

REPUBLIC OF RWANDA



Ministry of Gender and Family Promotion

**STRATEGIC PLAN FOR THE IMPLEMENTATION OF THE NATIONAL
GENDER POLICY**

Final Version

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ACRONYMS AND ABBREVIATIONS

CBOs: Community-Based Organizations

CEDAW: Convention on the Elimination of All forms of Discrimination Against Women

EDPRS: Economic Development and Poverty Reduction Strategy

FBOs: Faith-Based Organisations

FFRP: Forum des Femmes Rwandaises Parlementaires

GBV: Gender-Based Violence

GMO: Gender Monitoring Office

HIV/AIDS: Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome

ICT: Information Communication Technology

GFPs: Gender Focal Points

GCIC: Gender Inter-ministerial Committee

MDG: Millennium Development Goals

M&E: Monitoring and Evaluation

MIGEPROF: Ministry of Gender and Family Promotion

MINECOFIN: Ministry of Finance and Economic Planning

NER: Net Enrolment Rates

RFPS: Rwandan Federation for the Private Sector

TSC: Technical Steering Committee

TVET: Technical and Vocational Education and Training.

I: INTRODUCTION

Rwanda government has strongly expressed its commitment for the promotion of gender through the ratification of relevant international instruments and the development of national legal and planning instruments aimed at translating its commitment into actions. Rwanda is a signatory to the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW). The latter recognizes the importance of promoting gender equality and women's empowerment as an effective pathway for combating poverty, hunger and disease and for stimulating sustainable development. Rwanda is also signatory to the Beijing Conventions that aims to eliminate all forms of gender-based discrimination. Its concerns are, among others, the persistent and increasing burden of poverty on women; a lack of respect for and inadequate promotion of the human rights of women and violence against women. Rwanda has ratified the Millennium Declaration which among other things spells out the goal of attaining gender equality and the empowerment of women as prerequisite for sustainable development (MDG 3).

In its preamble, the Rwandan Constitution states that Rwanda is committed to ensuring equal rights between Rwandans and between women and men without prejudice, adhering to the principles of gender equality and complementarity in national development. **Article 9, Section 4** states the commitment to ensure that equality between all Rwandans - men and women - is recognized. It further affirms that women should hold a minimum of 30% of posts in government decision making positions. **Article 11** emphasizes that all kinds of discrimination based on ethnic origin, sex...is prohibited and punishable by Rwanda law.

The Vision 2020 synthesizes the political, social and economic aspirations of the Rwandan people. Gender is a crosscutting issue considered in all the fundamental pillars, with targeted actions: updating and adapting laws with gender aspects; supporting education for all; eradicating all forms of discrimination; combating poverty; promoting female presence in associative and cooperative networks; generalizing training and information regarding gender and population issues.

The Economic and Development Poverty Reduction Strategy (EDPRS) is the Rwanda's second generation poverty reduction strategy document which is the medium term development plan and puts special emphasis on economic growth. Gender is given strong focus as one of the cross cutting issues alongside HIV/AIDS, Environment and Social Protection.

The National Gender Policy commits to: use the gender approach as a national planning tool; promote a social and legal framework conducive to gender

equality in all areas of public, private and civil society life; promote the full contribution of women and men to the national development process; and promote a framework for exchange and partnership between all key players involved in the promotion of the status of the Rwandan women and men.

The preparation of the Decentralization Policy was inspired by Gender Analysis as one of the key techniques used for its development, and proactive programs have been included to promote gender sensitive policies and decision making at local authority levels.

