

REPUBLIC OF RWANDA



GENDER MONITORING OFFICE  
GENDER ACCOUNTABILITY FOR SUSTAINABLE DEVELOPMENT

# STRATEGIC PLAN 2017-2022

MAY | 2017  
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## LIST OF ABBREVIATIONS

BPF A	Beijing Declaration and Platform for Action
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSOs	Civil Society Organizations
EAC	East Africa Community
ECDs	Early Childhood Development
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Integrated Household Living Condition Survey
FBOs	Faith Based Organizations
FFRP	Forum for Rwandan Women Parliamentarians
GBS	Gender Budget Statement
GBV	Gender Based Violence
GMO	Gender Monitoring Office
GoR	Government of Rwanda
ICT	Information and Communication Technology
IOSC	Isange One Stop Center
M&E	Monitoring and Evaluation
MAJ	Maison d'Access à la Justice
MIGEPROF	Ministry of Gender and Family Promotion
MINECOFIN	Ministry of Finance and Economic Planning
MINEFFET	Ministry of Foreign Affairs, Cooperation and East African Community
MoUs	Memorandum of Understandings
NCC	National Commission for Children
NINGO	Network of International Non-Governmental Organizations
NISR	National Institute of Statistics of Rwanda
NPPA	National Public Prosecution Authority
NWC	National Women Council
PMO	Office of the Prime Minister
PSF	Private Sector Federation
PTA	Parent-Teacher Association
RCSP	Rwanda Civil Society Platform
RGB	Rwanda Governance Board
RNP	Rwanda National Police
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Agency
UNSCR	United Nations Security Council Resolution
VSLAs	Village Saving and Loan Associations

## FOREWORD

The Constitution of the Republic of Rwanda of June 2003 revised in 2015, gives GMO a mandate of monitoring the compliance to gender equality principles at all levels and fight against GBV for inclusive and sustainable development.

To realize its mandate, GMO through a broad based consultative process, designed a five-year Strategic Plan that builds on the gains and lessons learnt from the implementation of 2011-2016 strategic plan. It lays the foundation of the engagement with state and non-state actors, and Rwandans at large in promoting accountability to gender Equality. The Strategic Plan comes at a defining phase of strategic planning frameworks including Rwanda's Vision 2050, National Strategy for Transformation and Prosperity, Seven Year Government Program, Africa's Agenda 2063 and Sustainable Development Goals.

This five-year Strategic Plan gives us a challenging task ahead of continuously building effective gender accountability systems and institutional capacity to enable GMO serve to the interests of all Rwandans through promoting inclusive participation of all Rwandans to the development of the Country. The support and commitment of the Government of Rwanda in promoting accountability to gender equality enabled GMO's delivery to its mandate throughout the implementation of the last five-year strategic plan. We also acknowledge the role played by development partners including SIDA and One-UN towards the realization of GMO commitments in the last five years.

As we move forward to implement this new strategic plan (2017-2022), we continue to encourage the engagement of a wide range of stakeholders in promoting accountability to gender equality and fight against GBV. We are conscious that it will continue to be a dynamic document aligned to national development aspirations and new emerging trends in the gender sector.

On behalf of the GMO High Monitoring Council, I thank all stakeholders and experts for their outstanding contribution during the development of this Strategic Plan. We look forward to working together to make gender equality a reality across all sectors.

**RWABUHIHI Rose**  
**Chief Gender Monitor**

## EXECUTIVE SUMMARY

Gender Monitoring Office (GMO) is mandated to monitor the respect and compliance of gender equality principles across all sectors and at all levels as well as monitoring the effectiveness of Gender Based Violence (GBV) prevention and response mechanisms.

The underlying focus of GMO is being *“An institution that upholds gender accountability for inclusive sustainable development in Rwanda” with a mission to “effectively monitor gender mainstreaming and the fight against GBV/Injustices across all sectors to achieve gender equality in Rwanda”.*

This Strategy is a statement of Gender Monitoring Office priority actions to ensure accountability to gender equality and fight against gender based violence across all sectors in a five-year period (2017-2022). The development of this Strategic Plan was informed by the end evaluation of the previous strategic plan and high level strategic consultations.

It aims at providing a framework for implementation, monitoring and evaluation; to strengthen existing and establish new accountability approaches/systems for their effectiveness to realize GMO mandate as a national ‘observatory’ for gender equality principles and fight against GBV across all sectors.

GMO Strategic Plan is delivering to the vision of the National Gender Policy that states: “Gender equality in the Rwandan society is sustained through increased accountability of all sectors” by embarking on four strategic objectives:

- To institutionalize gender accountability at all levels (public, private, CSOs & FBOs)
- To promote equitable and effective service delivery to GBV/gender injustices
- To upgrade GMO into a hub of knowledge on gender equality and accountability
- To promote the professionalism and institutional development for effective delivery to gender accountability

In the above context, GMO will focus on the institutionalization of gender accountability in all sectors through existing accountability mechanisms. The institutionalization process will further lead to initiation of new gender responsive accountability systems across public, private, NGOs/CSOs and FBOs.

Regarding the promotion of equitable and effective GBV service delivery, GMO’s monitoring interventions will focus on existing mechanisms on prevention and response to Gender Based Violence with particular emphasis on assessing the effective contribution of community based mechanisms on GBV service delivery.

The Office will also serve as a national hub for information and data on gender equality and accountability. This will be realized through a fully functional gender and GBV databank as well as a web based reporting system on international commitments that will be operationalized by a research and documentation department to be established. Staff, organizational and institutional capacities will be enhanced to deliver to the implementation of the set strategic objectives.

To adequately realize the above commitments, GMO seeks to employ broad based strategies of strengthening gender accountability mechanisms, fostering inclusive partnership, promoting research on gender equality principles and enhancing resource mobilization for the effective implementation of this strategic plan.

Finally, this strategic plan will continue to be aligned to national, regional and international development agenda as will be defined in the Rwanda's Vision 2050, next generation of Rwanda's National Strategy for Transformation (formerly EDPRS) as well as the Sustainable Development Goals (SDGs).

# CHAPTER 1: OVERVIEW OF ACCOUNTABILITY TO GENDER EQUALITY IN RWANDA

## 1.1. Gender Equality in National and Global Context

The respect of Gender Equality principle is strongly embedded in the fundamental principles of Rwanda's Constitution of June 2003 as revised in 2015 and has witnessed a continued supportive political will. In many instances, His Excellency Paul KAGAME, the President of the Republic of Rwanda re-affirmed that *good governance, good economic management, and respect of human rights requires gender equality and that men and women have to be true partners and beneficiaries for sustainable development.*<sup>1</sup>

Aligning with the Constitution, the Government of Rwanda placed gender equality as one of the key factors contributing to the country's sustainable development, good governance and inclusiveness. To implement this principle, several policies, laws and strategies have been initiated to support the translation of such commitments into action.

It is in this respect that Rwanda Vision 2020 and 2050, the ending Economic Development and Poverty Reduction Strategy<sup>2</sup> (EDPRS II) as well as the upcoming National Strategy for Transformation (NST1) reaffirmed the country's commitments to promote Gender Equality and end Gender Based Violence (GBV). As guided by the National Gender Policy revised in 2010 and the Gender National GBV Strategy adopted in 2011, Gender mainstreaming across all development sector's strategies was adopted as a crosscutting approach and several indicators have been proposed and are tracked in different national surveys allowing periodic measurement of progress and gaps in implementing the respect of Gender Equality at all levels.

Furthermore, the Government of Rwanda initiated different laws to reinforce the institutionalization of gender equality and the fight against GBV. Some of the most groundbreaking laws that contributed to a very significant change in terms of equal opportunities for men and women include:

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<sup>1</sup> Ministry of Gender and Family Promotion (MIGEPROF) 2014, *Celebrating Gender Equality for Sustainable Development: 20 years of Liberation, Kigali, Rwanda*

- **Law N° 27/2016 of 08/07/2016 governing matrimonial regimes, donations and successions:** This law provides for equal inheritance rights between boys and girls as well as property management among married couples.
- **The Law No 43/2013 of 16/06/2013, governing Land in Rwanda:** Both men and women are guaranteed equal rights on land access, ownership and utilization.
- **Law N° 13/2009 of 27/05/2009 regulating labor in Rwanda.** This provides for protection of workers against gender based violence and any kind of harassment at the work place.
- **Organic Law No. 12/2013/OL of 12/09/2013 on State Finances and Property:** This law has supported to institutionalize financing for gender equality across Government expenditures.
- **Law N° 003/2016 of 30/03/2016 establishing and governing maternity leave benefits scheme:** This guarantees security of women employment and protection of a child.
- **Law No 59/2008 of 10/09/2008, on the Prevention and Punishment of Gender-Based Violence** criminalizes GBV offenses that were before considered as family matters. This was further reinforced by the **Organic Law No 01/2012/OL of 02/05/2012 instituting the Penal Code** especially on issues of criminalizing child defilement, human trafficking, marital rape, forced marriage.
- **The Law N°54/2011 of 14/12/2011** relating to the rights and the protection of the child: This guarantees the protection of all children against abuse.
- **Law N° 32/2016 of 28/08/2016 governing persons and family:** This law governs families and properties and also promotes gender equality principles.

