at a provincial workshop.

Second Level – Provincial Consultation Workshops: One day consultative workshops were held in the five Provinces of Rwanda: Eastern, Northern, Southern, Western and Kigali. In each meeting, district papers were presented, discussed and consensus was built around challenges and strategic priorities for GMO.¹² The provincial consultation workshops brought together Gender Focal

¹² Refer to detailed presentation in GMO consolidated paper “District Consultations Report, May 2011.”

Points, statisticians, planners, private sector representatives, and representatives from umbrella women's organizations.

Third Level – National Consultation Workshop: A one day meeting brought together GMO staff, representatives from the public sector (Government Ministries), the private sector, NGOs, security organs, faith-based organizations, training institutions (e.g. universities, polytechnics, institutes of technology, colleges), and academic and policy analysis/research institutions.

Triangulation of data and consensus building: Data and information (including best practices, gaps and challenges) from all the sources were presented, reviewed and triangulated. These provided useful inputs to the Strategic Plan.

Validation of the Strategic Plan: A one day validation workshop gave stakeholders from the public, private and CSO sectors at national level an opportunity to review the draft Strategic Plan and build consensus on the proposed strategic priorities and programs. The consultants used the inputs from the workshop to fine-tune and finalize the document.

Following the validation of the Strategic Plan, GMO was supported by SIDA to finetune the results framework through a Results-Based Management (RBM) approach. GMO staff then continued the work of refining the Strategic Plan document early 2012. The strategy also draws from the Human Rights-based approach to programming, which ensures that outputs and outcomes reflect appropriate entitlement and responsibilities for all. This document is the final result of the initial consultations and the work accomplished by GMO.

Conclusion

This Strategic Planning document includes five chapters in total. Following the Introduction, Chapter two provides an overview of the GMO Vision, Mission and Core Values, as well as the connection between the Strategic Plan Objectives and national and international policy and strategy frameworks. Chapter three contains the specific objectives, outcomes and outputs of the GMO Strategic Plan, identifying the key outputs planned to achieve each objective.

Chapter four includes the results-framework, which incorporates the GMO monitoring and evaluation framework to achieve the identified outcomes and outputs. Chapter four provides details on strategic partners to facilitate the implementation of the Strategic Plan. Chapter 5 contains details on the financing of the strategic plan, including resource mobilization and a draft budget. The final Chapter, six, concludes the plan and identifies key next steps.

CHAPTER 2: GMO STRATEGIC PLAN FRAMEWORK

Rwanda's development context and priorities, as articulated in Vision 2020, the EDPRS, 2010 gender policy, 7 years Government plan, and the GMO mandate as it is stipulated in the law establishing GMO lay a solid ground for the Strategic Plan's identified specific objectives and outcomes. The Strategic Plan priorities are based on the status of gender equality in Rwanda, emerging gaps and demands for gender mainstreaming, and lessons learned by various partners in implementing gender equality and women's empowerment interventions in Rwanda.

The GMO Strategy 2011–2016 will be a “living document,” meaning that it will evolve to respond to the changing contexts and challenges facing gender mainstreaming in Rwanda in general and GMO monitoring and evaluation in particular. At the end of every year of implementation, there will be participatory review of the progress made by GMO.

This will be followed by harmonization, revision and updating of the annual work program based on consensus built during annual reviews.

The five-year implementation period (July 2011 to June 2016) of the Strategic Plan is synchronized with the Government financial year and the EDPRS II (Medium Term Plan) 2013- 2017.

2.1 GMO Vision, Mission and Core Values

2.1.1 The Gender Monitoring Office Vision:

- *To be an icon observatory for gender equality that promotes accountability for sustainable development in Rwanda.*

While this Vision is long term and is not expected to be achieved within the duration of this Strategic Plan, it is the underlying focus of all GMO planning and programming for monitoring and evaluation of gender mainstreaming, including the adherence to international instruments that promote gender equality and women's empowerment as well as fighting against GBV.

2.1.2 The Gender Monitoring Office Mission:

- *To effectively monitor gender mainstreaming and the fight against GBV in public, private, civil society and religious institutions to achieve gender equality in Rwanda.*

This means that GMO must develop standardized tools for gender equality and GBV monitoring and evaluation, conduct or support research on gender and GBV issues, and assess and report on the progress made towards the implementation of international commitments related to gender equality and women's empowerment.

Article 185 of the 2003 Constitution and Article 5 of the Law No. 51/2007 Of 20/09/2007 articulates the specific responsibilities of GMO, which are its mandate.¹³

2.1.3 Core Values

GMO has the following values, which guide the achievement of articulated results:

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

Accountability: GMO will identify required results and ownership of specific institutions and partners in terms of promotion gender equality and the fight against GBV. Ownership of actions and results by various institutions and agencies involved in gender mainstreaming in all sectors will be promoted.

Transparency: The work of GMO and engagement with other stakeholders and partners has to be open, professional and participatory. No hidden agenda will inform the Office's work and operations.

Equity: Promotion of social justice for all with no discrimination on the basis of sex, background, gender, religion, and area of residence, disability and other factors will be the guiding principle in GMO's work and operations. All partners and organizations are expected to promote this virtue.

¹³ Specific responsibilities of GMO are articulated in the Law No. 51/2007 of 20/09/2007 establishing GMO.

2.2 Overall Goal and Strategic Components of the GMO Strategic Plan

The overall goal of the GMO Strategic Plan is related to the vision of the National Gender Policy. *“Gender equality in the Rwandan society is advanced through increased accountability of all sectors.”*

To achieve this overall goal, the Strategic Plan identifies 5 specific objectives, based on the mandate of GMO:

- 1. Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.**
- 2. GBV is adequately responded to in all sectors.**
- 3. The implementation of all international commitments related to gender is improved**
- 4. GMO becomes a recognized national point of reference for information and documentation on gender equality.**
- 5. The effectiveness and efficiency of GMO is enhanced.**

2.3 GMO Strategic Plan in relation to national and international policies and frameworks

2.3.1 National Policy, Legal and Strategy Frameworks

Vision 2020 is the long term development vision of Rwanda. The GoR seeks to transform Rwanda into a middle-income country with a service-led economy by 2020. The role of women in realizing this vision is critical. It has been recognized by the country’s leadership that both women and men must equally participate in, and benefit from, development processes. Mainstreaming gender equality and women’s empowerment in all sectors is seen as a key strategy for the country’s economic and political development and social progress. The Economic Development and Poverty Eradication Strategy (EDPRS) a medium term plan for realizing Vision 2020 acknowledges that mainstreaming gender equality and women’s empowerment is central to the flagship projects identified in the plan.

GMO Strategic Plan is also aligned with existing national frameworks, including the National Gender Policy (2010). The National Gender Policy “highlights principal guidelines on which sectoral policies and programmes will base to integrate gender issues in their respective social, cultural, economic and political planning and programming.”¹⁴ The Policy includes background on the achievements made by Rwanda towards improving gender equality and identifies key challenges, opportunities and constraints. The Policy also clearly articulates strategies for advancing gender equality in each of the key sectors in Rwanda, and thus provides important guidance for the monitoring and evaluation role of the GMO. GMO is included in the National Gender Policy as a key stakeholder to ensure the implementation of the policy’s recommendations, and its responsibilities under the Policy are clearly articulated. This GMO Strategic Plan is directly connected to the objectives of the National Gender Policy.

Other key legal frameworks and policies have a direct impact on the GMO Strategic Plan. These include relevant laws, such as the law on the Prevention and Punishment of Gender-Based Violence (2009), the Organic Law determining the use and management of land in Rwanda (2005), and the law supplementing the Civil Code regarding matrimonial regimes, liberalities and successions (1999). Other frameworks include the Government Seven Year Programme 2010 – 2017 which has four Pillars: Good Governance, Justice, Economy, and Social Well-being.¹⁵ Gender mainstreaming and women’s empowerment are noted as key strategic interventions. Monitoring and evaluating how these interventions are planned for, budgeted for and actually carried out, and reporting on and disseminating the findings will be critical for the country’s leadership and other stakeholders in Rwanda and abroad.

2.3.2 International frameworks

This Strategic Plan is also related to other frameworks developed by partners who work directly or indirectly towards promoting gender equality and women’s empowerment in various sectors in Rwanda. For example,

The United Nations Development Framework (UNDAF) 2008 - 2012. The UNDAF areas of focus include the following: Good Governance, Access to Quality and Affordable Health Services, Access to Quality Education, Protection of the Environment/Promotion of Sustainable Development, and Promotion of Social and Economic Choices.

¹⁴ Republic of Rwanda, Ministry of Gender and Family Promotion, “National Gender Policy,” July 2010.

¹⁵ Republic of Rwanda, Government Programme 2010 - 2017.

UN Women Gender Country Strategy 2011-2013. This responds to Five Strategic Pillars, identified and agreed upon by key stakeholders in Rwanda. These include: Policy Analysis, Research and Data Management; Capacity Building and Knowledge Management; Women's Economic Empowerment and Environment; Women, Peace, Security and VAW/G, including Women's Health; and Women's Leadership and Participation (with emphasis on the Youth)

Conclusion

Under the GMO Strategic Plan there will be on-going cross-referencing with these important national policy and legal frameworks in order to strengthen gender mainstreaming and promote gender equality in all sectors at all levels, and to strengthen GMO's effectiveness in fulfilling its mandate.

The policy, programmatic and structural challenges of gender mainstreaming, including conducting gender audits and assessments, in the public, private and CSO sectors need to be addressed in a comprehensive and sustainable way. This Strategic Plan provides some interventions that will address such challenges, as are presented in the following chapter.

CHAPTER 3: STRATEGIC PLAN PROGRAMME INTERVENTIONS

The Gender Monitoring Office Strategic Plan covers a five-year period from July 2011 to June 2016. This Strategic Plan is based upon consultations with a wide selection of stakeholders at national and decentralized levels, including Government institutions, the private sector, local and international NGOs, academia and policy analysis and research institutions, and development partners. Rwanda's development context and priorities lay solid ground for the specific objectives and corresponding outcomes.

The following sections outline the specific objectives and outcomes that follow. This is further elaborated in a results-framework in Chapter four.

3.1 Component 1: Monitoring of gender mainstreaming, GBV and international commitments

Specific Objective 1: Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.