The Rwandan overall policy environment for gender equality promotion is positive and evidences national commitments and political will. However, effective translation of these commitments and political will into actions requires more specialized tools for each instrument to define specific programs and objectives, relevant activities, roles of involved stakeholders, the time frame and appropriate resources. This means that a strategic plan for each policy document needs to be developed for its practical implementation. This reality applies to the National Gender Policy as well, which led to the development of this Strategic Plan. The latter has key elements including the overview of the general situation of gender, which cover the institutional overview, the review of gender as a cross-cutting subject and the policy context. Other key elements of the Strategy Plan include strategic framework, which is the core that highlights the focus areas including proposed programs, sub-programs and actions, expected results expressed in terms of outcomes and outcome indicators. The strategic framework covers also the responsible part to ensure effective implementation. Other elements of the Strategic Plan include the different stakeholders and their roles, monitoring and evaluation (M&E), and the costs and financing.

The development of this strategic plan was a process that covered different steps including exploration of existing relevant documents, consultation with different key stakeholders and interviews with key resource persons. Different technical sessions were held to improve the developed drafts, which resulted into the validation of the current strategic plan whose key components are discussed below.

II: OVERVIEW OF GENDER EQUALITY PROCESS

2.1. Institutional overview

2.1. 1. The Ministry in charge of Gender

The Ministry in charge of gender leading the national machinery created to promote gender equality throughout the Country, is responsible for the National Gender Policy formulation, dissemination and popularisation at national and international levels. This is a key task in the process of gender equality.

Another task of the Ministry that has gender under its responsibilities is required for effective implementation of the policy and that is coordination of all activities aimed at promoting the cause of gender equality. Gender being a cross-cutting area, coordination is crucial for effective implementation.

As gender is a quite new concept, it is likely to face resistance to change. Thus, advocacy is a strategy to ensure that the country's highest authorities do not forget to take into account that dimension in the comprehensive development plan. So, the Ministry that is in charge of gender, currently the Ministry of gender and family promotion (MIGEPROF), advocates for gender promotion.

Mobilising resources for the implementation of gender interventions is another important task of MIGEPROF. Indeed, gender mainstreaming requires various actions and different actors, and services and related logistics must be paid. Besides, human resources are needed for specific expertise is required.

Networking at national, regional and international level in the field of gender has been made necessary by the very story of the fight for equality between men and women. When the 4th World Conference on Women took place in Beijing in 1995, it was a step in long process that had started long time ago and was finally supported by the United Nations in the mid 70s. It was no longer a fight of some women in a country but a worldwide movement for justice. It is not judicious today to fight alone in a globalized world. Now is the time to unite for more success in the gender equality process.

2.1.2. The National Women's Councils

These structures were set up by the Government to co-ordinate the functioning of Women's Councils from grassroots to the national level. The Women's Councils constitute a critical forum to empower women for their effective participation in the national development and more visibility in the life of the Nation.

One of their roles is to advocate for women promotion and thus contribute to the acceleration of the gender equality process. This task is logical, because the National Women Councils are representatives of all women. The system was designed to give every woman room to express her ideas. So, not only the National Women Councils have the mandate to speak on behalf of women but also have the legitimacy to advocate and lobby for change in women's status.

For this reason, the National Women Councils follow up the implementation of the National Gender policy so as to check whether the programmes planned for gender promotion are carried out or not. In this last case, the National Women Councils advocate for action.

However, mobilisation of women to participate in different development activities is also their task, and it continues throughout the Country. That activity is justified by the fact that a lot of women are not aware that their subordination to men is an issue and some still think that gender is something invented by city women likely to destabilise their homes and disturb their relations with their spouses.

2.1.3. The Gender Monitoring Office

The role of the Gender Monitoring Office is to monitor progress towards gender equality. To reach this objective, the Gender Monitoring Office will have to conduct several activities.

One of the most important will be to develop clear performance indicators in line with priority areas to ensure effective monitoring and evaluation of progress and develop a comprehensive monitoring and evaluation system with gender specific indicators, both qualitative and quantitative, and an inbuilt review system. The Gender Monitoring Office will also develop monitoring and evaluation tools for gender mainstreaming and set monitoring standards for gender equality based on sectors.