For effective implementation and coordination of gender equality and women empowerment, the Government of Rwanda established a well-positioned gender machinery composed with institutions devoted to advance specific aspects of promoting gender equality in the country's development.

In this line, institutions (Ministry of Gender and Family promotion, the National Women Council and the gender Monitoring Office) have specific mandates but with complementary roles. The Gender Monitoring Office was established to oversee compliance to gender equality principles and effective GBV service Delivery.

As Rwanda prepares to kick start the National Transformation Strategy, Gender Monitoring Office through its new Strategic Plan 2017-2022 will continue to ensure that gender dividends are sustained and consolidated and that gender accountability is institutionalized to accelerate the gender agenda and complement the work being done by the Ministry of Gender and Family Promotion and its agencies.

At the global level, Rwanda like many other ratified and domesticated quite numerous regional and international legal instruments that are geared towards promoting gender equality.

These include but not limited to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Declaration and Platform for Action, UN Security Council Resolution 1325 and 1820, the Universal Declaration of Human Rights (UDHR), The Maputo Protocol, and recently Agenda 2063 and the MDGS/ SDGs, HeForShe Commitments and many others.

In the aftermath of the Genocide against the Tutsi, some of the resolutions played a critical role in inspiring the country's gender agenda. The 1995 Beijing declaration and Platform for Action came barely 1 year after the horrific genocide committed against the Tutsi in 1994. Its review 20 years later, displayed a range of success stories positioning Rwanda as one of the leading nations in the World. 5 years later, the 2000 UNSC Resolution 1325 came when Rwanda was fully engaged in the reconstruction period. Again the country took this opportunity to re-affirm its commitment in building a gender responsive development framework. The evaluation of the first UNSCR 1325 Action Plan in 2014 revealed that the country purposively adopted and implemented the resolution through its reconstruction and peace building agenda. Law reform was undertaken to domesticate the different provisions of the Resolution with the 2003 Constitution, revised in 2015 setting the tone for the foundation of a gender responsive legal and policy environment.

The successful implementation of the MDG 3 was another proof of Rwanda's determination to make Gender Equality one of the foundation of its development agenda. The establishment of the KICD (Kigali International Conference Declaration) permanent secretariat for security organs to end gender based violence as well as the SDGs Regional Center for Excellence in Rwanda testify for the continued efforts of the country to domesticate gender related global commitments and its sustained drive to spearhead gender inclusiveness in its social economic vision.

The implementation of these global commitments and many others have paved the way for a robust national legal and policy framework that draws from homegrown solutions and takes inspiration from international experience to shape a country free from gender discrimination and exclusion.

GMO as required by its mandate, will continue to track Rwanda's performance in complying with the regional and global gender agenda and document lessons learned to inform the region and beyond of Rwanda gender status.

## 1.2. Key Country Achievements on Gender Equality and GBV Service Delivery

Drawing from the conducive legal and policy frameworks as seen above, Rwanda has registered a number of achievements in regard to gender equality. These achievements are recorded in the various government development pillars which are good governance, economy, justice and social wellbeing.

Under governance and leadership, Rwanda's women have played a pivotal role in the country's political development and are well represented at leadership positions from local to national levels. With the constitutional requirement on minimum quota for at least 30% of women in decision making organs, Rwanda leads the world in terms of women's representation in Parliament with 64% of women in the lower chamber 43% as Ministers, 32% as senators, 43.6% as District Advisory Council Members, 42.1% in judiciary and 32.2% as Ambassadors.

At decentralized levels women stand at 43.6% as active members of district advisory councils. The progressive increase of women in public positions and their presence in key decision making positions is triggering trust for women, familiarizing the community with women's leadership and an inspiration to the young girls.

As a result of unlocking the economic potential of all Rwandans, Rwandan women have accessed finance at the rate of 39 % in 2016 as compared to 16% in 2012 and have embraced existing opportunities including their enrolment and participation in Umurenge SACCO at 46%. Important to mention also is the remarkable decrease of women's financial exclusion from 32.2% in 2012 to 13.6%<sup>1</sup> in 2016 compared to their male counterparts that was 22.4% in 2012 down to 9.8% in 2016. In addition, Rwanda has witnessed women's access to land with 26% of women owning land and 54% of women co-owning land with their spouses. Women's access to financial services and land has greatly contributed to their progressive shift from economic dependence to increased self-reliance and feminized poverty reduction.

As a new trend, ICT development in Rwanda has contributed to widen women's and men's education and financial opportunities among others. The use of mobile phones has expanded trading opportunities, facilitated access to rapid market information and consequently contributed to increased access to financial services. Current data indicates that more than 37% of women use their cell phones to receive funds through mobile money while transforming their style of doing business and at the same time coping with societal endowed multiple roles.

In addition, E-learning offers great opportunities for women and men to access required skills and education without leaving behind the rest of their daily responsibilities. For instance, pregnant and breastfeeding mothers, and those with little children or other familial responsibilities are able to upgrade their education levels through e-learning while limiting their mobility and still taking care of their children and homes.

In the Justice sector, Rwandan men and women have played visible role in conflict management structures and the entire justice system. Women represent 45% of the total community mediators (Abunzi) and 51.1% of the total MAJ staff. Rwanda is among the leading contributors of female police officers in peace keeping missions with over 446 police women deployed since 2010 until May 2014. In the same perspective, Rwanda has maintained a strong stance in the fight against all forms of Gender Based Violence and as a matter of priority, a holistic prevention and response model "Isange One Stop Centers" was established across district hospitals. The model provides 24-hour response to victims of GBV under one roof and this definitely prevents re-victimization and the risk of spoiled evidence. Similar services are being scaled up in health centers throughout the country.

As far as the social wellbeing pillar is concerned, literacy levels among female and male is currently at 88% and 85% respectively. Rwanda has achieved parity among girls and boys at primary school gross enrolment with figures standing at 50.1% and 49.9% respectively. At secondary school, girls' enrolment outnumbers boys with 52.9%<sup>2</sup>. In tertiary institutions, males constitute 60.6% while females are 44.6%. In addition to the above, Rwanda adopted a Girls' Education policy which has paid special attention to girls' education issues. For example; the provision of sanitary towels in-school for girls as well as the establishment of girls' rooms have led to increased numbers of girls' retention in school during their monthly periods.

Within the health sector, the health workforce and infrastructure development, community based health insurance scheme, innovative data collection tools including Rapid SMS for emergency labor and tracking the Maternal and Child health continuum of care have resulted in considerable decrease of maternal and infant mortality rates. For example, the maternal mortality ratio has declined significantly to 210 deaths per 100,000 live births in 2014-2015 down from 1071 in 2000 and child mortality dropped to 19 per 1,000 from 72 per 1,000 live births in last ten years.

### 1.3. Key Challenges to Gender Equality in Rwanda

Despite remarkable achievements on gender equality, it is still evident that some challenges persist in different aspects. Some of these challenges include but not limited to low levels of women participation in different development programs and decision-making processes at grassroots levels due to unpaid care work and lack of self-confidence to compete for strategic decision-making positions.

Other challenges include limited access to justice services especially reparation to victims of GBV /child abuse, limited access to information, persistent patriarchal mindset that affects accelerated implementation of gender sensitive laws and policies, insufficient documentation of gender equality progress and gender disaggregated data, poverty levels among women, majority of women in subsistence agriculture e.t.c.

In addition and despite remarkable strides achieved in bridging gender gaps in access to information and ICT, efforts are still needed to accelerate the pace and ensure sustained contribution and employment of women in those sectors.

At institutional level, public, private, FBOs and CSOs are still facing issues related to gender capacity gaps, low expertise on gender mainstreaming into planning and budgeting processes. These issues continue to handicap strategic positioning of gender equality as well as designing gender priorities and appropriate interventions.

<sup>2</sup> Education Statistical Year Book, 2016

## CHAPTER 2: GMO STRATEGIC PLAN DEVELOPMENT

### 2.1. Review of 2011-2016 GMO Strategic Plan: Achievements and Lessons Learnt

Since 2011, Gender Monitoring Office on a permanent basis has been monitoring and carrying out evaluation on the respect of gender equality principles and GBV service delivery at all levels (public, private, Faith Based Organizations and civil society organizations). The final evaluation of the 2011-2016 strategy confirmed significant achievements in promoting gender accountability. This section summarizes the achievements and GMO's contribution towards positioning gender accountability across sectors.

#### 2.1.1. Key Achievements

Over the last five years (2011-2016), GMO registered significant accomplishments in promoting gender accountability and GBV service delivery across all sectors.

The Gender Monitoring Office has contributed to establish GBV accountability mechanisms by service providers that influenced different interventions such as free civil registration, improved quality of service delivery to GBV victims as well as mind set change on GBV prevention and response. In addition, strategic advice for the adoption and amendment of gender sensitive laws and policies such as Law on prevention and punishment of GBV, Rwanda Penal code, Law on matrimonial regimes liberties and succession, Family law, Land law, Organic budget law of 2013 to mention few.