Throughout the Plan period, GMO will prioritize monitoring of gender mainstreaming, GBV and international commitments. In particular, GMO will continue to carry out annual gender audits of sectors and districts and develop gender-sensitive indicators. To date, 26 of 30 districts have been audited once through Participatory Gender Audits. In order to effectively carry out monitoring of these areas, GMO will develop and enhance M&E systems and frameworks for assessing gender equality and fighting GBV. This will include the development, publishing, and disseminating of standardized tools, guidelines, and frameworks, to ensure their use at national and decentralized levels. GMO will also provide technical guidance for the implementation of Gender-Responsive Budgeting, to ensure that all programs adequately incorporate gender analysis. District Development Plans provide a key opportunity to ensure effective gender mainstreaming at decentralized levels, so will be a priority area for GMO to monitor. Finally, GMO will also enhance its efforts to make its work useful and timely by strengthening strategic partnerships. GMO will form and enhance existing strategic partnerships at national and decentralized levels. . GMO has already established strategic partnerships with MIGEPROF and the National Women's Council, as well as a number of Ministries, and the Media High Council. The various interventions in line with monitoring will be supported by the National Gender Statistical Framework, that was recently developed by GMO in partnership with NISR with the support of UN WOMEN.

GMO has supported 8 sectors to develop gender-sensitive indicators and has already begun to evaluate the implementation of Gender Responsive Budgeting in 4 sectors. These two important areas of work will continue throughout this Strategic Planning period. Baseline data for the outcomes and outputs of this Strategic Plan are available in the results framework in Chapter 4.

The following outcomes and outputs will be achieved towards fulfilling the specific objective:

Outcome 1.1 Monitoring of gender mainstreaming is established with relevant actors/institutions

Outputs:

- Annual gender audits with districts, public and private sectors, CSO and religious institutions conducted
- Policies, programs and processes monitored for respect of gender principles.
- Gender-sensitive indicators developed and disseminated
- Evaluation of the implementation of Gender Responsive Budgeting conducted
- Monitoring of gender-responsive service delivery conducted
- Regular follow-up meetings held with districts, public and private sectors, CSO and religious institutions regarding mainstreaming progress.

Outcome 1.2 Districts have produced gender sensitive District Development Plans (DDPs)

Outputs:

- DDPs monitored and technical guidance provided

Outcome 1.3 National gender monitoring and evaluation framework is implemented

Outputs:

- National gender M&E framework validated and disseminated
- Tools and guidelines for implementing the national gender M&E framework developed and disseminated at national and district level

Outcome 1.4 Strategic partnerships are implemented

Outputs:

- Strategic partnerships developed
- GMO has participated in regional and international fora on gender equality

Specific Objective 2: GBV is adequately responded to in all sectors.

As part of its monitoring mandate, GMO will ensure that GBV service delivery for survivors is effective, towards the goal of preventing and fighting GBV. GMO will review service delivery mechanisms, the efficiency of services provided, and the prevention and response activities of various actors, in public, private, CSO and religious institution sectors. Monitoring of service delivery by national institutions, hospitals and Bureaus for Access to Justice has already begun and will continue. This work will also include providing guidelines and indicators for service delivery, which 5 institutions have already received, and the implementation of recommendations to address gaps and challenges.

The following outcomes and outputs will be achieved towards fulfilling the specific objective:

Outcome 2.1 GBV survivors are accessing appropriate services

Outputs:

- Guidelines for monitoring one-stop centres developed.
- GBV service delivery monitored
- GBV service delivery complaints responded to by GMO

Outcome 2.2: Public, private, religious and CSO actors are proactive in preventing and responding to GBV

Outputs:

- GBV prevention and response activities are monitored
- GBV indicators are published and disseminated

Specific Objective 3: The implementation of all international commitments related to gender is improved.

One of the key responsibilities of GMO is to ensure the implementation of international agreements and commitments related to the promotion of gender equality and women's empowerment in Rwanda. GMO must also ensure the reporting of the status of implementation at national, regional and international levels. To this end, GMO will also be an active participant in regional and international fora on gender equality, GBV and women's empowerment.

To ensure effective implementation, GMO will monitor the status of implementation of international commitments in Rwanda, including analysing gaps in implementation and making recommendations for improvement. GMO has key responsibility for developing the implementation plan for the Beijing Declaration and Platform for Action, which is underway. The implementation of international commitments in Rwanda will require strong collaboration with key stakeholders and partners.

The following outcomes and outputs will be achieved towards fulfilling the specific objective:

Outcome 3.1 The status of Rwanda's implementation of international commitments related to gender is monitored and reported

Outputs:

- Beijing Declaration and Platform for Action implementation plan developed and disseminated
- Implementation of international commitments monitored and reported

3.2 Component 2: GMO as a National Reference Point for information and documentation on Gender Equality

Specific Objective 4: GMO becomes a recognized national point of reference for information and documentation on gender equality.

GMO is expected to be a national reference point for information and documentation on gender equality in Rwanda. To achieve this, GMO will develop a communication strategy to enhance communication and information sharing with the public, and will identify media programs and appropriate channels for promoting the work of

GMO on monitoring gender mainstreaming and fighting GBV. GMO will ensure that its website is an effective communication tool, and will establish a general email and toll-free telephone line to GMO service delivery.

To position GMO as a point of reference, the Office will organize public gender dialogues on relevant issues at various levels, and will support the development of research projects, including conducting priority research and influence other research institutions to focus on gender on emerging and relevant gender issues. GMO has already provided technical guidance to 15 stakeholders at their request, and has been proactive in providing guidance on laws, policies and strategies. Throughout this Strategic Plan period, GMO will respond to an expected increase in requests for technical guidance, and will also position itself to intervene proactively on a more frequent basis.

Two particular projects of note include the establishment of a Gender resource centre on gender and GBV, including an e-library and physical library. The second project involves the creation of an online National Gender Data Bank in collaboration with NISR, which will house a collection of comprehensive and accurate data and information (qualitative and quantitative), and which will be publicly available to inform policy and programme decision-making in Rwanda. These two projects are aimed at ensuring that gender-related information and data is both accurate and adequate, in particular towards supporting the implementation of gender mainstreaming in sectors and at all levels. Ensuring that gender-disaggregated data is both collected and made publicly available facilitates monitoring the progress of gender equality.

The following outcomes and outputs will be achieved towards fulfilling the specific objective:

Outcome 4.1 GMO communicates strategically and effectively

Outputs:

- Communication strategy developed
- GMO communicates through various media channels and programs
- GMO reports, newsletters, guidelines and tools produced and published
- Public dialogues/debates organized
- National gender directory is available
- General email and toll free telephone line established and publicized

Outcome 4.2 GMO is regularly consulted in developing gender sensitive laws, policies, programmes and strategies

Outputs:

- Technical guidance provided by GMO to institutions and actors

Outcome 4.3 GMO is proactive in providing technical guidance related to gender equality (including GBV) in developing laws, policies, programmes and research

Outputs:

- Resource centre for gender and GBV created and accessed (physical centre and e-library)
- Priority research projects conducted by GMO published and disseminated
- Proactive technical guidance/advice provided on laws, policies, strategies, and research projects

Outcome 4.4 The National Gender and GBV Data Bank is used internally and externally for decision-making

Outputs:

- Data bank is published and managed
- National gender and GBV data bank guidelines developed
- Comprehensive and quality gender and GBV data collected

3.3 Component 3: Institutional Development

Specific Objective 5: The effectiveness and efficiency of GMO is enhanced.

For GMO to effectively achieve its mandate, it must strengthen its institutional capacity and ensure that human resources have the appropriate knowledge and skills in gender mainstreaming, GBV, monitoring and evaluation, gender auditing, and data analysis and management.

During the Plan period, GMO will focus on strengthening the capacity of its human resources, by providing relevant training and supporting staff to participate in relevant courses and workshops. To ensure the implementation of the Strategic Plan and its overall goal, GMO will recruit additional required staff, develop clearly

articulated internal policies and procedures, and procure required equipment and upgrade and expand ICT capacity. Considering the addition of new staff and a new structure, GMO will work to maintain its current strong retention rate.

Further still, GMO will contract 3 (senior technical experts): Monitoring Gender Mainstreaming Expert, GBV monitoring Expert and M&E and Data Management Expert. The services of the three will be hired for first two years during the Plan period.

To ensure the implementation of the strategic plan, GMO will develop the terms of reference for a Steering Committee, made up of GMO management and partner representatives. GMO will also ensure that mid-term and end-line evaluations and financial audits are conducted.

The following outcomes and outputs will be achieved towards fulfilling the specific objective:

Outcome 5.1 GMO's human resources are effectively fulfilling the mandate

Outputs:

- Capacity-building assessment and plan for GMO staff developed and implemented
- GMO staff skills enhanced
- Staff structure revised and additional staff recruited
- Senior Technical Experts recruited
- GMO motivational plan and package developed and validated
- Strategies for resource mobilization implemented

Outcome 5.2 GMO's internal policies, strategies, systems and procedures are operational

Outputs:

- Internal policies and procedures developed
- Internal meetings are held regularly and decisions communicated.
- Implementation of GMO strategic plan monitored
- Strategic Plan Steering Committee operational
- Financial audits conducted and published

Outcome 5.3 GMO has appropriate infrastructure and equipment conducive to effective operations

Outputs:

- Necessary equipment is procured
- GMO equipment registered and maintained
- ICT needs identified and addressed
- Workspace needs identified

Conclusion

The three strategic components, although distinct, are all aimed at making GMO efficient and effective in fulfilling its mandate and addressing its specific roles as articulated in the Law establishing the Office. GMO will work with key stakeholders and other partners in a strategic and comprehensive manner to ensure that these components and specific objectives are effectively implemented.

The following chapter provides further details on how GMO will implement the strategic plan, including carrying out monitoring and evaluation of progress. The activities linked to the above outputs are identified in Appendix I at the end of this Strategic Plan document.

CHAPTER 4: RESULTS FRAMEWORK IMPLEMENTATION, MONITORING AND EVALUATION

4.1 Results Framework

To aid the identification of effective programme interventions for GMO Strategy 2011 – 2016, a results-framework has been developed. The specific objectives, outcomes and outputs are outlined, along with the monitoring and evaluation framework, including performance indicators, baselines and targets, data sources and collection methods and assumptions.