Another series of activities will be related to auditing and assessing impact of gender mainstreaming activities. Monitoring surveys will be conducted so as to measure progress made towards gender equality in different sectors. The Gender Monitoring Office will hold different institutions accountable through scrutinising of reports by those institutions.

One of the Gender Monitoring Office's tasks will be to ensure capacity building. It will develop programmes to make it possible for civil servants and other actors to ensure gender mainstreaming in their daily work, especially planning officers at all levels.

2.1.4. Civil society

The Civil Society organisations are primarily concerned by the implementation of the National Gender Policy. Concrete actions will include gender sensitisation at community level or towards various specific groups.

Affirmative actions will also be on their agenda. Towards decision-makers, they will organise lobbying and advocacy for gender equality promotion.

2.1.5. Districts and Sectors

The Decentralisation policy provided local governments with roles formerly played by central government. Among them is gender equality promotion. Today, the National Gender Policy is implemented at District and Sector level. Thus, district and sectors are to ensure that gender dimension is mainstreamed and implemented in all their policies, programs and projects.

2.1.6. Development partners

United Nations agencies and international organisations will also play a role in the National Gender policy implementation. Together with the Government of Rwanda, they will develop mechanisms of collaboration towards gender equality promotion.

Besides, in close collaboration with the ministry in charge of gender, those organisations will provide financial and technical support for implementation, monitoring and evaluation of the National Gender Policy.

2.2. Review of gender as a crosscutting subject

2.2.1. The current situation

The issue of gender inequality is embedded in patriarchy as a system that accords more powers to men than women. Thus, boys are attributed more values than girls. This is evident in different overarching issues, including poverty, which is felt more acutely by women than men; lack of institutionalization of gender accompanied by unequal participation of men and women in all social, cultural, economic and political spheres; unequal access to services.

Rwanda has shown its commitment in addressing gender inequality by ratifying international instruments including the Convention on the Elimination of all Forms of discrimination against Women (CEDAW), the Millennium Development Goals (MDGs), the 1995 Beijing Platform for Action which has

been gradually translated into action through the implementation of national instruments including Vision 2020 and EDPRS among others.

However, gender inequalities are still existing in the various development sectors. The following sections discuss gender inequalities in the eleven sectors as highlighted in the EDPRS. The order of the sectors discussed is in line with their commonality to belong to the same developed program.

Thus, the first four sectors including Agriculture, Capacity Building and Employment, Infrastructure and Private Sector belong to the first proposed program, that is “Improving economic conditions of Rwandan populations” (see program 3.1), as they directly relate to economic growth. The sectors that follow including Decentralization and Community Participation, and Justice belong to the proposed program of “Consolidating good governance” (see program 3.2). The last five sectors have been combined to form one program: “Improving the population welfare” (see program 3.3).

2.2.1.1. Agriculture

The vast majority of Rwandan population is involved in Agriculture with a predominant representation of women (86%)¹. Rwandan populations are mostly involved in subsistence agriculture with women representing 79.6%². This gender imbalance is also verified at the level of access to and control over land. For instance, women with land title represent 10.6% while men represent 21.27%³. Gender disparities are also a lived reality at the level of cash crops production. For example, women involved in coffee and tea production represent 25% as opposed to men representing 75%⁴.

Social and cultural factors among others underpin these gender inequalities in agriculture. Women are culturally believed to be good managers of households and thus they are in charge of food items that are reserved for the survival of the family but their access to and control over cash crops is very limited. Besides, land which is an important resource for income generation is culturally in the hands of the man. On top of socio-cultural factors, the following are found to be among other reasons sustaining gender disparities in the area of agriculture: limited gender mainstreaming expertise; lack of measures aimed at involving female and male farmers in assessing their needs and constraints; limited participation of women in extension services and farming techniques; lack of new farming techniques easily accessible to women; lack of gender-disaggregated data.