The GMO has positioned itself as a reference point of information on gender equality. It has produced gender profiles in 25 Districts and different 10 sectors including: ICT, Infrastructure, access to finance, job creation, social protection, governance and security, agriculture, education etc. Gender profiling aimed at showcasing the gender status and progress made in gender promotion as well as facilitating evidence- based advocacy for planning, decision making and accountability on gender related commitments. The availability of this gender baseline will allow periodic evaluations and measurement of progress towards attaining national gender targets.

GMO contributed to drafting regional gender related bills and reporting on several international commitments. In this line GMO developed the reports on the implementation of Gender related international commitments notably the Beijing+20 report which resulted into elaboration of Rwanda's Gender Dividend booklet highlighting gender equality accomplishments since the country's liberation in 1994.

GMO also evaluated the implementation of UNSCR 1325 National Action Plan. The evaluation revealed that Rwanda has made considerable progress in terms of impressive policy and legal frameworks for prevention and response to GBV through enactment of laws that include the 2008 Anti-GBV law, the 2011 Child protection law and the 2011 Anti- GBV policy. These reports indicate that women play a leading role in the socio-economic development and political landscape for sustainable development to the extent that, Rwanda is globally considered as a leading model for gender equality and empowerment of women in areas of engagement and participation in decision making as well as reconciliation and peace building.

Over the years, GMO monitored the implementation of Gender Responsive Budgeting at central and decentralized levels. This was enforced by the enactment of the organic law No. 12/2013/OL of 12/09/2013 on State finances and property reaffirmed government commitment in promoting the financing for gender equality. This monitoring has increased the level of understanding and ownership by central and decentralized entities on the rationale of financing for gender equality.

It is worth noting that strategic positioning of gender accountability was promoted by forging innovative partnerships with key stakeholders which enhanced the sustainability of accountability mechanisms at all levels. This strategic positioning is evidenced by a number of Memorandums of Understanding (MoUs), joint activities, dialogues and awareness, social media and a revamped website.

### **2.1.2. Challenges**

The GMO strategic plan evaluation report revealed some key challenges that need to be addressed in order to realize the effective implementation of 2017-2022 strategic plan. These include among others:

- Limited human resources and capacity to realize the broad and huge mandate of ensuring accountability of gender equality principles and GBV service delivery at all levels and in all sectors.
- The complexity and understanding of gender accountability, Gender Based Violence concepts, gender responsive budgeting has been a major constraint to the realization of strategic aspirations. Institutions (public, private, FBOs and CSOs) are faced with capacity development issues to conduct gender analysis and mainstreaming into planning and budgeting development cycle. Capacity and gender skills gaps are a handicap for identifying key gender priorities and appropriate interventions.
- There is insufficient documentation of gender equality achievements and best practices across sectors as well insufficient gender disaggregated data in several sectors.

### 2.1.3. Context of GMO Strategic Plan Development

The development of the new GMO strategic plan 2017-2022 builds on the success, challenges and lessons learned from the first GMO Strategic Plan 2011-2016 and on national, regional and international gender equality commitments as embedded in different strategic planning documents including the Vision 2020/2050, EDPRS II/ NST, and MDGs/SDGs.

In order to ensure accountability to gender equality, this guiding document provides a strategic direction for short, medium and long-term interventions to be implemented at all levels (public, private, faith-based organizations and civil society organizations). Through this strategic plan, Gender Monitoring Office is committed to:

- Strengthening existing and establishing new accountability approaches/systems for the realization of GMO mandate as a national 'observatory' for gender equality;
- Continuing efforts of monitoring and ensuring the accountability to gender equality principles and GBV service delivery across all sectors and in the NST;
- Ensuring timely monitoring and reporting on the progress made in the implementation of gender related Regional and international instruments and fostering inclusive partnership;
- Striving to improve and expand institutional capacity to uphold its vision and mandate in terms of structure and resources.

## 2.2. Purpose of the Strategic Plan

The purpose of this Strategic Plan 2017-2022 is to guide the Office to deliver on its mandate of ensuring accountability to gender equality and GBV service delivery for sustainable development in the next five years.

## 2.3. Methodology

The development of this strategic plan applied **a participatory approach involving different actors ranging from public** institutions, private sector, faith based organizations, civil society organizations and development partners through FGDs and key informants' interviews. Insights were also received from independent gender researchers, consultants, gender experts, academia and media.

Information derived from consultation complemented various policy documents and reports reviewed to identify trends and align GMO strategies with Rwanda's national gender policy priorities. Stakeholders retreat and validation workshops were used to endorse this strategic plan content.

It is from this process that clear **vision and mission statement of GMO** were developed in accordance with current and emerging gender and GBV priorities. Below are GMO 2017-2022 strategic plan features:

- Strategic priorities for the next five years
- New trends that require specific attention in the context of accountability to gender equality and GBV prevention and response
- Implementation plan detailing short, medium and long-term activities against each output intervention and targets to be achieved.
- Monitoring, evaluation and coordination frameworks
- Detailed budget required for effective implementation and resource mobilization strategies

## CHAPTER 3: GMO STRATEGIC FRAMEWORK

### 3.1. Vision

“Be an institution that upholds gender accountability for inclusive sustainable development in Rwanda”

### 3.2. Mission

“To effectively monitor gender mainstreaming and the fight against GBV/Injustices in public, private, civil society and religious institutions to achieve Gender Equality in Rwanda.”

### 3.3. Core Values

GMO organizational culture is built on the following values:

- **Integrity:** Professionalism, moral uprightness, honesty, incorruptibility and trustworthiness will guide GMO’s work and the implementation of this Strategic Plan 2017-2022.
- **Accountability:** GMO willingly takes responsibility and ownership of its actions and results.
- **Transparency:** The work of GMO and engagement with other stakeholders and partners has to be open, professional and participatory.
- **Equity:** Promotion of inclusiveness and social justice for all will be the guiding principle in GMO’s work and operations.

### 3.4. Goal and Strategic Objectives

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

- **Strategic Objective 1:** Institutionalize gender accountability at all levels (public, private, CSOs & FBOs)
- **Strategic Objective 2:** Promote equitable and effective service delivery to address GBV/gender injustices
- **Strategic Objective 3:** Upgrade GMO into a hub of knowledge on gender equality and accountability
- **Strategic Objective 4:** Enhance institutional development and professionalism for effective delivery of programs and operations

### 3.5. Implementation Strategies

In order to achieve the above identified strategic objectives, GMO will use the following strategies:

#### **a. Systemizing Gender Accountability Mechanisms**

Gender Monitoring Office will leverage on the existing gender accountability mechanisms that will enhance engagement of institutions such as public and private sectors, FBOs and CSOs at all levels to take the lead in establishing their own accountability mechanisms aimed at reducing gender inequalities through innovative approaches including coaching on gender accountability. Decentralized levels will also play a critical role in ensuring accountability of gender equality principles and fight against GBV and gender injustices.

#### **b. Fostering inclusive partnership**

The success of this strategy will require bringing on board new partners while maintaining relationships with the existing ones across all sectors and at all levels. The partnership will be through joint monitoring, influencing positive policy change towards the implementation of gender equality principles and GBV service delivery as well as resource mobilization for effective and timely implementation of the strategic outcomes. The strategic partnerships initiated with bilateral and multilateral cooperations (UN, Belgium, Sweden) ensured the piloting of innovations that contributed to strategically positioning gender accountability in the national development context while ensuring predictability of financing for gender equality and women's empowerment.

On the other hand, the engagement with nontraditional partners like the faith based organizations and youth groups, civil society showed that attainment and acceleration of progress on accounting for gender equality is possible when there is a broad and strategic inclusiveness of different actors in oversight mechanisms.

#### **c. Expanding and deepening Research on gender equality and fight against GBV**

Research and gender disaggregated data is critical in tracking gender progress in general and it's relevant in assessing the existing gaps thus informing the planning process.

The effective implementation of this strategy will require conducting gender and GBV related research to show the progress made by Rwanda in the due course of attaining gender equality and eradicating GBV. This calls for the establishment of research, documentation and data management departments in collaboration with other National Gender Machineries.

#### **d. Resource Mobilization**

Financial and human resources are critical instruments to achieve the goals of this strategic plan. Over the last five years, financing from government has gained significant momentum but a lot more needs to be done in mobilizing and expanding the resource base. Under this strategic plan, it is important that GMO engages with government institutions, bilateral agencies, foundations and Non-Government Organizations to support and fund new innovations that will promote gender accountability for sustainable development.

### **3.6. Strategic Outcomes for the Next Five Years**

This section details the strategic outcomes which will guide the Institutional focus and orientation for the next five years. These strategic outcomes will take into consideration gender gains and lessons learnt from the implementation of GMO Strategic Plan 2011-2016. The outcomes will also focus on gender accountability institutionalization, equitable service delivery to GBV victims, becoming a hub of knowledge on gender equality and institutional development.

#### **Strategic Outcome 1: Gender accountability is Institutionalized in all Sectors and at all Levels**

Gender equality will be institutionalized in existing and future national planning, reporting and accountability mechanisms across all sectors. GMO will continue to influence and monitor development frameworks, policies, strategies, laws and guidelines for increased gender accountability.