Overall Goal: Gender equality in the Rwandan society is advanced through increased accountability of all sectors.						
Component 1: Monitoring of gender mainstreaming, GBV and international commitments						
Specific Objective 1: Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.						
Specific Objective 2: GBV is adequately responded to in all sectors.						
Specific Objective 3: The implementation of all international commitments related to gender is improved.						
Component 2: GMO as a National Reference Point for information and documentation on Gender Equality						
Specific Objective 4: GMO becomes a recognized national point of reference for information and documentation on gender equality.						
Component 3: Institutional Development						
Specific Objective 5: The effectiveness and efficiency of GMO is enhanced.						
Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy (method/w/who/w/hen)	Assumptions
Component 1: Monitoring of gender mainstreaming, GBV and international commitments						
Specific Objective 1: Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.						
1.1 Monitoring of gender mainstreaming is established with relevant actors/institutions	1. Increased number of sectors/institutions implementing gender mainstreaming strategies	5 sectors (Agriculture, MINECOFIN, MINEDUC, MIDIMAR and Media sectors) and 1 institution	15 sectors and 15 institutions	Feedback from identified institutions GMO reports Gender audit reports Stakeholder	Annual review of feedback from stakeholders. Annual review of stakeholder reports by	GMO has the capacity to monitor relevant actors Actors will provide timely feedback and

<p>reports</p> <ul style="list-style-type: none"> Stakeholders have M & E frameworks GMO has the capacity (skills and budget) to develop M & E tools 	<p>GMO.</p> <ul style="list-style-type: none"> Annual review of monitoring activities. Annual review of monitoring activities Annual review of technical guidance reports Annual reports on monitoring activities 	<p>programs, plans and reports</p> <ul style="list-style-type: none"> Stakeholder M & E frameworks Activity reports Meeting minutes Monitoring reports 	<p>20 institutions are using the tools regularly</p> <p>Sectors: 16</p> <p>Audits: Public: 28 Private/CSO/FBI: 12</p> <p>Districts: 30 (2nd time)</p> <p>Policies and Programs: 5</p> <p>15 Sectors:</p> <p>10 sectors</p> <p>4 identified sectors (Health, infrastructure, trade and commerce, agriculture) at moderate responsiveness</p>	<p>(National Unity and Reconciliation Commission)</p> <p>5 institutions</p> <p>Sectors: 0</p> <p>Audits: Public: 8 Private: 0</p> <p>Districts: 26</p> <p>Policies and Programs: 1</p> <p>8 sectors</p> <p>4 sectors</p> <p>Satisfaction survey on gender-responsive service delivery</p>	<p>2. Improved use of gender responsive tools by identified actors</p> <ol style="list-style-type: none"> Number of sectors monitored Number of institutions and districts audited Number of policies and programs monitored Number of sectors that have gender-sensitive indicators Number of sectors evaluated on the implementation of GBS Level of satisfaction of recipients with the gender-responsiveness of service delivery programs in identified sectors 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> Monitoring the respect of gender principles in the implementation of EDPRS 2 established Annual gender audits with districts, public and private sectors, CSO and religious institutions conducted Policies, programs strategies and processes monitored for respect of gender principles. Gender-sensitive indicators developed and disseminated Evaluation of the implementation of Gender Responsive Budgeting conducted
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<ul style="list-style-type: none"> ○ Monitoring of gender-responsive service delivery conducted ○ Regular follow-up meetings held with districts, public and private sectors, CSO and religious institutions regarding mainstreaming progress. 							
Component 1: Monitoring of gender mainstreaming, GBV and international commitments Specific Objective 1: Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.							
Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions	
1.2 Districts have produced gender sensitive District Development Plans (DDPs)	1. Increased number of districts implementing gender sensitive DDPs. 2. Percentage of districts collecting and using sex disaggregated data.	2 Districts 13% of districts	30 Districts 100% of districts	<ul style="list-style-type: none"> ○ DDPs ○ District reports ○ Gender audit report 	<ul style="list-style-type: none"> ○ Initial review by GMO of DDPs and district reports ○ GMO annual gender audit of selected districts ○ Annual review of districts receiving technical guidance ○ Annual reports 	<ul style="list-style-type: none"> ○ DDPs are available ○ Districts support GMO gender audits 	
OUTPUTS: <ul style="list-style-type: none"> ○ DDPs monitored and technical guidance provided 	1. Number of districts receiving technical guidance for DDPs.	14 districts	30 districts	<ul style="list-style-type: none"> ○ DDPs ○ District reports ○ Gender analysis reports of DDPs 	<ul style="list-style-type: none"> ○ Annual review of districts receiving technical guidance ○ Annual reports 		

Component 1: Monitoring of gender mainstreaming, GBV and international commitments						
Specific Objective 1: Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.						
Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions
1.3 National gender monitoring and evaluation framework is implemented	1. Level of implementation of the M & E framework by GMO and stakeholders	Not implemented	Fully implemented	<ul style="list-style-type: none"> o National gender M & E framework o gender statistical framework o minutes from meetings o reports from stakeholders o Gender Status Report 	<ul style="list-style-type: none"> o Annual review of implementation of M & E framework, meeting minutes and reports by stakeholder GMO 	<ul style="list-style-type: none"> o Stakeholders publish reports o Gender statistical framework is operational o National gender M & E framework is developed
OUTPUTS: <ul style="list-style-type: none"> o National gender M&E framework validated and disseminated o Tools and guidelines for implementing the national gender M&E framework developed and disseminated at national and district level 	1. Number of stakeholders that have the M&E framework 2. Number of institutions that have the national gender M&E tools	0 stakeholders 0 institutions	150 stakeholders 150 institutions	<ul style="list-style-type: none"> o Validation report o M&E tools o Website page o Views of M&E tools 	<ul style="list-style-type: none"> o Annual review of M&E framework and tools 	

Component 1: Monitoring of gender mainstreaming, GBV and international commitments
Specific Objective 1: Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.

Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions
<p>1.4 Strategic partnerships are implemented</p>	<p>1. Increased ownership for gender mainstreaming by strategic partners</p>	<p>average level of ownership</p>	<p>high level of ownership</p>	<ul style="list-style-type: none"> o Partnership agreements reports of joint work o feedback from partners 	<ul style="list-style-type: none"> o Annual review of partnership agreements and reports o end line interviews of strategic partners by GMO 	<ul style="list-style-type: none"> o partners want to work with GMO o gender is a priority for partners
<p>OUTPUTS:</p> <ul style="list-style-type: none"> o Strategic partnership developed o GMO has participated in and organized regional and international fora on gender equality 	<ol style="list-style-type: none"> 1. Number of partnership agreements signed with key stakeholders 2. Number of strategic partnerships established 3. Number of fora attended 	<p>4 partnership agreements</p> <p>10 strategic partnerships</p> <p>7 regional and international fora attended</p>	<p>9 partnership agreements</p> <p>20 strategic partnerships</p> <p>35 fora</p>	<ul style="list-style-type: none"> o Partnership agreements o minutes from meetings with strategic partners o gender cluster reports 	<ul style="list-style-type: none"> o Annual review of strategic partnerships and gender cluster reports o Annual assessment of participation in national, regional and international fora 	

Component 1: Monitoring of gender mainstreaming, GBV and international commitments						
Specific Objective 2: GBV is adequately responded to in all sectors.						
Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions
2.1 GBV survivors are accessing appropriate services	<ol style="list-style-type: none"> Level of satisfaction of GBV survivors with services (legal, medical etc). Number of one-stop centres providing minimum package of services. Percentage of GBV cases resolved by the courts. 	<p>No baseline</p> <p>4 one-stop centres</p> <p>No baseline</p>	<p>very satisfied</p> <p>All one stop centres</p> <p>85%</p>	<ul style="list-style-type: none"> RNP, Prosecution, Supreme Court, MoH, MINIJUST, MINALOC and MIGEPROF and CSO reports One-Stop Centre reports GBV survivors 	<ul style="list-style-type: none"> Annual review of reports by GMO Individual interviews/surveys with GBV survivors in selected districts annually. Survey of courts at all levels. 	<ul style="list-style-type: none"> GMO can access annual reports of GBV service providers GBV survivors will be willing to be interviewed by GMO. GBV survivors report to service providers. GBV survivors break the culture of silence.
<p>OUTPUTS:</p> <ul style="list-style-type: none"> GBV service delivery monitored Guidelines for monitoring one-stop centres developed GBV service delivery complaints responded to by GMO 	<ol style="list-style-type: none"> percentage of institutional service providers monitored percentage of received service delivery complaints that are followed-up 	<p>(National level institutions (33%) Hospitals in 4 districts (12%), Bureau for Access to Justice in 4 districts (13%))</p> <p>20% overall</p> <p>100% (72 complaints, all followed up)</p>	<p>100%</p> <p>100%</p>	<ul style="list-style-type: none"> monitoring reports institutional service providers GBV service delivery complaint reports 	<ul style="list-style-type: none"> annual assessment of monitoring of service providers biannual meetings with service providers 	

Component 1: Monitoring of gender mainstreaming, GBV and international commitments
Specific Objective 2: GBV is adequately responded to in all sectors.

Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions
2.2. Public, private, religious and CSO actors are proactive in preventing and responding to GBV	1. Number of anti-GBV initiatives in identified institutions.	National (police, prosecution, health, CSOs etc) - 4 one-stop centres (Kigali, Rusizi, Rubavu, Nyagatare) - GBV desk at National Police District - Anti-GBV committees		<ul style="list-style-type: none"> ○ Actor/ Institutional reports ○ Program reports and evaluations ○ Gender budget statements of public institutions meeting and conference reports 	<ul style="list-style-type: none"> ○ Annual review of meeting, activity and financial reports of selected institutions ○ Annual analysis of gender budget statements 	<ul style="list-style-type: none"> ○ All public institutions develop gender budget statements ○ Institutions/actors are initiating GBV prevention and response activities.
OUTPUTS:	<ul style="list-style-type: none"> ○ GBV prevention and response activities are monitored ○ GBV indicators are published and disseminated 	2 actors	22 actors	<ul style="list-style-type: none"> ○ Field monitoring reports ○ Laws and policies ○ Relevant GBV actors ○ District reports 	<ul style="list-style-type: none"> ○ Annual review of GBV activities ○ Midterm and End-Line survey of GBV actors 	
	<ul style="list-style-type: none"> ○ Number of actors monitored ○ Number of institutions receiving GBV indicators 	5/7 institutions	7 institutions			

Component 1: Monitoring of gender mainstreaming, GBV and international commitments						
Specific Objective 3: The implementation of all international commitments related to gender is improved.						
Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions
3.1 The status of Rwanda's implementation of international commitments related to gender is monitored and reported	1. The level of progress of implementation of international commitments		excellent progress	<ul style="list-style-type: none"> ○ National treaty body reports ○ Feedback from international mechanisms ○ national steering committee ○ meeting reports ○ national implementation progress reports ○ Feedback from stakeholders on GMO recommendations 	<ul style="list-style-type: none"> ○ Review of treaty body reports by GMO based on international timelines. ○ Annual review of national steering committee reports and implementation progress reports ○ Conducting one assessment of progress. ○ Biannual follow-up meetings with stakeholders 	<ul style="list-style-type: none"> ○ continued strong political will to implement international commitments ○ stakeholders are aware of implementation requirements for international commitments
	2. Percentage of GMO recommendations related to the implementation of international commitments that are taken into account by relevant stakeholders.		100%			
OUTPUTS: <ul style="list-style-type: none"> ○ Beijing Declaration and Platform for Action implementation plan developed and disseminated 	1. Number of sectors receiving BDPfA implementation plan	0 sectors	16 Sectors	<ul style="list-style-type: none"> ○ implementation plans ○ monitoring reports ○ meeting minutes ○ National treaty body reports 	<ul style="list-style-type: none"> ○ annual review of international commitments 	
	2. Level of progress of implementation of international commitments	High level of progress	Completely implemented			
	3. Percentage of	50% monitored	100%			

<ul style="list-style-type: none"> o Implementation of international commitments monitored and reported 	<ul style="list-style-type: none"> 4. Percentage of reports on international commitments submitted to the relevant institutions within the required timeframe. 	80% submitted within the required timeframe	100%	<ul style="list-style-type: none"> o partner institutions and stakeholders o stakeholder publications o Activity reports 	<ul style="list-style-type: none"> o Midterm and End-line review stakeholder publications o Evaluation of GMO communication strategy of activity reports o Annual review of activity reports 	<ul style="list-style-type: none"> o GMO has sufficient resources to communicate externally o Communication channels are available and working
Component 2: GMO as a National Reference Point for information and documentation on Gender Equality Specific Objective 4: GMO becomes a recognized national point of reference for information and documentation on gender equality.						
Outcomes		Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions
<ul style="list-style-type: none"> 4.1 GMO communicates strategically and effectively 	<ul style="list-style-type: none"> 1. Increased use by stakeholders of information produced by GMO. 2. level of internal use of available communication tools 	<ul style="list-style-type: none"> Limited use Limited use 	<ul style="list-style-type: none"> Regular use Frequent use 	<ul style="list-style-type: none"> o partner institutions and stakeholders publications o Activity reports 	<ul style="list-style-type: none"> o Midterm and End-line review stakeholder publications o Evaluation of GMO communication strategy of activity reports o Annual review of activity reports 	<ul style="list-style-type: none"> o GMO has sufficient resources to communicate externally o Communication channels are available and working
<ul style="list-style-type: none"> OUTPUTS: o Communication strategy developed o GMO communicates through various media channels and programs o GMO reports, 	<ul style="list-style-type: none"> 1. Percentage of staff attending orientation on the developed communication strategy 2. Number of media programs promoting GMO's work 3. Percentage of GMO Reports, newsletters, 	<ul style="list-style-type: none"> 0% of staff 4 town talks (radio and TV) 78% of reports 56% tools and 	<ul style="list-style-type: none"> 100% of staff bimonthly radio program (104 shows) 4 town talks 	<ul style="list-style-type: none"> o Communication strategy internal validation report o Website statistics o Media channels and reports o Activity reports 	<ul style="list-style-type: none"> o Annual review of distribution of GMO reports and tools o Annual communication strategy progress report 	<ul style="list-style-type: none"> o GMO has sufficient resources to communicate externally o Communication channels are available and working

<p>newsletters, guidelines and tools produced and published</p> <ul style="list-style-type: none"> o Public dialogues/debates organized o National gender directory is available o General email and toll free telephone line established and publicized 	<p>guidelines and tools accessible to the stakeholders</p> <ol style="list-style-type: none"> 4. Number of public dialogues held 5. Number of institutions receiving the national gender directory 6. Percentage of received calls and emails to the general lines that are followed-up. 7. Number of visits to the GMO website 	<p>guidelines accessible</p> <ul style="list-style-type: none"> 0 public dialogues 0 institutions 0% for toll-free line 189 emails received Baseline not available 	<p>per year (24) 8 articles in newspapers and magazines</p> <p>100% 8 public dialogues</p> <p>150 institutions</p> <p>100% for toll-free line and email</p> <p>50,000 visits</p>	<ul style="list-style-type: none"> o Annual review of activity reports o Quarterly website statistics review 			
Component 2: National Reference Point for Gender for information and documentation on gender equality							
Specific Objective 4: GMO becomes a recognized national point of reference for information and documentation on gender equality.							
Outcomes		Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions
<p>4.2 GMO is regularly consulted in developing gender sensitive laws, policies, programmes and strategies</p>	<ol style="list-style-type: none"> 1. Number of stakeholders receiving technical guidance for policy, programme and strategy development from GMO per year. 2. The number of national gender-sensitive laws, policies, programmes and strategies incorporating GMO's recommendations. 	<p>15 stakeholders</p> <p>15 laws, policies, programmes, strategies</p>	<p>55 stakeholders</p>	<ul style="list-style-type: none"> o GMO activity reports o stakeholder meeting reports <p>55 laws, policies, programmes, strategies</p>	<ul style="list-style-type: none"> o annual review of GMO activity reports o annual assessment of stakeholder meeting and gender machinery reports 	<ul style="list-style-type: none"> o Institutions have a culture of consulting other entities for support. o The number and scope of requests for support are manageable. o Stakeholders 	

OUTPUTS: <ul style="list-style-type: none"> Technical guidance provided by GMO to institutions and actors 	1. Number of requests for technical guidance from GMO fulfilled.	15 requests fulfilled	55 requests fulfilled	GMO activity reports Feedback from institutions and actors	Annual review of GMO technical guidance reports	have the willingness to mainstream gender.
Component 2: National Reference Point for Gender Equality Specific Objective 4: GMO becomes a recognized national point of reference for information and documentation on gender equality.						
Outcomes 4.3 GMO is proactive in providing technical guidance related to gender equality (including GBV) in developing laws, policies, programmes and research	Performance Indicators 1. Number of new and existing laws, policies, strategies and research projects made gender responsive through GMO technical guidance. 2. Percentage of recommendations implemented from research conducted by GMO.	Baseline 3 laws, policies and strategies 30% of recommendations implemented	Target (5 years) 11 laws, policies and strategies 80% of recommendations implemented	Data Source laws national policies strategies research follow up meeting with institutions	Data Collection Strategy annual review of selected laws, policies, strategies and research Annual review of meeting reports by GMO.	Assumptions Research institutes do not incorporate gender sensitive research methods
OUTPUTS: <ul style="list-style-type: none"> Resource centre for gender and GBV created and accessed (physical centre and e-library) Priority research projects conducted by GMO published and disseminated Proactive technical guidance/advice 	1. Number of individuals accessing resource centre 2. Number of research projects carried out by GMO that are published and disseminated 3. Number of laws, policies strategies and research projects for which GMO provides proactive technical guidance	0 individuals 3 research projects 3 laws, policies, strategies and research projects	1000 individuals (operational by 4 th year of plan) 11 research projects 11 laws, policies and strategies	Registration log for resource centre Web statistics for resource centre Web statistics and distribution lists for research reports	Annual review of produced GMO reports and dissemination Annual review of resource centre statistics Annual review of GMO technical guidance provided	

provided on laws, policies, strategies, and research projects				GMO activity reports		
Component 2: National Reference Point for information and documentation on gender Equality						
Specific Objective 4: GMO becomes a recognized national point of reference for information and documentation on gender equality.						
Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions
4.4 The National Gender and GBV Data Bank is used internally and externally for decision making	1. Increase in the extent to which users are basing decision-making on the information in the data bank.	Not in place	Frequently used for decision-making	<ul style="list-style-type: none"> o users of databank o partner institutions and stakeholders 	<ul style="list-style-type: none"> o Annual online survey of databank users o Annual electronic survey of partner institutions and stakeholders 	<ul style="list-style-type: none"> o GMO has the resources to establish data bank
OUTPUTS: <ul style="list-style-type: none"> o Data bank is published and managed o National gender and GBV data bank guidelines developed o Comprehensive and quality gender and GBV data collected 	1. Increase in number of visitors to data bank 2. Percentage of identified data collected 3. Quality of information in the databank and ease of use.	0 visitors 15-20% data collected (3-4 of 16 sectors) Not in place	15,000 visitors (operational by 3 rd year of plan) 63% data collected (10 of 16 sectors) High quality information, very easy to use.	<ul style="list-style-type: none"> o website statistics for data bank o Equipment inventory report o Recruitment report o Data bank guidelines and Data in databank o Gender statistical framework 	<ul style="list-style-type: none"> o Biannual review of number of visitors/viewers o Annual assessment of equipment/recruitment needs o Annual assessment of data gaps 	