¹ EICV2

² Opcit

³ Opcit

⁴ Opcit

As consequences, this situation leads to women's limited access to agricultural credits, as they have no land to give as a guarantee, the subsistence agriculture takes much of their time on top of the time used for reproductive works, which prevent them from having ample time for income generating activities. The lack of knowledge and skills for modern agriculture affect both men's and women's productions but women are more affected than men as they are the majority involved in agriculture. This sustains the sad reality of poverty having woman's face, which is a serious threat for national sustainable development.

2.2.1.2. Capacity building and employment promotion

Generally the Rwandan labour force has limited skills and knowledge to promote job creation and employment in the country. However, men are the majority to occupy key positions in all sectors. Among the few women employed, majority of them are serving in the category of supporting staff. Women are under-represented in well-paying jobs, which are mostly technical, as very few of them have required skills to compete for these jobs.

Social and cultural factors underpinning the limited knowledge and skills among women are among other causes of the poor participation of women in capacity building and employment. The poor representation of women in employment is illustrated as follows:

In the public sector, men as Secretary Generals represent 74%, and Director Generals represent 81%. Men Professionals represent 67%⁵. On the contrary, women are majority in supporting position as they represent 65% of administrative assistants and 72% of secretaries are women⁶.

This reality is verified in the private sector whereby women remain the minority in the key positions as illustrated by the following figures. In banking, women are 33% as Director and deputy directors, and in the insurance sector, women represent 6%⁷ at that same position.

Poor participation of women in key positions is also a lived reality in faith-based organizations (FBOs).

⁵ Genre et Marché de l'Emploi au Rwanda, MIFOTRA, 2007

⁶ Opcit

⁷ Opcit

2.2.1.3. Infrastructure

a) Energy

The biggest gender issue observed in the area of energy is the time women/girls spent collecting firewood and plants residues for them to be able to carry out energy related activities in the households. Although men can be involved in searching for firewood and other forms of cooking energy, women/girls are mostly expected to be the ones to address the issue of energy at household level. This affects the time women could use for other purposes including income generation, among others. Absenteeism especially for girls at school age is another consequence resulting from the time used for firewood collection.

Furthermore, women are mostly affected by indoor diseases associated with the smoke from the firewood as they are the majority to use them while preparing the food for families.

b) Transport

Gender inequalities in transport are observed especially in road transport that represents 90% of transport in Rwanda⁸. Women and men are involved in roads maintenance as provided in the transport policy but more men than women are recruited for roads related activities. Besides, men are mostly given key positions while the vast majority of women are working as support staffs, which give them lower income as compared to men. Much efforts are made in the construction of the main roads connecting provinces and other administrative and economical key areas, but less is done on the side of the feeder roads that majority of women are using mostly for their everyday reproductive activities. Gender inequalities at this level lie in the fact that majority of men are using, most of their time, the main roads that are generally in good conditions and associated with paid activities while majority of women are using the feeder roads that are generally in bad condition to carry out unpaid works, in most of their time.

As consequences, women involved in roads related activities earn little income as compared to men. Besides, they work longer hours as they have to involve in domestic activities after road related services. Poor condition of feeder roads renders rural transport difficult, which affects more the lives of women than men.

⁸ Source: MININFRA, Transport program 2008-2012, Kigali, 2008

c) ICT

In the area of ICT access to information is the key gender inequality. Generally, men have more access to information than women. This is due to women's social expectations causing them not to have time for information. As a consequence, the limited access to information prevents women from having opportunities for improvement of their living conditions.

2.2.1.4. Private sector

Gender inequalities observed in the private sector are mainly the poor women's representation among the industries' owners, limited access to credits to invest in business, unequal access to employment between men and women by employers who fear recruiting women because of their biological make-up: the view of employers is that women are likely to get pregnant which may affect business when they are in maternity leave.