To ensure institutional accountability on gender equality, the existing accountability mechanisms will be mapped and assessed for their gender responsiveness. These mechanisms include but not limited to Performance Contracts, Citizen Scorecard, Rwanda Governance Scorecard and Gender Budget Statements. More so, GMO will initiate the Gender Scoring as a new accountability mechanism to enhance institutional performance in regard to gender equality.

In relation to its broader mandate of monitoring the compliance to binding regional and international commitments, GMO will continuously track the effectiveness of the implementation and timely reporting on gender related instruments. In addition to this, guidance will be provided to reporting institutions to ensure gender responsive reporting on other regional and international commitments.

Efforts will be amplified in advancing gender and GBV accountability in the private sector, civil society and faith-based organizations. In order to attain the anticipated results, collaboration with their respective federations/platforms will be enhanced, existing accountability mechanisms assessed/ audited for gender responsiveness and technical guidance and support provided for the initiation of new gender accountability mechanisms. The gender Equality certification Seal initiated in 2017 will anchor the engagement with the Private sector and contribute to ensuring capacity and compliance in mainstreaming gender equality in this sector.

## **Strategic Outcomes 2: Equitable Service Delivery to Address GBV and Gender Injustices is Improved**

GMO's monitoring interventions on service delivery will focus on existing and new mechanisms on prevention and response to Gender Based Violence. Particular focus will be to assess the functionality and effectiveness of different programs at the grass-roots level including but not limited to Isange One Stop Center, Umugoroba w'ababyeyi, inteko z'abaturage, inshuti z'umuryango, faith based groups, Parent-Teachers Associations and Village Savings and Loan Associations (VSLAs) for their gender and GBV responsiveness. More attention will be given to the most vulnerable groups including sex workers, teen mothers, household workers and public transporters to engage them in prevention and response to GBV and human trafficking.

The outcome of the monitoring will inform the contribution of different actors in preventing GBV and delivering quality services to GBV victims including their rehabilitation and reintegration. Through continuous collaboration and partnership with various stakeholders, GMO will contribute to increased gender sensitive and equitable service delivery across all sectors at all levels.

## **Strategic Outcome 3: Gender Monitoring Office is Upgraded into a Hub of Knowledge on Gender Equality and Accountability**

Knowledge delivery on gender equality and accountability remains a prime responsibility of Gender Monitoring Office. Within this framework, the Office will serve as a national hub for information and data on gender equality and accountability. This will be realized through a fully functional gender and GBV databank that will be operationalized by a research and documentation department. Working with academia, research institutions, policy analysts and legal practitioners will be a strategy to generate reliable and quality information contributing to the realization of the above strategic outcome.

To reinforce the institution's delivery to its communication objectives, GMO will elaborate a communication strategy that will guide consistent communication through innovative approaches. These will include strong media engagement for key GMO activities and organization of open public debates, dialogues and periodic conferences on gender accountability. GMO social media platforms and website will continue to be used as effective channels for quick and wider information outreach on gender equality.

#### **Strategic Outcome 4: Professionalism and Institutional Development are Enhanced for Effective Delivery on Gender Accountability to Support the Inclusive National Social Economic Transformation**

The strategic outcome 4 is the center piece in driving success for all the above three stated outcomes. To achieve these strategic objectives, GMO will enhance its Individual, organizational and institutional capacity. GMO as an institution needs to integrate and embrace new technologies in communications, research, procurement, auditing and financial management systems to mention but a few. Institutional capacity will be enhanced by various professional development approaches for example; on-job coaching, peer to peer learning sessions, technical assistance from partners and initiating staff motivation strategies.

As regard to organizational growth, GMO organizational structure will be reviewed to include a Research and documentation Department to promote quality research publications and data management to inform evidence based decision making on gender equality. Further still, operational processes and systems will be upgraded with particular emphasis on institutional monitoring and evaluation by developing tools and systems.

Institutional policies and laws will also be reviewed, updated and reinforced to adapt to new development changes in the field of gender and incorporate enforcement mechanisms to ensure gender accountability.

Within this strategic outcome, GMO will initiate strategic partnerships on gender equality, accountability and resource mobilization. As earlier highlighted, partnership will be by means of joint monitoring, influencing positive policy change towards the implementation of gender equality principles as well as resource mobilization for effective and timely implementation of strategic outcomes. The focus will include; signing memorandum of understanding with identified and strategic partners, conducting a strategic implementation partner database, conducting a regular scoping for calls for proposals and elaborate a GMO resource mobilization strategy.

### 3.7. GMO Logical Framework Implementation Matrix

In order to achieve the anticipated results of the GMO Strategic Plan 2017-2022, the following detailed logical framework was developed and structured in line with the four strategic outcomes. Each strategic outcome has its corresponding outputs, specific baseline and targets, activities as well as measurable indicators that will help to track the implementation progress along the five years.

Outcome 1: Gender accountability is institutionalized in all sectors and at all levels					
Output	Indicators	Baseline	Target	MOV	Assumption
<b>Output 1: Development frameworks, policies, strategies, laws and guidelines monitored and guided for increased gender accountability</b>	Number of development frameworks, policies, laws, guidelines and strategies monitored	3 Development frameworks	16 sector strategies, 30 DDPs, 10 laws, 5 policies and 5 National strategies	Monitoring reports	Institutions are committed to account for gender equality
	Extent of gender responsiveness in laws, policies and strategies	5 policies/strategies/laws	1 5 policies/strategies/laws	Reports of documented inputs meeting resolutions	
<b>Output 2: Output 2: Gender responsiveness is promoted in accountability mechanisms in public institutions</b>	Degree to which Number of accountability mechanisms that are gender responsive	2 accountability systems (GBS & Imihigo)	10 accountability systems in public, CSOs, Faith based organizations and PSF	Monitoring reports, plans	Stakeholders willing and positive mindset to gender accountability

Outcome 1: Gender accountability is institutionalized in all sectors and at all levels					
Output	Indicators	Baseline	Target	MOV	Assumption
<b>Output 3: Accountability mechanisms in CSOs, FBOs, I/NGOs, political parties and private sector are monitored for increased gender responsiveness.</b>	Extent of quality knowledge given to CSOs	mechanisms N/A		Evaluation reports, Gender audit, Assessment and advocacy reports	
	Levels of engagements and advocacy conducted in non-governmental organizations		CSOs, FBOs, I/NGOs are engaged for gender accountability		
<b>Output 4: Gender equality and GBV related continental and international commitments are monitored and reported on</b>	Degree to which gender accountability mechanisms contributes to the advancement of gender equality	N/A		Monitoring Reports	Sectors are willing to implement gender international commitments
	Contributions to guide and monitor timely production of reports for regional and international commitments	BPFA, 1325 Resolution, CEDAW, HeForShe,	SDGs, BPFA, CEDAW, UNSCR1325, HeForShe, ACPHR on the rights of Women (Maputo-protocol)	Reports, Beijing +25 country report,	
	Number of gender responsive country reports timely produced and submitted.	N/A	Timely and high quality		

**Outcome 2: Equitable and effective service delivery to address GBV and gender injustices is improved**

Output	Indicators	Baseline	Target	MOV	Assumption
<b>Output 1: Community mechanisms are monitored for gender and GBV responsiveness</b>	Number of community mechanisms assessed	N/A	15 mechanisms	monitoring reports	Community based mechanisms contribute to eradication of gender based violence
	Contribution to improved services delivered by community based mechanisms	8 dialogues held provinces and for specific categories-motorcyclists	20 community dialogues (4 per year)	GMO annual reports	
<b>Output 2: Teenage pregnancy is monitored for increased awareness and victim's support</b>	Timeliness and impact of comments provided to decision makers and service providers to improve GBV community mechanisms	8 programmes	32 awareness programs (6 per year for the first 4 years)	GMO monitoring reports GMO progress reports	Monitoring and advocacy reports
	Availability of information on legal and socio-economic support to victims	12 districts	30 districts		
<b>Output 3: GBV service delivery monitored for equitable and effective response</b>	Contribution to leveraging knowledge on teen mothers issues				GBV service providers contributes to GBV Prevention and response
	Numbers of services providers engaged with	4 (IOSC, NPPA, Courts and CSOs) 222 GBV cases & 14 human trafficking cases	Assessments conducted in IOSC, NPPA, Courts, MAJ, CSOs, Local government and RNP	Survey report	
	Number of GBV cases supported and oriented		100% received are followed up	Case handling status reports, mission reports	

Outcome 3: Gender Monitoring Office is upgraded into a Hub of Knowledge on Gender equality and accountability					
Output	Indicators	Baseline	Target	MOV	Assumption
<b>Output 1: Gender related research conducted for gender responsive programming and evidence based advocacy/decision making</b>	Number of gender related research conducted and published	5 research publications (Causes of domestic violence, Prevalence of GBV in schools, study on Gender perceptions and matrimonial regimes law, Sector and district gender profiles)	Country profiles, sector and district profiles, Gender barometer, GRB impact assessment, GBV service delivery	Research reports	Institutions are committed to account for gender equality
	Number of policy briefs produced	4 policy briefs produced	6 policy briefs	Policy briefs submitted	
	Levels of advocacy engagements on research recommendations	N/A	80% of research recommendations are submitted to relevant actors for action	Advocacy reports	
	Data management system in place and operational	N/A	100% data management system operational	System generated reports	
<b>Output 2: Data management on gender and GBV established</b>	Number of active communication channels used	6 channels	GMO Website, Facebook, twitter, youtube, flicker, TV and Radio	Communication reports	Gender management and information system will support effective management and use of gender data
<b>Output 3: GMO communication system enhanced for timely sharing of information and monitoring findings.</b>	Level of public access to GMO information on gender equality	Good	High	Articles /tweets on gender accountability	The public is receptive of gender equality messages
	Number of communication products produced and used.	Bimonthly radio program (1 04 shows) 4 town talks communicating GMOs work	Bimonthly radio program (60 shows) 5 town talks (1 per year)	Recorded copies and of radio and town talk shows	