Component 3: Institutional Development						
Specific Objective 5: The effectiveness and efficiency of GMO is enhanced.						
Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions
5.1 GMO's human resources are effectively fulfilling the mandate	<ol style="list-style-type: none"> Improved achievement rate of performance contracts. GMO staff feel supported and motivated to perform their duties. Improved staff retention rates 	<p>82%</p> <p>No baseline</p> <p>96% retention rate</p>	<p>95%</p> <p>Highly supported and</p> <p>motivated</p> <p>Over 90%</p>	<ul style="list-style-type: none"> performance contract reports GMO staff annual report 	<ul style="list-style-type: none"> annual review of performance contract reports by GMO management annual survey of staff Trend analysis administrative data at the mid-term and end of the strategic plan. 	<ul style="list-style-type: none"> GMO receives adequate funding to hire sufficient and qualified staff
<p>OUTPUTS:</p> <ul style="list-style-type: none"> Capacity-building assessment and plan for GMO staff developed and implemented GMO staff skills enhanced Staff structure revised and additional staff recruited Senior Technical Experts recruited GMO motivational plan and package 	<ol style="list-style-type: none"> Degree to which capacity-building plan is implemented Number of staff who have attended advanced gender-and/or skills-related training, workshops or courses percentage of required additional staff recruited Number of staff accessing the motivational package Percentage of required resources acquired 	<p>No implementation</p> <p>20 staff</p> <p>0%</p> <p>0 staff</p>	<p>Fully implemented</p> <p>39 staff</p> <p>100% (12 additional staff)</p> <p>20 staff</p>	<ul style="list-style-type: none"> GMO staff Workshop, training and conference reports HR staffing plan Report from roundtable Annual budget 	<ul style="list-style-type: none"> Annual survey of GMO staff regarding training, motivation, capacity needs Annual review of GMO staff participation in training, courses and workshops Annual review of HR needs and fulfillment Annual review 	

developed and validated Strategies for resource mobilization implemented							of required resources	
Component 3: Institutional Development Specific Objective 5: The effectiveness and efficiency of GMO is enhanced.								
Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy	Assumptions		
5.2 GMO's internal policies, strategies, systems and procedures are operational	<ol style="list-style-type: none"> Percentage of management decisions implemented. The degree of compliance with GMO policies, strategies, systems and procedures. 	85% No baseline	95% high level of compliance	<ul style="list-style-type: none"> Memos sent by management staff attendance register evaluation of internal policies compliance of GMO staff 	<ul style="list-style-type: none"> quarterly review of management decisions and staff attendance register Annual survey of staff Midterm evaluation of internal policies 	<ul style="list-style-type: none"> having internal policies, systems and procedures will improve GMO's operations 		
OUTPUTS:	<ol style="list-style-type: none"> Number of staff that understand internal policies, strategies, procedures and rules. Percentage of planned internal meetings held Level of implementation of GMO strategic plan. Number of steering committee meetings held Number of financial audits published 	0 staff 80% 0% implemented 0 meetings	41 staff 100% 100% implemented 2 meetings per year Annual audit by	<ul style="list-style-type: none"> Internal meeting minutes and memos GMO staff Management decisions Steering committee meeting minutes and decisions 	<ul style="list-style-type: none"> Quarterly review of meetings and memos Annual survey of GMO staff on policies, procedures and roles Mid-term review of strategic plan 			
<ul style="list-style-type: none"> Internal policies and procedures developed Internal meetings are held regularly and decisions communicated. Implementation of GMO strategic plan monitored 								

<ul style="list-style-type: none"> o Strategic Plan Steering Committee operational o Financial audits conducted and published 	1 audit	internal auditor Mid-term and End-Line audit by external auditor	<ul style="list-style-type: none"> o Strategic plan monitoring reports o Audit reports 	<ul style="list-style-type: none"> o End-Line evaluation of strategic plan o Annual, mid-term and end-line audits. 	
Component 3: Institutional Development					
Specific Objective 5: The effectiveness and efficiency of GMO is enhanced.					
Outcomes	Performance Indicators	Baseline	Target (5 years)	Data Source	Data Collection Strategy
5.3 GMO has appropriate infrastructure and equipment conducive to effective operations	<ol style="list-style-type: none"> 1. Availability of sufficient working space for GMO staff. 2. Reduction in work delays due to lack of equipment or inappropriate equipment. 	<p>inadequate availability</p> <p>moderate delays</p>	<p>high availability</p> <p>minimal delays</p>	<ul style="list-style-type: none"> o Staff o Formal reports o Inventory of logistics 	<ul style="list-style-type: none"> o Annual staff survey o Annual review of logistics inventory o Annual assessment of formal reports
OUTPUTS	<ol style="list-style-type: none"> 1. Percentage of necessary equipment procured and maintained 2. Percentage of ICT needs addressed 3. Level of satisfaction of GMO staff regarding their workspace 	<p>60%</p> <p>60%</p> <p>Somewhat satisfied</p>	<p>100%</p> <p>100%</p> <p>Very satisfied</p>	<ul style="list-style-type: none"> o Procurement plan o Inventory report of equipment and ICT o GMO staff 	<ul style="list-style-type: none"> o Annual assessment of equipment and ICT needs o Annual staff survey regarding workspace, equipment and ICT needs
<ul style="list-style-type: none"> o Necessary equipment is procured o GMO equipment registered and maintained o ICT needs identified and addressed o Workspace needs identified 					<ul style="list-style-type: none"> o GMO has sufficient budget to acquire appropriate equipment o GMO staff will raise formal complaints

4.2 Implementation of the Strategic Plan

4.2.1 GMO Staff Structure

The current management and coordination structure of GMO, is composed of the High Monitoring Council (Chief Gender Monitor, Deputy Chief Gender Monitor I: in charge of Gender, and Deputy Chief Gender Monitor II: in charge of GBV and Injustices). GMO also has the Executive Secretariat with staff in place. Following broad consultations and a capacity needs assessment, the consensus was that GMO needs a new structure for the effective implementation of the Strategic Plan and has been proposed. The new Structure, as shown in Figure 1, aims to strengthen the technical wing of GMO to enable it to achieve the articulated results by addressing the following:

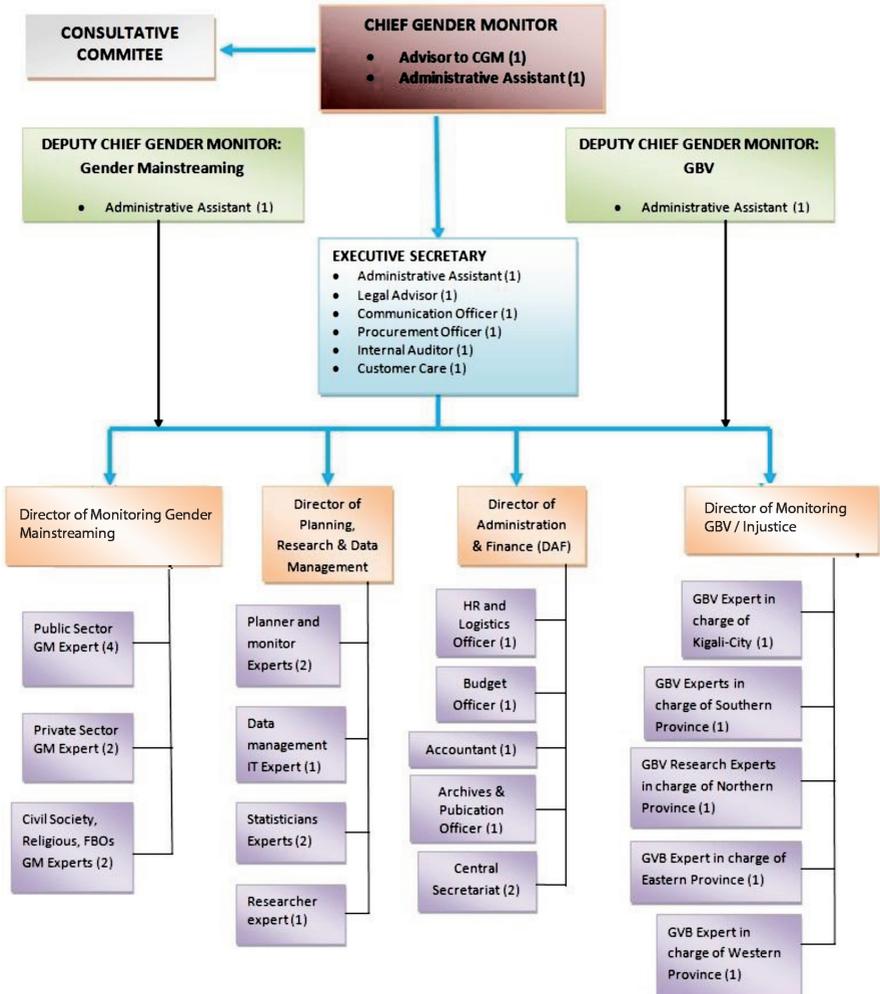
- o Increasing efficiency by focusing on accountability for performance and results by the management and technical staff of GMO;
- o Increasing efficiency, accountability and effectiveness by creating appropriate departments/units;
- o Redefining the flow of strategic and technical information to reduce bureaucracy and unnecessary delays;
- o Tackling the challenge of wastage of resources, under-employment and deviation towards operational roles/duties, for example, just attending political meetings/ceremonies.

In the new structure, the proposal is to reorganize GMO's technical operations into inter-related 'Units' for efficiency and effectiveness. Apart from the Director of Administration and Finance (DAF), we propose the creation of three new Units (Figure 1). Each Unit is to be headed by a director: Director of monitoring Gender Mainstreaming (1), Director of Planning, Research & Data Management (1), and Director of monitoring Gender Based Violence (1). These three Senior Technical units will be guiding the implementation of the GMO Strategic Plan, as well as supervising the pool of experts and providing overall technical guidance to GMO and its partners.

Further still, GMO will contract 3 Senior Technical Experts: Gender Mainstreaming Expert, GBV Expert and M&E and Data Management Expert. The services of the three will be hired for first two years during the Plan period. Their mission will consist of, but not restricted to the following:

- o Provision of strategic leadership and programs in each area of expertise,
- o Provide training and mentorship for the existing pool of expert,
- o Coordinate technical activities of GMO as per the Plan and offer quality assurance;
- o Initiate and support groundwork research and studies necessary for action and effectiveness of GMO
- o Provide overall technical support and guidance to GMO for efficiency and effectiveness.

Figure 1: Proposed New GMO Structure



Under each Unit, there will be qualified experts to support three major priority programmes: monitoring Gender mainstreaming, Planning, data storage and management, and monitoring GBV. Additional staff will be recruited following the launch of the Strategic Plan. GMO will also develop a specific capacity building programme to enhance the skills of existing district statisticians in gender, GBV, data collection, analysis and use in collaboration with NISR and GRB department in MINECOFIN.

The implementation of this new staff structure will enable GMO to effectively implement the strategic plan, Measures to build staff capacity, including training and the creation of a mentorship program, will further facilitate GMO's ability to achieve the desired results as set out in the previous chapter. The support from partners for the addition of the Senior Technical Experts and for the mentorship program will be necessary in order to achieve the capacity building aspects of the Plan and ultimately, the achievement of the specific objectives of this Strategic Plan.