For this reason promotion of the few recruited women for higher positions is very limited, which sustains the phenomenon of glass ceiling. In actual fact majority of women employed in the private sector are in the category of supporting staff. Social cultural factors are the major causes of these gender inequalities. In fact, women are socially expected to involve in domestic activities which are mainly unpaid while men are encouraged to involve in business. This leads to lack of entrepreneurial spirit among women and the limited access to financial credits.

2.2.1.5. Decentralisation and community participation

As a result of patriarchy, which gives men the leading role in households and the community, decentralization and community participation is one specific domain in which women's contribution remains very weak. For example, at district level women Districts Mayors represent 6.7% and men 93.3%. Women District Executive Secretaries represent 17%. At Sector level, women Executive Secretaries represent 13%⁹.

The inequalities described above are mainly caused by the socialization process that predetermines women's and men's social expectations. Thus, men are more encouraged to be decision makers in the public sphere while women are more involved in domestic activities.

This situation is quite different at the central level, whereby women's representation is significant, as shown in the table below.

⁹ MIGEPROF, Gender Profile 2005-2007, Kigali 2009

Table 1: Evolution of women's participation in decision-making

Year	2006		2007			2008			
	M	F	% F	M	F	% F	M	F	% F
Ministers/ Ministers of State	20	09	31	20	09	31	17	10	37.1
Secretary Generals	-	-	-	15	03	16.6	15	03	16.6
Deputies	41	39	48.8	41	39	48.8	35	45	56.25
Senators	14	06	30	14	06	30	17	09	30
Préfets/ Governors	4	1	25	3	2	40	4	1	25
Bourgmestres / Mayors	29	1	3.3	29	1	3.3	28	2	6.7

Source: Beijing Secretariat, 2008

Table 1 shows that, while the representation of women at central level has continually increased since 2000, no significant change has been made at decentralised level where implementation is carried out.

2.2.1.6. Justice

In the area of justice the major gender inequalities faced are lack of information, for majority of women as compared to men, about their rights and about the laws protecting these rights; the poor representation of women in the judiciary especially at decentralised level; and limited legal assistance. Poverty, lack of self confidence, ignorance, poor dissemination and implementation of laws, and resistance to change are among other causes sustaining these inequalities.

Gender-based violence (GBV) is also a very critical issue of justice. The GBV Mapping Study 2007 revealed that women are the majority among the victims while men are the majority among the perpetrators.

The main influencing factors were found to be poverty, consumption of alcohol, ignorance and wickedness. The limited involvement of men in addressing GBV was among other reasons found to be behind the persistence of this form of violence.

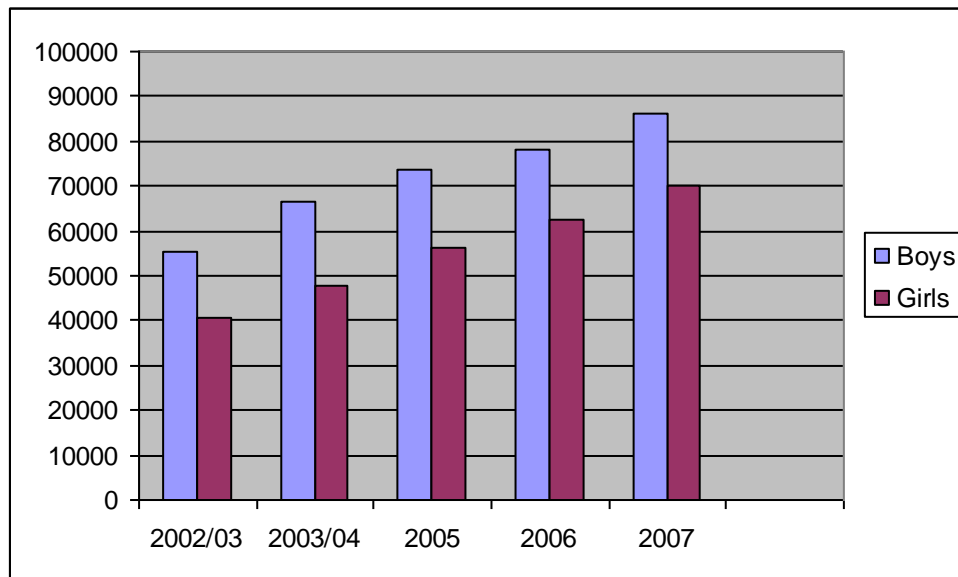
These inequalities lead to constant poverty in households, misunderstanding between spouses, health problems and development issues nationwide, among others.