Outcome 4: Professionalism and institutional development are enhanced for effective delivery on gender accountability					
Outputs	Indicators	Baseline	Target	MOV	Assumption
<b>Output 1: GMO staff capacity enhanced to deliver quality program results</b>	Extent to which staff capacity gaps are addressed	35 staff trained	All GMO staff are trained	Capacity Assessment report, GMO annual reports, Capacity building plans and reports	Trainings provided will translate into concrete practice and institutional development  The GoR budget is flexible and supports the purchase of modern office equipment Trainings provided will be put to use for better result
	Quality of IT and office equipment's procured	Office and IT equipment's	All required equipment's will be procured	Asset register, GMO annual reports	
<b>Output 2: GMO operations and management improved</b>	Oversight and coordination mechanisms are established/ strengthened	6 policies and guidelines	5 policies and guidelines	Hard and soft copies of Policies and guidelines	Full commitment from the high monitoring council and GMO management  To build systems and enforce implantation of policies and procedures
	Extent to which GMO management frameworks are implemented	3 audits conducted by the auditor general, UN-Women and RPPA	5 audits – of which 2 Audits (RPPA), 2 Audits (Auditor General, and 3 partners )	Audit reports, GMO annual reports	
	Quality and timeliness of produced reports	5 annual reports and 3 performance contract reports	5 annual reports and 5 performance contract reports	Results based reports are produced	
<b>Output 3: Strategic partnerships and resource mobilization on gender equality and GBV accountability developed/improved</b>	Level of partners engagement and collaboration for gender accountability	7	7 MOUs signed	A viability MoUs, annual reports, minutes of meetings held with partners	Gender equality remains a priority to institutional donors Partners identify GMO as a strategic and reliable partner for gender equality and accountability
	Number of project proposals developed and funded	2 project proposal	4 project proposals	Project agreement and documents Project reports	
		4 donors (SIDA, Girl Effect, Care International, UNWomen )	4 donors	Funding agreements	

## **CHAPTER 4: COORDINATION, ROLES AND RESPONSIBILITIES FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN**

### **4.1. Roles and Responsibilities of GMO**

The implementation of the strategic plan will be coordinated by the Executive Secretariat under strategic guidance and leadership of the High Monitoring Council, as the ultimate decision making authority for the institution. Advice from the Consultative Committee will also play a big role in realisation of this strategic plan.

During the course of implementation of this strategic plan, the High Monitoring Council will additionally focus on widening strategic partnerships, increase networking and advocacy for accelerated gender accountability in the country.

Programme units as well as the finance and administration unit under the coordination of the Executive Secretariat will play a critical role in the implementation of this strategic plan from a technical, administration and financial point of view. The anticipated research and documentation unit will be advocated for in order to re-enforce the capacity of the institution to investigate gaps, document progress and disseminate gender equality information to feed the national planning and budgeting processes. A proposed structure on Annex 1 will facilitate the implementation of this strategy.

### **4.2. Contribution of Partners and Stakeholders**

To further achieve the aspirations of this strategic plan, the role of partners and stakeholders at all levels will be critical. At the forefront, the gender machinery will contribute to the implementation process through technical support, partnership building, advocacy and mobilization of resources for promotion of accountability to gender equality and fighting GBV.

Public institutions, private sector, civil society, faith based organizations, research institutions and media will contribute to the effective implementation of GMO strategic plan by complying with gender equality principles through mainstreaming gender equality and accountability across the interventions and ensuring that progress are documented and shared in the framework of Gender information management system (GMIS) to be initiated.

Development partners on the other hand, will finance for gender equality by allocating equitable financial resources to different programs across their areas of interventions, support to enhance staff capacities, provide technical and financial support to reinforce institutional development.

### 4.3. Risk Analysis and Mitigation Strategies

This section outlines potential risks that may barrier the full realization of the strategic plan commitments. It also sets mitigation strategies to reduce their impact.

Risk	Likelihood		Impact		Mitigation strategy
Budget constraints	Unlikely	X	Low	X	<ul style="list-style-type: none"> <li>○ Increase GMO resource base through increased resource mobilization</li> </ul>
	Possible		Medium		
	Almost certain		High		
Insufficient ownership for promotion of gender equality and fighting against GBV	Unlikely		Low		<ul style="list-style-type: none"> <li>○ High level engagement with key actors at different levels</li> <li>○ Follow-up on the development and implementation of sector strategies</li> </ul>
	Possible	X	Medium		
	Almost certain		High	x	
Low reporting on GBV cases	Unlikely		Low		Reporting systems to be enhanced and oversight ensured
	Possible	X	Medium		
	Almost certain		High	X	

### 4.4. Implementation Plan for the strategy

#### Outcome 1: Gender accountability is institutionalized in all sectors and at all levels

Output	Indicators	Activities	YEAR					Budget
			1	2	3	4	5	
<b>Output 1: Development frameworks, policies, strategies, laws and guidelines monitored and guided for increased gender accountability.</b>	<ul style="list-style-type: none"> <li>- Number of development frameworks, policies, laws, guidelines and strategies monitored</li> <li>- Extent of gender responsiveness in laws, policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>o Engage relevant institutions to gather opinions and provide inputs documents to improve gender responsiveness of development frameworks, policies, strategies and laws.</li> </ul>						134,328,096
		<ul style="list-style-type: none"> <li>o Provide gender technical support and advice to influence enactment of gender responsive laws, policies and strategies.</li> </ul>						
		<ul style="list-style-type: none"> <li>o Build partnerships with concerned institutions to facilitate timely access to laws , policies and strategies under formulation/ review to ensure their gender responsiveness</li> </ul>						
		<ul style="list-style-type: none"> <li>o Monitor the enforcement of laws, policies and strategies for improved gender accountability</li> </ul>						

**Outcome 1: Gender accountability is institutionalized in all sectors and at all levels**

Output	Indicators	Activities	YEAR					Budget
			1	2	3	4	5	
<p><b>Output 2: Gender responsiveness is promoted in accountability mechanisms in public institutions.</b></p>	<p>- Number of accountability mechanisms that are gender responsive</p>	<ul style="list-style-type: none"> <li>Conduct mapping of gender accountability mechanisms and their gender responsiveness at all levels</li> </ul>						790,000,000
		<ul style="list-style-type: none"> <li>Initiate periodic gender barometer/index, country profile, gender accountability events and award best gender actors</li> </ul>						
		<ul style="list-style-type: none"> <li>Advocate for the integration of gender accountability in the existing accountability mechanisms</li> </ul>						
		<ul style="list-style-type: none"> <li>Conduct monitoring of accountability mechanisms (Imihigo, capacity building plans, action plans, governance score card, Rwanda governance month, citizen score card and media barometer )</li> </ul>						
		<ul style="list-style-type: none"> <li>Harmonize and update M&amp;E tools and systems to track the progress of gender mainstreaming at sector and district levels.</li> </ul>						
		<ul style="list-style-type: none"> <li>Provide technical assistance through coaching on gender accountability monitor gender Budget Statements implementation</li> </ul>						
		<ul style="list-style-type: none"> <li>Conduct gender audit in selected development partners.</li> </ul>						
		<ul style="list-style-type: none"> <li>Conduct an assessment on the impact of the implementation of Gender Responsive Budgeting and organize dissemination dialogues</li> </ul>						
		<ul style="list-style-type: none"> <li>Assess the implementation of gender strategy of the media sector.</li> </ul>						