4.2.2 Possible Risks Associated with Implementing the Strategic Plan

In developing this Strategic Plan a number of risks have been identified, and include the following.

o Governance, Leadership and Management

The Government of Rwanda has demonstrated that commitment to gender equality and strong leadership, combined with coordination and the demand for ownership and accountability is vital for the achievement of the GMO Strategic Plan outcomes. Therefore, any significant changes in the political environment and a lack of focus on gender equality could undermine the implementation of this Strategic Plan and the achievement of results it has set to deliver. GMO will also have to provide strong and focused leadership at an institutional level.

o Financial and Human Resources

The successful implementation of the Strategic Plan will require a large sum of financial resources and a sufficient pool of qualified technical staff at GMO. GMO will have to establish a comprehensive and sustained resource mobilization framework. This will target various sources, including Central Government, Local Government, Bilateral and Multilateral Donors, International organizations, CSOs, the Private Sector and others.

The successful implementation of the Strategic Plan will require enough qualified and committed technical staff, trained and with the necessary knowledge and skills,

including in gender mainstreaming, conducting gender audits, gender-responsive M&E and research, data analysis and management, knowledge of Gender-Based Violence issues, skills in coordination and reporting. If staff are not sufficiently trained and lack the required skills and commitment, the implementation of this Strategic Plan will be undermined. GMO management will have to make sure that the right people with the right skills are employed to lead the implementation of the strategy.

o Partnership Commitment and Focus

Weak partnership or lack of commitment and focus by stakeholders from the public, private and CSO sectors will undermine the successful implementation of the Strategy and the achievement of its results. Since GMO is a new public institution it requires strategic support. Ongoing consultations with various stakeholders will be critical. The role of the Prime Minister's Office and the Ministry of Gender and Family Promotion in supporting and working with GMO will be critical during the entire period of the Strategic Plan.

4.3 Evaluation of the Strategic Plan

4.3.1 Programme Stakeholders and Partnerships

The implementation, management and supervision of the GMO Strategic Plan rest with the GMO High Monitoring Council, Executive Secretary and Heads of Units. GMO will carry out activities in partnership with Government Ministries and Agencies, the Private Sector Federation, the Umbrella of Civil Society Organizations, the Umbrella of religious organizations, and bilateral, multilateral and international agencies. This will necessitate building new partnerships and fortifying previous ones. Using its comparative advantage as a public institution with a national mandate, GMO will engage partners in dialogue through monitoring gender mainstreaming in all sectors at national and decentralized levels.

4.3.2 Monitoring and Evaluation Framework

Under this Strategic Plan a robust monitoring and evaluation framework has been developed to provide quality, timely, and accurate evidence of progress. The M&E framework will guide data collection and analysis, and the dissemination of information to enable the accurate tracking of progress and ongoing decision-making by GMO and its partners.

GMO will be responsible for monitoring and evaluating the overall performance and achievement of results under the Strategic Plan and Annual Action Plans. The

GMO M&E Framework defines key performance indicators and mechanisms for data collection and analysis. The mechanisms for M&E include the following:

- o **Quarterly reviews:** to review progress being made, and identify key bottlenecks and how to address them.
- o **Semi-annual review:** Twice a year, GMO will organize a formal review meeting to assess which objectives under the strategy are on track, and also identify challenges and how to address them.
- o **Annual Assessment:** Each year a comprehensive assessment of achievements and challenges being faced in implementing the Strategic Plan will be conducted. This will provide GMO and its stakeholders an opportunity to assess progress against the results framework and to adjust and finalize planning for the next 12 months.
- o **Mid-term Review:** A mid-term review will be conducted after two and half years of the implementation of the Strategy.
- o **End Line Evaluation of the Strategic Plan:** After five years, GMO will organize a comprehensive external review/assessment of the implementation of the Strategic Plan to determine the outcomes set against the specific objectives and overall goal. This will be the first step towards developing a second Strategic Plan

Biannual and annual assessments will be conducted with the support of the Strategic Plan Steering Committee, made up of GMO management and partners. This Steering Committee will also oversee the mid-term review and end-line evaluations and financial audits.

Conclusion

The Gender Monitoring Office will develop annual action plans which are detailed to respond to the various specific objectives and outcomes highlighted above. These will be detailed inform of activities but also reported on at annual basis to ensure that concrete advice is given to institutions responsible.

The outcomes and outputs for this Strategic Plan will guide the activities of GMO (Appendix I) and its annual action plan and budget. The overall budget for the Strategic Plan is in the following Chapter.

CHAPTER 5: COSTING AND SOURCES OF FUNDS

5.1 Costing Methodology

This section sets out the estimated financing requirements of the Gender Monitoring Office (GMO) Strategic Plan 2011-2016. It provides a broad indication of the financial requirements and a basis for the mobilization of additional funding to support the implementation of the Strategic Plan. The financing framework is based on the specific objectives of the Strategic Plan. A detailed budget with estimates for each activity will be developed in each Annual Action Plan.

The estimation of financial resources required for the operationalization of the GMO Strategic Plan 2011-2016 is based on the Resource Needs Model (RNM) and Activity-Based Costing Model (Stover et al., 2005; Williams et al 2004). The Model estimates required resources for a given set of targets in line with the Three Strategic Components of the GMO Strategic Plan. The financial estimation was done by:

- o Identifying the outputs necessary to achieve the results specified in the Strategic Plan;
- o Estimating the unit cost for delivering services, based on the existing costs of various items and services in Rwanda and GMO experience in implementing activities;
- o Identifying the size of the population in need of each service/intervention, based on available demographic data; and
- o Identifying the appropriate levels of coverage for each intervention during the strategy period.
- o The budget projections for the GMO Strategic Plan 2011-2016 are given in the framework below.

5.2 Budget Projection for GMO Strategic Plan 2011-2016

Specific Objectives and related Outputs	Yearly Amounts (US\$)						Total US \$	Total RWF
	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016			
Specific Objective 1: Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.								
1. Annual gender audits with districts, public and private sectors, CSO and religious institutions conducted	40,000	75,000	75,000	75,000	75,000	340,000	206,040,000	
2. Monitoring the respect of gender principles in the implementation of EDPRS 11 conducted		30,000	30,000	30,000	30,000	120,000	72,720,000	
3. Gender-sensitive indicators developed and disseminated	40,000	60,000	60,000	60,000	60,000	280,000	169,680,000	
4. Evaluation of the implementation of Gender Responsive Budgeting conducted	10,000	35,000	35,000	35,000	35,000	150,000	90,900,000	
5. Monitoring of gender-responsive service delivery conducted	83,260	100,000	100,000	100,000	100,000	483,260	292,855,560	
6. Regular follow-up meetings held with districts, public and private sectors, CSO and religious institutions regarding mainstreaming progress	15,000	40,000	40,000	40,000	40,000	175,000	106,050,000	
7. DDPs monitored and technical guidance provided	-	20,000	10,000	10,000	10,000	50,000	30,300,000	
8. National gender M&E framework validated and disseminated	-	82,000	-	-	-	82,000	49,692,000	
9. Tools and guidelines for implementing the national gender M&E framework developed and disseminated at national and district level	-	20,000	20,000	20,000	20,000	80,000	48,480,000	
10. Strategic partnerships developed	10,000	10,000	10,000	10,000	10,000	50,000	30,300,000	
11. GMO has participated in and organized								

regional and international fora on gender equality	15,000	50,000	200,000	50,000	200,000	515,000	312,090,000
a) Sub-Total: Specific Objective 1	243,260	602,000	660,000	510,000	660,000	2,675,260	1,621,207,560
Specific Objective 2: GBV is adequately responded to in all sectors.	July 2011/2012	July 2012/2013	July 2013/2014	July 2014/2015	July 2015/2016	Total US \$	Total RWF
1. Guidelines for monitoring one-stop centres developed	-	45,000	-	-	-	45,000	27,270,000
2. GBV service delivery monitored	20,000	50,000	60,000	60,000	60,000	250,000	151,500,000
3. GBV service delivery complaints responded to by GMO	15,000	35,000	35,000	35,000	35,000	155,000	93,930,000
4. GBV prevention and response activities are monitored	-	20,000	20,000	20,000	20,000	80,000	48,480,000
5. GBV indicators are published and disseminated	55,000	10,000	-	-	-	65,000	39,390,000
b) Sub-Total: Specific Objective 2:	90,000	160,000	115,000	115,000	115,000	595,000	360,570,000
Specific Objective 3: The implementation of all international commitments related to gender is improved.	July 2011/2012	July 2012/2013	July 2013/2014	July 2014/2015	July 2015/2016	Total US \$	Total RWF
1. Beijing Declaration and Platform For Action implementation plan developed and disseminated	26,000	20,000	-	-	-	46,000	27,876,000
2. Implementation of international commitments monitored and reported	10,000	20,000	20,000	40,000	30,000	120,000	72,720,000
3. International gender commitments are reported on as planned or required	10,000	-	-	20,000	10,000	40,000	24,240,000
c) Sub-Total: Specific Objective 3:	46,000	40,000	20,000	60,000	40,000	206,000	124,836,000
Specific Objective 4: GMO becomes a recognized national point of reference for information and documentation on gender equality.	July 2011/2012	July 2012/2013	July 2013/2014	July 2014/2015	July 2015/2016	Total US \$	Total RWF
1. Communication strategy developed	35,000	-	-	-	-	35,000	21,210,000
2. GMO communicates through various media channels and programs	30,000	60,000	70,000	80,000	80,000	320,000	193,920,000