2.2.1.7 Education

Rwanda has achieved gender parity in primary education, making it only one of a few African countries to do so and Net Enrolment Rates (NER) in primary

schools is now 95.8% for girls and 94.7 % for boys¹⁰. Although the country has made significant progress in meeting international set goals, girls lag behind boys in terms of retention, completion rates and final examination scores. This explains why the number of boys is on constant increase in upper levels while that of girls decreases significantly. Figure 1 below shows the number of boys that remains higher than that of girls despite of a constant increase of the number of enrolled students in public secondary schools.

Figure 1: Enrolment in public secondary schools

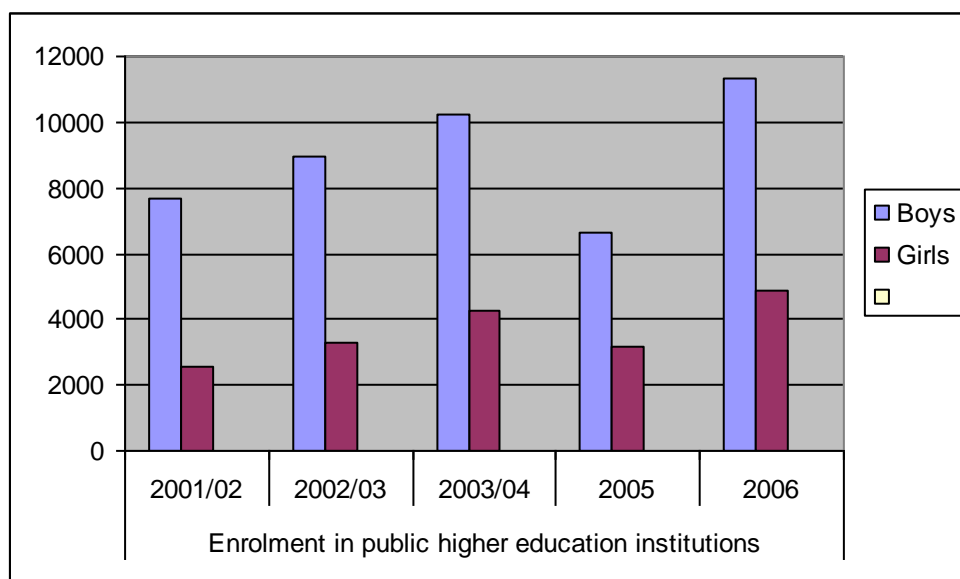


Source: EMIS, MINEDUC, 2008.

Figure 1 shows that gender disparities remain a serious issue in public secondary school. This issue is a reflection of poor performance of women/girls as compared to men, which remains a lived reality not only at secondary school level but also at higher education level, as shown in Figure 2 below.

¹⁰ MINEDUC, EMIS, 2008

Figure 2: Enrolment in public higher education



Source: MINEDUC, EMI, 2008

Figure 2 shows that the gaps between men and women in public universities remain wide and this is actually due to the poor performance of women/girls as compared to men/boys. The poor performance of women/girls underlies the high drop outs and repetition rates experienced by women/girls at all levels. The poor performance, repetition and dropouts rates of women/girls are associated with the reproductive works that take important time that women/girls could use for educational activities, the low number of female teachers both at secondary and tertiary education to serve as role models for women/girls students, the early marriage of young girls completing high school who then have to cope with their new family and educational life, and lack of enough and adequate infrastructures to meet educational and social needs for women students among others.