**Outcome 1: Gender accountability is institutionalized in all sectors and at all levels**

Output	Indicators	Activities	YEAR					Budget
			1	2	3	4	5	
<p><b>Output 3: Accountability mechanisms in CSOs, FBOs, I/NGOs, political parties and private sector are monitored for increased gender responsiveness</b></p>	<ul style="list-style-type: none"> <li>- Extent of quality knowledge given to CSOs</li> <li>- Levels of engagements and advocacy conducted in non-governmental organizations</li> <li>- Degree to which gender accountability mechanisms contributes to the advancement of gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>o Mapping of the existing accountability mechanisms in CSOs, NGOs FBOs, and private</li> </ul>						331,537,875
		<ul style="list-style-type: none"> <li>o Conduct gender audit of selected CSOs, NGOs FBOs, and private sector/institutions.</li> </ul>						
		<ul style="list-style-type: none"> <li>o Initiate gender responsive planning and budgeting program in private, CSOs, NGOs and Faith based organizations</li> </ul>						
		<ul style="list-style-type: none"> <li>o Conduct dialogues with forum of political parties to enhance gender equality and accountability in governance and democracy.</li> </ul>						
		<ul style="list-style-type: none"> <li>o Establish strong partnerships with golden members of the private sector to promote gender accountability</li> </ul>						
		<ul style="list-style-type: none"> <li>o Develop guidelines for gender responsive service delivery in CSOs, private sector, NGOs and FBOs</li> </ul>						
		<ul style="list-style-type: none"> <li>o Conduct assessment on gender issues in cross border trade.</li> </ul>						
		<ul style="list-style-type: none"> <li>o Conduct gender accountability dialogues with forums of FBOs, CSOs NGOs and private sector in Rwanda</li> </ul>						
		<ul style="list-style-type: none"> <li>o Monitor gender status in private sector chambers with particular focus on Mining, energy and construction</li> </ul>						
		<ul style="list-style-type: none"> <li>o Organize National and local dialogues on the role of religious leaders in promoting and sustaining gender equality and accountability</li> </ul>						
<ul style="list-style-type: none"> <li>o Provide technical assistance through coaching on gender accountability in FBOs, CSOs NGOs and private sector in Rwanda</li> </ul>								
<ul style="list-style-type: none"> <li>o Monitoring of gender equality seal certification system and implementation strategy in private enterprises</li> </ul>								

**Outcome 1: Gender accountability is institutionalized in all sectors and at all levels**

Output	Indicators	Activities	YEAR					Budget
			1	2	3	4	5	
<b>Output 4: Gender equality and GBV related continental and international commitments are monitored and reported on</b>	- Contributions to guide and monitor timely production of reports for regional and international commitments	<ul style="list-style-type: none"> <li>Assess the implementation of selected regional and international commitments</li> </ul>						191,302,500
		<ul style="list-style-type: none"> <li>Monitor the implementation of concluding observations/recommendations on gender equality</li> </ul>						
		<ul style="list-style-type: none"> <li>Monitor Beijing implementation.</li> <li>Produce and submit Beijing+25 country report</li> </ul>						
		<ul style="list-style-type: none"> <li>Produce guiding document on the implementation of Beijing</li> </ul>						
		<ul style="list-style-type: none"> <li>Develop ICT -based reporting and information sharing system on gender related instruments</li> </ul>						
		<ul style="list-style-type: none"> <li>Convene dialogues with stakeholders for their role in effective implementation and reporting on regional and international legal instruments.</li> </ul>						
		<ul style="list-style-type: none"> <li>Participate and contribute in regional and international forums on gender equality</li> </ul>						

**Strategic Outcome 2: Equitable service delivery to address GBV and Gender injustices is improved**

Output	Indicators	Activities	YEAR					Budget
			1	2	3	4	5	
<b>Output 1: Community mechanisms are monitored for gender and GBV responsiveness</b>	<ul style="list-style-type: none"> <li>- Number of community mechanisms assessed</li> <li>- Contribution to improved services delivered by community based mechanisms</li> <li>- Timeliness and impact of comments provided to decision makers and service providers to improve GBV community mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>o Assess the contribution of Umugoroba w'ababyeyi and NWC on prevention and response to GBV and familial conflicts</li> </ul>						552,563,125
		<ul style="list-style-type: none"> <li>o Monitor the effectiveness of inshuri z'umuryango and TMM in protecting children against violence and abuse, assess the contribution of inko z'abaturage and security meetings on gender and GBV responsiveness</li> </ul>						
		<ul style="list-style-type: none"> <li>o Assess gender and GBV responsiveness in community based mechanisms including VSLAs and faith based groups</li> </ul>						
		<ul style="list-style-type: none"> <li>o Hold community dialogues to enhance accountability to GBV service delivery through community works and GBV clinics with targeted groups (Men, Sexual workers, public transporters, domestic workers)</li> </ul>						
		<ul style="list-style-type: none"> <li>o Conduct accountability dialogues on GBV and teenage pregnancy with teachers and parents through PTAs</li> </ul>						
		<ul style="list-style-type: none"> <li>o Monitor faith based mechanisms at grass root level for gender equality promotion, GBV prevention and response.</li> </ul>						
		<ul style="list-style-type: none"> <li>o Assess Rwanda Comprehensive Sexuality Education Curriculum for gender and GBV responsiveness</li> </ul>						
<ul style="list-style-type: none"> <li>o Monitor the implementation of community scorecard</li> </ul>								

Strategic Outcome 2: Equitable service delivery to address GBV and Gender injustices is improved								
Output	Indicators	Activities	YEAR					Budget
			1	2	3	4	5	
<b>Output 2:</b> Teenage pregnancy is monitored for increased awareness and victim's support	<ul style="list-style-type: none"> <li>- Availability of information on legal and socio-economic support to victims</li> <li>- contribution to leveraging knowledge on teen mothers issues</li> </ul>	<ul style="list-style-type: none"> <li>o Undertake identification of issues faced by teen mothers and assess support given by respective service providers</li> </ul>						198,922,725
		<ul style="list-style-type: none"> <li>o Convene advocacy dialogues with stakeholders for socio-economic reintegration of teen mothers</li> </ul>						
<b>Output 3: GBV service delivery monitored for equitable and effective response</b>	<ul style="list-style-type: none"> <li>- Numbers of services providers engaged with</li> <li>- Number of GBV cases supported and oriented</li> </ul>	<ul style="list-style-type: none"> <li>o Monitor the legal support given to victims of teenage pregnancy and mobilize support</li> </ul>						442,050,500
		<ul style="list-style-type: none"> <li>o Monitor the implementation of MoH instructions on reporting cases of teenage pregnancy to RNP and follow-up on child registration</li> </ul>						
		<ul style="list-style-type: none"> <li>o Conduct periodic monitoring and assessment of GBV/human trafficking services in identified service providers</li> </ul>						
		<ul style="list-style-type: none"> <li>o Monitor GBV prevention and response initiatives in the hospitality and transportation industry and disseminate findings</li> </ul>						
		<ul style="list-style-type: none"> <li>o Monitor the reintegration and rehabilitation of GBV, child abuse and human trafficking victims at community level</li> </ul>						
		<ul style="list-style-type: none"> <li>o Assess status of GBV at work place in selected public and private institutions</li> </ul>						
		<ul style="list-style-type: none"> <li>o Monitor reintegration mechanisms on teenage mothers in schools</li> </ul>						
		<ul style="list-style-type: none"> <li>o Organize a national and local dialogues on GBV service delivery</li> </ul>						
		<ul style="list-style-type: none"> <li>o Conduct a survey on perception of GBV victims on service delivery</li> </ul>						
		<ul style="list-style-type: none"> <li>o Monitor the quality of justice delivered to GBV, child abuse and human trafficking victims across justice institutions</li> </ul>						
		<ul style="list-style-type: none"> <li>o Receive, orient and follow up on GBV cases</li> </ul>						

Strategic Outcome 3: Gender Monitoring Office is upgraded into a Hub of Knowledge on Gender equality and accountability								
Output	Indicators	Activities	YEAR					Budget
			1	2	3	4	5	
Output 1: Gender related research conducted for gender responsive programming and evidence based advocacy/decision making	<ul style="list-style-type: none"> <li>- Number of gender related research conducted and published</li> <li>- Number of policy briefs produced</li> <li>- Levels of advocacy engagements on research recommendations</li> </ul>	<ul style="list-style-type: none"> <li>o Conduct mapping of gender related research done by different institutions</li> </ul>						663,075,750
		<ul style="list-style-type: none"> <li>o Conduct gender related research in identified areas and publish research findings</li> <li>o Develop and disseminate gender profiles at district and sector levels</li> <li>o Produce policy briefs/advocacy papers and engage with relevant stakeholders</li> <li>o Collaborate with NISR to influence gender responsiveness in various research and surveys</li> <li>o Establish a strong and formal working partnership with higher learning and research institutions to promote gender responsiveness in research initiatives</li> </ul>						
Output 2: Data management on gender and GBV established and enhanced	<ul style="list-style-type: none"> <li>- Data management system in place and operational</li> </ul>	<ul style="list-style-type: none"> <li>o Establish and operationalize an electronic gender and GBV data bank</li> <li>o Subscribe to other resource centers and e-Libraries on gender equality and accountability</li> <li>o Update National Gender M&amp;E framework</li> </ul>						257,955,625

**Strategic Outcome 3: Gender Monitoring Office is upgraded into a Hub of Knowledge on Gender equality and accountability**