3. GMO reports, newsletters, guidelines and tools produced and published	10,000	20,000	30,000	30,000	30,000	30,000	120,000	72,720,000
4. Public dialogues/debates organized	-	40,000	40,000	40,000	40,000	40,000	160,000	96,960,000
5. National gender directory is available	-	40,000			20,000		60,000	36,360,000
6. General email and toll free telephone line established and publicized	-	5,000	5,000	5,000	5,000	5,000	20,000	12,120,000
7. Technical guidance provided by GMO to institutions and actors	10,000	30,000	40,000	40,000	40,000	40,000	160,000	96,960,000
8. Resource centre for gender and GBV created and accessed (physical centre and e-library)	-	100,000	900,000	900,000	900,000	300,000	2,200,000	1,333,200,000
9. Priority research projects conducted by GMO published and disseminated	20,000	300,000	350,000	400,000	300,000	300,000	1,370,000	830,220,000
10. Proactive technical guidance/advice provided on laws, policies, strategies and research projects	-	10,000	10,000	10,000	10,000	300,000	330,000	199,980,000
11. National Gender and GBV Data Bank guidelines developed, published	-	50,000	250,000	60,000	300,000		660,000	399,960,000
12. Comprehensive and quality gender and GBV data collected	-	10,000	10,000	10,000	300,000	300,000	330,000	199,980,000
d) Sub-Total: Specific Objective 4:	105,000	665,000	1,705,000	1,575,000	300,000	300,000	5,765,000	3,493,590,000
Specific Objective 5: The effectiveness and efficiency of GMO is enhanced.	July 2011/2012	July 2012/2013	July 2013/2014	July 2014/2015	July 2015/2016		Total US \$	Total RWF
1. Capacity-building assessment and plan for GMO staff developed and implemented	-	5,000	-	-	-	-	5,000	
2. GMO staff skills enhanced	11,782	50,000	80,000	90,000	90,000	90,000	310,000	187,860,000
3. Staff structure revised and additional staff recruited	-	15,000	-	-	-	-	15,000	9,090,000
4. Senior Technical Experts recruited	-	432,000	432,000	-	-	-	864,000	523,584,000
5. GMO motivational plan and package developed and validated	-	10,000					10,000	6,060,000
6. Strategies for resource mobilization implemented	106,567	15,000	20,000				141,567	85,789,602

7. Internal policies and procedures developed	15,000	5,000	-	-	-	12,000	12,120,000
8. Internal meetings are held regularly and decisions communicated	3,000	1,000	1,000	1,000	1,000	7,000	4,242,000
9. Implementation of GMO strategic plan monitored	-	-	30,000	-	50,000	80,000	48,480,000
10. Strategic Plan Steering Committee operational	-	1,000	1,000	1,000	1,000	4,000	2,424,000
11. Financial audits conducted and published (external auditor)	-	-	15,000	-	15,000	30,000	18,180,000
12. Necessary equipment is procured, registered and maintained ICT & workspace needs identified and addressed (Including data bank, resource centre equipment, etc)	40,000	150,000	35,000	50,000	35,000	310,000	187,860,000
13. Operational Expenses (Salaries and wages)	420,992	660,000	660,000	660,000	660,000	3,060,992	1,854,961,152
14. Operational Expenses (Goods and services)	639,000	966,000	936,000	966,000	916,000	4,423,000	2,680,338,000
e) Sub-Total: Specific Objective 5:	1,236,341	2,310,000	2,210,000	1,768,000	1,768,000	9,280,559	5,624,018,754
Grand Total (a+b+c+d+e)	1,720,601	3,777,000	4,710,000	4,028,000	2,883,000	17,118,601	10,373,872,206
Grand Total in RWF	1,042,684,206	2,288,862,000	2,854,260,000	2,440,968,000	1,747,098,000	10,373,872,206	

The Total Budget of GMO strategic plan 2011-2016 is ten billion, three hundred and seventy three million, eight hundred seventy two thousand, two hundred and six Rwandan Francs only **(10,373,872,206 RWF) or \$17,118,601 USD.**

5.3 Summary of Budget Projections

Programme	2011/12	2012/13	2013/2014	2014/2015	2015/2016	Sub-total US\$	Subtotal RWF
	Financial Estimates in US\$						
Specific Objective 1: Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.	243,260	602,000	660,000	510,000	660,000	2,675,260	1,621,207,560
Specific Objective 2: GBV is adequately responded to in all sectors.	90,000	160,000	115,000	115,000	115,000	595,000	360,570,000
Specific Objective 3: The implementation of all international commitments related to gender is improved.	46,000	40,000	20,000	60,000	40,000	206,000	124,836,000
Specific Objective 4: GMO becomes a recognized national point of reference for information and documentation on gender equality.	105,000	665,000	1,705,000	1,575,000	1,095,000	5,145,000	3,117,870,000
Specific Objective 5: The effectiveness and efficiency of GMO is enhanced.	1,236,341	2,310,000	2,210,000	1,768,000	1,768,000	9,280,559	5,624,018,754
Grand Total US\$	1,720,601	3,777,000	4,710,000	4,028,000	3,678,000	17,913,601	10,855,642,206
Grand Total Rwf	1,042,684,206	2,288,862,000	2,854,260,000	2,440,968,000	2,228,868,000	10,855,642,206	

5.4 Financial Resource Mobilization

SOURCES OF FUNDS – RWANDAN FRANCS						
	2011/12	2012/13	2013/2014	2014/2015	2015/2016	TOTAL
NATIONAL BUDGET	901,616,108	900,850,154	1,295,856,000	1,347,536,000	1,399,216,000	5,845,074,262
UNICEF	3,980,000					
UN WOMEN	120,600,000	60,600,000				181,200,000
UNFPA	16,488,098		-	-	-	16,488,098
ONE UN	-	71,386,800	-	-	-	71,386,800
TOTAL BUDGET	1,042,684,206	2,288,862,000	2,854,260,000	2,440,968,000	2,228,868,000	10,855,642,206
TOTAL FUNDS AVAILABLE	1,042,684,206	1,032,836,954	1,295,856,000	1,347,536,000	1,399,216,000	6,114,149,160
GAP	-	1,256,025,046	1,558,404,000	1,093,432,000	829,652,000	4,741,493,046
SOURCES OF FUNDS- US DOLLARS						
	2011/12	2012/13	2013/2014	2014/2015	2015/2016	TOTAL
NATIONAL BUDGET	1,487,815	1,486,551	2,138,376	2,223,657	2,308,937	9,645,337
UNICEF	6,567					6,567
UN WOMEN	199,010	100,000				299,010
UNFPA	27,209		-	-	-	27,209
ONE UN	-	117,800	-	-	-	117,800
TOTAL BUDGET	1,720,601	3,777,000	4,710,000	4,028,000	3,678,000	17,913,601
TOTAL FUNDS AVAILABLE	1,720,601	1,704,351	2,138,376	2,223,657	2,308,937	10,095,923
GAP	-	2,072,649	2,571,624	1,804,343	1,369,063	7,817,678

5.4.1 Financing and Sources of Funding for the Strategy

A sustainable financing mechanism is critical for the delivery of Strategic Plan results. GMO will utilize various strategies to finance the Strategy. The main sources of finance envisaged are the following:

- o **National Budget:** This will provide the core funding for the Strategy. GMO, like any other public institution, will receive funds through allocation from the Government – the Ministry of Finance and Planning. Through budget allocation from public funds, the GoR will fund GMO activities based on the budget presented and approved by Parliament.
- o **Contribution of Development Partners:** GMO is currently in strategic partnerships with various bilateral, multilateral and international development partners who are funding activities. The GMO will enhance these partnerships and will also look for new strategic partners to fund the Strategic Plan. Development partners' contributions to the Strategy will be based on their interest and choice of specific objectives and/or outcomes. GMO will negotiate and build consensus with various development partners to fund strategic interventions which will have multiple effects.
- o **International NGOs:** There are various Non-State Actors who are interested in and/or are already working with partners in the promotion of gender equality and women's empowerment in Rwanda. The contribution of these actors to the implementation of the Strategic Plan is also critical. GMO will appeal and negotiate with Non-State Actors to request financial contributions to various aspects of the Strategy.
- o **The Private Sector:** The private sector was actively represented during the consultation and validation of the Strategic Plan. This Sector is one that GMO will work with to raise funds and effectively implement the strategy. Various sectors will be approached to give financial support to different aspects of the Strategy.

CHAPTER 6: GENERAL CONCLUSION

This Strategic Plan 2011-2016 is a reflection of GMO's mandate and commitment to work with partners in the public and private sectors, CSOs and religious institutions, at national and decentralized levels in order to monitor the implementation of gender mainstreaming and the fight against GBV. The ultimate aim is to achieve gender equality for sustainable development in Rwanda.

The Strategy has highlighted the contributions of various stakeholders in terms of their expectations of GMO. The Strategy has highlighted the methodological approach taken towards its development and has detailed a results-framework that includes a monitoring and evaluation framework. The overall goal and specific objectives, outcomes and outputs – the results-based approach – will ensure that the work of GMO is visible, timely, and relevant towards the monitoring of gender mainstreaming in Rwanda. The framework will also ensure that GMO is taking the appropriate measures towards achieving results.

This Strategy will enable GMO to offer proactive technical guidance on gender mainstreaming and the fight against GBV in Rwanda in all sectors and at all levels. It will enable GMO to achieve its vision of being an icon observatory for gender equality, through its monitoring and evaluation mandate and ensure its contribution towards Rwanda's national gender equality and development goals.

The implementation and achievement of results in this Strategy will depend on enhancing existing partnerships and building new ones. GMO will implement this Strategy in partnership with Government ministries and agencies, the Private Sector Federation, the Umbrella of Civil Society Organizations, the Umbrella of Religious Organizations, and bilateral, multilateral and international agencies. This will require commitment, effective coordination and monitoring of progress and evaluation of results and outcomes.

Given the timeline for the Strategic Plan (2011-2016) it should be noted that some of the activities towards achieving the outputs and outcomes of the Strategic Plan have begun. This information can be found in the baseline of the results framework provided in Chapter 4. Part of the budget for this Strategic Plan will be covered by the Government of Rwanda on an annual basis. GMO is seeking the support of partners for the remaining required resources to achieve the overall goal and specific objectives of the Strategic Plan.

GMO is committed to achieving the results set forth in this Strategic Plan, and thanks in advance all partners, stakeholders and donors for providing assistance and working with GMO towards the effective monitoring of gender mainstreaming in Rwanda.