Poor participation of women/girls in science and technology and in technical and vocational education and training (TVET) is another gender inequality that needs to be given the attention it deserves. The percentage of women in science and technology is far below the percentage of women in other fields, as shown in the Table 3 below.

Table 2: National University of Rwanda Statistics: Undergraduate programme

N°	FACULTY/SCHOOL	2006		2007		2008	
		Females	Males	Females	Males	Females	Males
1	Agriculture	69	188	80	211	147	399
		26.9%	73.1%	27.5%	72.5%	27%	73%
2	Law	95	310	63	264	118	350
		23.5%	76.5%	19.3%	80.7%	25.3%	74.7%
3	Arts & Humanities	80	228	59	173	46	194
		26%	74%	25.5%	74.5%	19.2%	80.8%
4	Education	302	603	183	431	20	20
		33.3%	66.7%	29.8%	70.2%	50%	50%
5	Medicine	88	432	94	407	348	826
		16.9%	83.1%	18.8%	81.2%	29.7%	70.3%
6	Sciences	174	748	211	918	134	719
		18.9%	81.1%	18.6%	81.4%	15.8%	84.2%
7	Applied science	83	415	45	345	100	655
		16.7%	83.3%	11.6%	88.4%	13.3%	86.7%
8	Economics and Management	385	990	282	830	533	1293
		27.5%	72.5%	25.3%	74.7%	29.2%	70.8%
9	Social sciences	447	471	251	407	372	454
		48.7%	51.3%	38.1%	61.9%	45.1%	54.9%
10	Journalism	29	65	39	62	47	101
		30.9%	69.1%	38.7%	61.3%	31.8%	68.2%

Source: National University of Rwanda Statistics, 2008.

Table 2 shows that women's representation in public universities varies between 16% and 30%. It shows that women remain poorly represented in traditionally male reserved areas including Science, Medicine, and Applied Science, among others.

As consequences the gender inequalities in education lead to lack of qualified and skilled human resources in general, which is causing women's economic dependence to men. This result into limited access to and control over resources as experienced by the vast majority of women. Furthermore, men are the majority to occupy positions that offer better working conditions than those occupied by women who are mostly involved in support services. This gender imbalance in education is among other causes sustaining slow economic growth for Rwanda.

2.2.1.8 Environment and land use management

In the area of environment, gender inequalities lie in the fact that men are more involved in the management of environment and natural resources. Concerning

land use management, the land law that is in place is promoting equal access to and control over land between men and women but its effective implementation still faces some resistance. This is caused mainly by the culture which does not allow women to possess land and thus limit their control over environment and natural resources. This leads to limited participation of women in the protection and management of environment, whereas they are the majority among the victims of a bad management of the environment. Women's lack of control over land prevent them from accessing related benefits including access to credits and agricultural assets and services, among others. This affects not only the lives of individual women but also their families, communities and the country as a whole.

2.2.1.9 Health and population

Despite the improvement made in the area of health, as shown on the Table 3 below, women are more affected by some diseases than men. For instance, women who are HIV/AIDS infected represent 3.6% and men represent 2.3%¹¹. Limited access to accredited health facilities (equipped enough in terms of qualified human resources and adequate medical supplies) and to family planning and reproductive health services, paired with the less involvement of men in addressing family health related matters, are among other reasons underlying the above scenario. Poverty and limited powers of decision making in sexual matters are believed to be part of the factors underpinning the inequalities between men and women in terms of HIV/AIDS prevalence in the country.