Output	Indicators	Activities	YEAR					Budget
			1	2	3	4	5	
<p><b>Output 3: GMO communication system enhanced for timely sharing of information and monitoring findings.</b></p>	<ul style="list-style-type: none"> <li>- Number of active communication channels used</li> <li>- Level of public access to GMO information on gender equality.</li> <li>- Number of communication products produced and used.</li> </ul>	<ul style="list-style-type: none"> <li>o Organize public awareness campaigns on gender accountability</li> </ul>						47,5204,288
		<ul style="list-style-type: none"> <li>o Produce user-friendly information and advocacy materials on Gender equality and GBV eradication</li> </ul>						
		<ul style="list-style-type: none"> <li>o Produce and publish GMO periodic e-newsletter</li> </ul>						
		<ul style="list-style-type: none"> <li>o Engage media industry for increased gender responsive coverage and reporting</li> </ul>						
		<ul style="list-style-type: none"> <li>o Organize public lectures, national and international Conferences on gender accountability</li> </ul>						
		<ul style="list-style-type: none"> <li>o Initiate online gender directory to identify gender sector actors.</li> </ul>						
		<ul style="list-style-type: none"> <li>o Produce and broadcast serial drama on gender GBV</li> </ul>						
		<ul style="list-style-type: none"> <li>o Organize radio/TV talk shows on gender and GBV</li> </ul>						
		<ul style="list-style-type: none"> <li>o Produce a documentary film on gender equality and GBV best practices</li> </ul>						
		<ul style="list-style-type: none"> <li>o Promote online communication including social media channels to promote quick access to information on gender and GBV</li> </ul>						
		<ul style="list-style-type: none"> <li>o Organize road shows on gender equality and accountability</li> </ul>						
		<ul style="list-style-type: none"> <li>o Establish a mechanism for feedback generation on the efficiency of GMO interventions</li> </ul>						
		<ul style="list-style-type: none"> <li>o Develop an institutional communication strategy</li> </ul>						

**Outcome 4: Professionalism and institutional development are enhanced for effective delivery on gender accountability**

Outputs	Indicators	Activities	YEAR					Budget				
			1	2	3	4	5					
<b>Output 1: GMO staff capacity enhanced to deliver quality program results</b>	<ul style="list-style-type: none"> <li>- Extent to which staff capacity gaps are addressed</li> <li>- Quality of IT and office equipment's procured</li> </ul>	<ul style="list-style-type: none"> <li>o Develop and implement medium term capacity building plans</li> <li>o Organize staff training on programs and operations.</li> <li>o Promote hands-on training through coaching approaches</li> <li>o Develop guiding tools and mentorship program to newly recruited staff.</li> <li>o Develop staff motivational packages</li> <li>o Identify and procure modern IT equipment and other assets and investments</li> <li>o Organize team building events</li> <li>o Institutionalize and enhance GMO organizational culture</li> </ul>						3,315,378,750				
		<b>Output 2: Improved GMO operations and management</b>	<ul style="list-style-type: none"> <li>- Oversight and coordination mechanisms are established/strengthened</li> <li>- Extent to which GMO management frameworks are implemented</li> <li>- Quality and timeliness of produced reports</li> </ul>	<ul style="list-style-type: none"> <li>o Conduct review of the law establishing GMO and organizational structure to accommodate growth</li> <li>o update standard reporting tools for in-house implementation of the plans</li> <li>o Conduct internal audits for improved operations</li> <li>o Conduct midterm and final evaluation of the strategic plan</li> <li>o Review and enforce GMO administrative and finance procedure manuals</li> <li>o Upgrade GMO asset and stock management system</li> <li>o Upgrade and maintain GMO website</li> <li>o Establish and maintain GMO e-library</li> <li>o Produce GMO periodic reports</li> </ul>						265,000,000		
				<b>Output 3: Strategic partnerships and resource mobilization on gender equality and GBV accountability developed/improved</b>	<ul style="list-style-type: none"> <li>- Level of partners engagement and collaboration for gender accountability</li> <li>- Number of project proposals developed and funded</li> </ul>	<ul style="list-style-type: none"> <li>o Identify strategic partners, Sign MoUs and ensure effective implementation</li> <li>o Mobilize resources to implement GMO strategic plan.</li> <li>o Develop quality innovative funding proposals</li> <li>o Establish partnership with gender accountability organs at regional and international levels</li> </ul>						66,307,573

## CHAPTER 5: MONITORING AND EVALUATION ARRANGEMENTS

### 5.1. Monitoring and evaluation of the strategic plan

Measuring progress and performance towards goals and targets of the strategic plan entails keeping track of the milestones set, progress being made, identify challenges and setbacks to inform new decisions and strategies to achieve the set objectives. To accomplish the above, the following processes will be undertaken:

- **Monitoring of the implementation of Strategic plan:** To ensure regularly follow of the implementation of the strategic plan, systematic monitoring will be carried out and monthly, quarterly, semi-annual and annual reports will be produced to inform appropriate planning decisions.
- **Annual Assessment:** Each year a comprehensive assessment of achieved results and challenges observed while implementing the Strategic Plan will be conducted. This will provide GMO and its stakeholders an opportunity to assess progress against the results framework. This will be spearheaded by the Strategic Plan Steering Committee, made up of GMO management and consultative committee, Audit committee and key partners. This Steering Committee will also oversee the mid-term review and end-line evaluations and financial audits.
- **Mid-Term Review:** Mid-term review will be conducted after two and half years of the implementation of the Strategy. This will bring together key partners at all levels to appraise progress in the implementation of this strategic plan. It will require revisiting where necessary or reach consensus on the measures to achieve the set targets in the strategy.
- **Final Evaluation of the Strategic Plan:** After five years, GMO will organize a comprehensive external evaluation 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 third Strategic Plan.
- **Internal Auditing:** The internal audit system will ensure sound management, control and governance processes are in place and operational to facilitate the implementation and full realization of this strategic plan.

## CHAPTER 6: COSTING AND FINANCING OF THE PLAN

During the implementation of the previous strategic plan, the evidence has shown the government's high commitment in financing for gender equality and fighting against GBV. Financing from government has been increasing overtime for Gender Monitoring Office to realise its mandate of ensuring accountability to gender equality and GBV service delivery. Additionally, development partners financially supported the implementation of the previous strategic plan. The following section presents processes that guided the costing of GMO 2017-2022 strategic plan.

### 6.1. Costing Methodology

The costing section presents estimated requirements in terms of resources needed to implement the Gender Monitoring strategic plan. It is activity based costing and presents a broad sense of direction in terms of financial requirements and a basis for the mobilization of additional funding over the next five years to fully address the implementation of the strategic plan objectives and priorities. However, the costs are indicative and may change due to any emerging issue or interventions that require adjustments.

### 6.2. Source of funding for GMO Strategic plan 2017-2022

This strategy will be financed through two main sources of funding, domestic resources as well as cost sharing with development partners.

- ✓ **Domestic Resources:** The Government of Rwanda finances GMO through the medium term framework which is a budget planning tool. The National budget uses the Medium Terms Expenditure to make projections for the next two subsequent years. The Strategic Plan figures are based on real budget figures for FY 2017/2018 and midterm expenditures for the following years.
- ✓ **Development partner's resources:** GMO will set strategies to mobilize resources and engage potential development partners to boost program implementation and institutional development.
- ✓ **The private sector and CSOs:** GMO will create an enabling platform with private sector and CSO dialogue whilst encouraging cost sharing on relevant joint planned interventions.
- ✓ **Tap in Special funding mechanisms for gender accountability and GBV service delivery.**
- ✓ **Decentralized Entities:** GMO will partner with districts in some intervention to ensure that they are implemented through district budget support. GMO role will be supporting districts to conduct self-evaluation and M&E for gender compliance. This will facilitate GMOs efficiency and joint realization of strategic plan.

Table 1: GMO Strategic Plan Projected Funding 2017-2022

Source of Funding	2015/16	2016/17	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
GoR	783,488,386	794,732,794	863,067,514	876,429,064	946,701,955	1,145,368,469	1,202,636,892
Other sources	235,658,146	109,700,049	249,000,000	261,250,000	279,312,500	288,028,125	302,429,531
<b>Total</b>	<b>1,019,146,532</b>	<b>904,432,843</b>	<b>1,112,067,514</b>	<b>1,137,679,064</b>	<b>1,226,014,455</b>	<b>1,433,396,594</b>	<b>1,505,066,423</b>

Source: GMO budget data

Table 1 shows that the GoR will continue to provide funds for Gender Monitoring Office to realize its mandate through the implementation of the second generation of the forward looking strategic plan 2017/18-2021/2022. The projected figures over the period of the strategy are based on real figures for FY 2017/18. The following years are based on MTEF projections. This will be realized only if there is no revenue shortfall faced by the Government. There is a pressing need for GMO to devise effective mobilization strategies to back the Government budget. The table below indicates budget prospects per outcome and priority outputs:

Table 2: Costed GMO Outcomes and Actions for the implementation of strategic plan 2017/18-2021/22

STRATEGIC OUTCOMES	OUTPUTS	2017/18	2018/2019	2019/2020	2020/2021	2021/2022	TOTAL COST	%age
	<b>OUTCOME1: Gender accountability is institutionalized in all sectors and at all levels</b>	<b>260,310,000</b>	<b>314,525,500</b>	<b>269,951,775</b>	<b>297,649,364</b>	<b>304,731,832</b>	<b>1,447,168,471</b>	<b>18.8%</b>
1.1	Development frameworks, policies, strategies, laws and guidelines monitored and guided for increased gender accountability	24,310,000	25,525,500	26,801,775	28,141,864	29,548,957	134,328,096	
1.2	Gender responsiveness is promoted in accountability mechanisms in public institutions	156,000,000	166,000,000	156,000,000	156,000,000	156,000,000	790,000,000	
1.3	Accountability mechanisms in CSOs, FBOs and private sector are monitored for increased gender responsiveness	60,000,000	63,000,000	66,150,000	69,457,500	72,930,375	331,537,875	
1.4	Gender equality and GBV related continental and international commitments are monitored and reported on	20,000,000	60,000,000	21,000,000	44,050,000	46,252,500	191,302,500	