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APPENDICES

Appendix 1: Strategic Plan Outputs and Activities

Overall Goal: Gender equality in the Rwandan society is advanced through increased accountability of all sectors.		
Specific Objective 1: Gender mainstreaming is improved in all sectors in compliance with the National Gender Policy.		
Outcomes	Outputs	Activities
1.1 Monitoring of gender mainstreaming is established with relevant actors/institutions	<ul style="list-style-type: none"> ○ Monitoring the respect of gender principles in the implementation of EDPRS 2 established ○ Annual gender audits with districts, public and private sectors, CSO and religious institutions conducted ○ Policies, programs strategies and processes monitored for respect of gender principles. ○ Gender-sensitive indicators developed and disseminated ○ Evaluation of the implementation of Gender Responsive Budgeting conducted ○ Monitoring of gender-responsive service delivery conducted ○ Regular follow-up meetings held with districts, public and private sectors, CSO and religious institutions regarding mainstreaming progress. 	<ul style="list-style-type: none"> ○ Organize field monitoring visits for the implementation of EDPRS 2 ○ Conduct gender audits ○ Publish and disseminate audit reports ○ Organize annual gender assessment and planning (AGAp) ○ Develop standardized and user friendly tools/frameworks/guidelines for M&E, gender audit and reporting ○ Monitor policies and programs ○ Monitor service delivery at all levels ○ Produce national gender status report ○ Develop and disseminate gender-sensitive indicators and baselines ○ Organize follow-up meetings to review the incorporation of gender-sensitive indicators in the M&E frameworks of key actors ○ Conduct evaluation of implementation of GBS ○ Organize follow-up meetings with districts, public and private sectors, CSOs and religious institutions on mainstreaming progress
1.2 Districts have produced gender sensitive District Development Plans (DDPs)	<ul style="list-style-type: none"> ○ DDPs monitored and technical guidance provided 	<ul style="list-style-type: none"> ○ Provide technical guidance for gender mainstreaming of DDPs ○ Provide guidelines to districts on gender mainstreaming DDPs ○ Monitor DDPs of selected districts ○ Provide feedback on DDPs of selected districts

<p>1.3 National gender monitoring and evaluation framework is implemented</p>	<ul style="list-style-type: none"> ○ National gender M&E framework validated and disseminated ○ Tools and guidelines for implementing the national gender M&E framework developed and disseminated at national and district level 	<ul style="list-style-type: none"> ○ Develop National M&E framework ○ Develop M&E tools and guidelines ○ Validate National M&E framework with stakeholders ○ Train GMO staff on using the standardized tools/frameworks ○ Disseminate tools and guidelines for M&E at national and district level
<p>1.4 Strategic partnerships are implemented</p>	<ul style="list-style-type: none"> ○ Strategic partnerships developed ○ GMO has participated in and organized regional and international fora on gender equality 	<ul style="list-style-type: none"> ○ Identify strategic partners ○ Sign MOUs with strategic partners ○ Establish working relationship with strategic partners ○ Organize planning meetings with strategic partners ○ Attend regular meetings with gender machineries to coordinate gender mainstreaming efforts ○ Participate in national, regional and international fora on gender equality ○ Participate in national and international gender and GBV related events
<p>Specific Objective 2: GBV is adequately responded to in all sectors.</p>		
<p>2.1 GBV survivors are accessing appropriate services</p>	<ul style="list-style-type: none"> ○ GBV service delivery monitored ○ Guidelines for monitoring one-stop centres developed. ○ GBV service delivery complaints responded to by GMO 	<ul style="list-style-type: none"> ○ Review guidelines for minimum package provided by one-stop centres ○ Monitor GBV service delivery ○ Monitor the implementation of the GBV roadmap ○ Provide recommendations for improving support services ○ Review, develop and adapt standardized GBV reporting formats ○ Receive and respond to GBV service delivery complaints
<p>2.2 Public, private, religious and CSO actors are proactive in preventing and responding to GBV</p>	<ul style="list-style-type: none"> ○ GBV prevention and response activities are monitored ○ GBV indicators are published and disseminated 	<ul style="list-style-type: none"> ○ Monitor GBV prevention and response activities by relevant actors ○ Develop GBV indicators ○ Publish and disseminate GBV indicators to relevant actors ○ Evaluate the implementation and impact of existing GBV legal and policy frameworks ○ Conduct a survey of the GBV cases resolved by the courts

Specific Objective 3: The implementation of all international commitments related to gender is improved.		
3.1 The status of Rwanda's implementation of international commitments related to gender is monitored and reported	<ul style="list-style-type: none"> ○ Beijing Declaration and Platform for Action implementation plan developed and disseminated ○ Implementation of international commitments monitored and reported 	<ul style="list-style-type: none"> ○ Contribute to the development of international commitment implementation plans ○ Disseminate international commitment implementation plans ○ Monitor the status of implementation and evaluate the compliance of international commitments ○ Produce implementation progress reports ○ Publish and disseminate implementation progress reports ○ Identify gaps in implementation ○ Develop strategies to address gaps in implementation ○ Organize and participate in meetings with relevant stakeholders ○ Provide technical guidance for relevant institutions on the implementation of international commitments in Rwanda
Specific Objective 4: GMO becomes a recognized national point of reference for information and documentation on gender equality.		
4.1 GMO communicates strategically and effectively	<ul style="list-style-type: none"> ○ Communication strategy developed ○ GMO communicates through various media channels and programs ○ GMO reports, newsletters, guidelines and tools produced and published ○ Public dialogues/debates organized ○ National gender directory is available ○ General email and toll free telephone line established and publicized 	<ul style="list-style-type: none"> ○ Develop Communication strategy and implementation plan ○ Validate the communication strategy internally ○ Prioritize recommendations from the Communication Strategy and implement them ○ Develop media programs for promoting GMO's work ○ Procure media channels for promoting GMO's work ○ Produce and publish Annual Report, other reports, guidelines and tools ○ Develop a quarterly GMO newsletter ○ Organize public dialogues ○ Mobilize funds for GMO strategic plan (eg. roundtable) ○ Revise and reconstruct GMO's website, and ensure regular and pertinent updates ○ Develop and publish a national directory for gender and GBV ○ Establish and publicize general email and toll-free telephone line ○ Organize award ceremony and award the best journalists promoting gender equality

<p>4.2 GMO is regularly consulted in developing gender sensitive laws, policies, programmes and strategies</p>	<ul style="list-style-type: none"> o Technical guidance provided by GMO to institutions and actors 	<ul style="list-style-type: none"> o Provide technical guidance to institutions and actors
<p>4.3 GMO is proactive in providing technical guidance related to gender equality (including GBV) in developing laws, policies, programmes and research</p>	<ul style="list-style-type: none"> o Resource centre for gender and GBV created and accessed (physical centre and e-library) o Priority research projects conducted by GMO published and disseminated o Proactive technical guidance/advice provided on laws, policies, strategies, and research projects 	<ul style="list-style-type: none"> o Create a resource centre for gender and GBV (e-library) o Establish partnerships and equip the physical resource centre o Conduct research projects o Publish and disseminate research findings o Organize meetings to develop sector gender strategies o Provide technical guidance for laws, policies and strategies o Share recommendations, gaps and gender best practices with relevant actors o Provide technical guidance to research institutes
<p>4.4 The National Gender and GBV Data Bank is used internally and externally for decision making</p>	<ul style="list-style-type: none"> o Data bank is published and managed o National gender and GBV data bank guidelines developed o Comprehensive and quality gender and GBV data collected 	<ul style="list-style-type: none"> o Develop guidelines for National Gender and GBV Data Bank o Develop National Gender and GBV Data Bank o Launch, publish and manage data bank o Upgrade GBV data base o Procure necessary equipment and software for the data bank o Hire staff to manage the data bank o Collect comprehensive and quality gender and GBV data

Specific Objective 5: The effectiveness and efficiency of GMO is enhanced.		
<p>5.1 GMO's human resources are effectively fulfilling the mandate</p>	<ul style="list-style-type: none"> o Capacity-building assessment and plan for GMO staff developed and implemented o GMO staff skills enhanced o Staff structure revised and additional staff recruited o Senior Technical Experts recruited o GMO motivational plan and package developed and validated o Strategies for resource mobilization implemented 	<ul style="list-style-type: none"> o Organize advanced gender-related or skills-related trainings o Support GMO staff to participate in training or courses o Organize study/education trips for GMO staff on gender mainstreaming, M&E and GBV prevention and response o Assess capacity needs for GMO staff o Develop capacity building plan for GMO staff o Develop internal mentoring program and hire three technical experts o Support GMO staff to participate in workshops and conferences on gender, GBV and M&E o Review and propose revised GMO staff structure o Recruit additional required staff o Develop and validate GMO motivational plan and package
<p>5.2 GMO's internal policies, strategies, systems and procedures are operational</p>	<ul style="list-style-type: none"> o Internal policies and procedures developed o Internal meetings are held regularly and decisions communicated. o Implementation of GMO strategic plan monitored o Strategic Plan Steering Committee operational o Financial audits conducted and published 	<ul style="list-style-type: none"> o Develop internal policy and procedure manual o Organize a training for GMO staff on internal policies and procedures o Set regular times for and hold internal meetings at various levels and communicate decisions taken o Revise law establishing GMO o Conduct biannual assessment and annual review of implementation of GMO strategic plan o Create terms of reference and establish Steering Committee o Hold two Steering Committee Meetings o Conduct annual financial audit (internal auditor)
<p>5.3 GMO has appropriate infrastructure and equipment conducive to effective operations</p>	<ul style="list-style-type: none"> o Necessary equipment is procured o GMO equipment registered and maintained o ICT needs identified and addressed o Workspace needs identified 	<ul style="list-style-type: none"> o Procure necessary equipment o Identify and fill ICT needs o Identify workspace needs

Appendix II: Law Establishing GMO:

Article 6: Specific responsibilities of the Gender Monitoring Office

1. Monitoring on how the fundamental principles of gender are respected in all organs at governmental, private, non governmental and religious levels;
2. Examining and monitoring the national policy and programs intended at ensuring the promotion of gender equality;
3. Monitoring the existence of the policy, programs as well as different projects aimed at promoting gender equality, their implementation and the system of their budget allocation;
4. Ensuring the implementation of the international agreements and programmes relating to the respect of the principles of gender;
5. Fighting against gender based injustice and violence;
6. Advocating for the respect of gender equality at all levels;
7. raising awareness for all institutions and the population to build a nation which respects principles of gender;
8. Disseminating national Laws and international Conventions aimed at promoting gender;
9. Providing, upon request or at own initiative, opinion on the draft laws, policy and strategy documents or any other decisions relating to gender equality;
10. Encouraging all institutions to mainstream and to respect gender equality in all their programs;
11. Carrying out research based on statistics on specific issues in the framework of mainstreaming and respecting the principles of gender and disseminating the results after analysis;
12. Developing gender awareness indicators in all sectors;
13. Identifying where there are gender-based inequalities in all national bodies and providing a way to rectify them;
14. Proposing to the relevant administrative institutions the strategies to be taken in order to avoid violations of gender equality;
15. Advising all institutions to respect the principles of gender equality;
16. Building and increasing the capacity of the office and its staff.