STRATEGIC OUTCOMES	OUTPUTS	2017/18	2018/2019	2019/2020	2020/2021	2021/2022	TOTAL COST	%age
<b>OUTCOME 2: Equitable and effective service delivery to address GBV and gender injustices is improved</b>		216,000,000	226,800,000	238,140,000	250,047,000	262,549,350	1,193,536,350	15.5%
2.1	Community mechanisms are monitored for gender and GBV responsiveness	100,000,000	105,000,000	110,250,000	115,762,500	121,550,625	552,563,125	
2.2	Teenage pregnancy is monitored for increased awareness and victim's support	36,000,000	37,800,000	39,690,000	41,674,500	43,758,225	198,922,725	
2.3	GBV service delivery monitored for equitable and effective response	80,000,000	84,000,000	88,200,000	92,610,000	97,240,500	442,050,500	
<b>OUTCOME 3 : Gender Monitoring Office is upgraded into a Hub of Knowledge on Gender equality and accountability</b>		270,000,000	261,300,000	274,365,000	288,083,250	302,487,413	1,396,235,663	18.1%
3.1	Gender related research conducted for gender responsive programming and evidence based advocacy for decision making	120,000,000	126,000,000	132,300,000	138,915,000	145,860,750	663,075,750	
3.2	Data management on gender and GBV established and enhanced	64,000,000	45,000,000	47,250,000	49,612,500	52,093,125	257,955,625	

OUTCOME 3 : Gender Monitoring Office is upgraded into a Hub of Knowledge on Gender equality and accountability		2017/18	2018/2019	2019/2020	2020/2021	2021/2022	TOTAL COST	%age
3.3	GMO communication system enhanced for timely sharing of information and monitoring findings	86,000,000	90,300,000	94,815,000	99,555,750	104,533,538	475,204,288	
<b>OUTCOME 4 : Professionalism and institutional development are enhanced for effective delivery on gender accountability</b>		<b>735,450,463</b>	<b>735,450,463</b>	<b>735,450,463</b>	<b>735,450,463</b>	<b>735,450,463</b>	<b>3,727,252,315</b>	<b>48.3%</b>
4.1	GMO staff capacity enhanced to deliver quality program results	600,000,000	630,000,000	661,500,000	694,575,000	729,303,750	3,315,378,750	
4.2	GMO operations and management improved	43,000,000	43,000,000	63,000,000	43,000,000	73,000,000	265,000,000	
4.3	Strategic partnerships and resource mobilization on gender equality and GBV accountability developed/improved	12,000,000	12,600,000	13,230,000	13,891,500	14,586,075	66,307,575	
<b>Total</b>		<b>1,481,760,463</b>	<b>1,538,075,963</b>	<b>1,517,907,238</b>	<b>1,571,230,077</b>	<b>1,605,219,057</b>	<b>7,714,192,798</b>	<b>100</b>
Available projected funding from GoR		783,488,386	794,732,794	863,067,514	876,429,064	946,701,955	4,264,419,713	
Financing gap		698,272,077	743,343,169	654,839,724	694,801,013	658,517,102	3,449,773,085	
Financing gap (%)		52.9%	51.7%	56.9%	55.8%	59.0%	55.3%	

*N.B: The percentage on each outcome indicates the proportion compared to total budget.*

### 6.3. GMO Strategic Plan Projected Expenditure Trend 2017/2018-2021/2022

The total cost of the Gender Monitoring Strategic is estimated at **7,714,192,798RwF**. Strategic outcome four takes up the biggest portion of the budget 48.3% to ensure professionalism and institutional development. The key strategic actions are continuous fixed costs of paying GMO staff, develop resource mobilization and communication strategies, institutional capacity development, and mobilize resources for qualified technical staff secondments and review of GMO organizational structures among others.

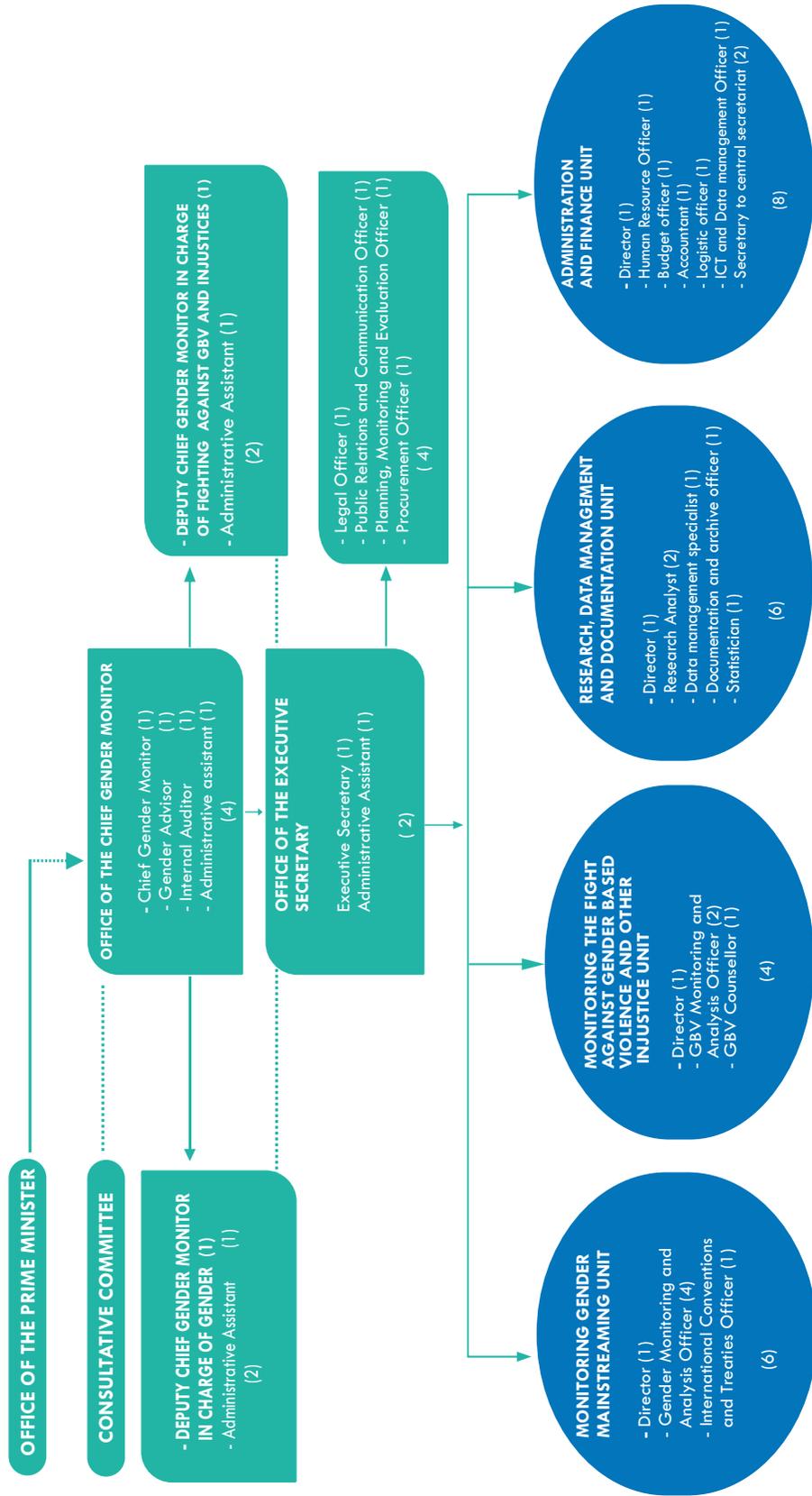
Outcome one on institutionalizing gender accountability at all levels follows with a share of 22% of the entire estimated budget. The funds will be spent to ensure GMO continues to engage for the accountability and integration of gender equality principles into envisaged Rwanda's Vision 2050 and accompanying policies, strategies, laws and guidelines. Furthermore, ensure systems of gender accountability are established, improved sustained and operationalized, increased accountability of gender responsiveness as well as accountability through reporting and monitoring of gender equality and GBV international commitments

Outcome two on equitable and effective service delivery aimed at addressing GBV and gender injustice takes up 20% of estimated budget. The funds will be used to monitor GBV service delivery ensuring effectiveness of justice rendered to GBV victims and child abuses is appropriate and meets the required standards, strengthening GBV prevention and response and mechanisms

Finally, outcomes three of Gender Monitoring Office upgraded into of hub of knowledge on gender equality and accountability takes up 18% and 7% of the entire estimated budget respectively. The table presents an analysis of projected available funding from government since there are no funding opportunities from development partners. The comparison between SP estimated budget and projected available funding from government, GMO Strategic plan financing deficit is at (50.3%) therefore, this is a shortfall that should be mobilized for GMO to realize the planned outcomes and outputs in the next five years.

## Annex 1: Proposed GMO organizational Structure

### ORGANISATIONAL CHART OF THE GENDER MONITORING OFFICE









## GENDER MONITORING OFFICE

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