¹¹ UNDP, National Human Development Report, Rwanda, 2007

Table 3: Improvement of health conditions 2005-2008

INDICATORS	DHS 2005	DHS 2008
Contraceptive prevalence: All methods	17%	36%
Contraceptive prevalence: modern methods	10%	27%
Antenatal Care	94%	96%
Delivery in Health Centres	39%	52%
Infant Mortality rate	86 per 1000 live births	62 per 1000 live births
Under-Five mortality rate	152 per 1000 live births	103 per 1000 live births
Anaemia Prevalence : Children	56%	48%
Anaemia Prevalence : Women	33%	27%
Malaria prevalence: Children	-	2.1%
Malaria prevalence: Women	-	1.1%
Vaccination : All	75%	80.4%
Vaccination : Measles	86%	90%
Fertility rate	6.1 children per woman	5.5 children per woman
Maternal mortality rate	1070/100,000	750/100,000

Source: Interim Demographic and Health Survey, 2008. NISR, Kigali.

Table 3 shows that although significant improvement has been made in different health areas, maternal mortality rate, fertility rate and infant mortality rate remain high and have impact more on women's lives than men's. This is caused by limited access to adequate medical services among other reasons. At family and national levels, all those problems slow down economic growth and development as a whole.

2.2.1.10. Social protection

Within the sector of social protection there are categories of vulnerable groups comprising of widows, widowers, elders, sex workers, orphans and other vulnerable children, people living with disabilities and others. These categories have vulnerability as a common denominator but women are generally more vulnerable than men.

All these categories generally have difficulties to sustain their lives, mainly due to limited financial capacities among other reasons. For instance, in their position as widows, women have to play a double role of mothers and "fathers" which is very challenging for two main reasons: firstly because their social construction does not prepare them to play this double role, secondly because they are not in a position to fulfil the financial demands to sustain their families.

This is also associated with their social roles limiting their access to and control over resources. Men who are within the vulnerable groups are also faced with the same financial challenge and the lack of skills and knowledge to embark on income generating activities, is among other reasons behind their difficulties to sustain their lives.

Elders and orphans have not enough capacities to earn their living, but among these categories, men have fewer problems than women/girls, especially because the latter are often subjected to sexual harassment and violence of different forms.

As for sex workers, they experience different kinds of difficulties. Consultations made with various district authorities indicate what follows: firstly, they are never sure of accessing enough money for the daily survival of their families. Secondly, they endure their neighbours' contempt. Also, their social relations are limited to other sex workers, and they feel excluded from the rest of the community. Thirdly, sex workers are victims of violence perpetrated by their clients. Indeed, some clients are not able or do not want to pay and thus become aggressive towards prostitutes.

Poverty, which affects more women than men, was expressed among other reasons that dictate majority of sex workers to engage in this kind of life. The gender inequalities described above lead mainly to general poverty that affects the vulnerable groups' welfare, and their limited contribution for national development.

2.2.1.11. Water and sanitation

The key gender inequalities are firstly the huge time women use to fetch water due to long distance they cover to reach sources of clean and safe water, and secondly the limited participation of women in the management of water. Women are also more involved in sanitation related activities than men. As a consequence women have limited time to engage in other important activities including income generating activities, children of both sexes especially girls, face school absenteeism as they are also involved in water collection. The limited access to clean water is the major cause of poor sanitation and hygiene in households which is among other causes of diseases affecting families and communities.

Apart from the issues of gender inequalities raised in the different sectors discussed above there are issues related to coordination mechanisms as well as to monitoring and evaluation. Addressing those issues would contribute significantly to solving the gender inequalities described above.

2.3 Policy context

This Strategic Plan has been developed as a tool to facilitate the implementation of the National Gender Policy aimed at attaining the gender equality goals that Rwanda has committed to achieve, based on its conviction that no sustainable development can be achieved without taking into consideration the gender dimension. Rwanda has expressed its commitment to promote gender equality through international arena through the ratification of international relevant instruments as discussed in the introductory chapter. This commitment resulted into the development of national instruments that recognise gender as a crosscutting issue. The crosscutting nature of gender is highlighted in all the national legal and planning frameworks including the Constitution, the Vision 2020, the EDPRS, the Decentralization Policy and the National Gender Policy. Although all these national instruments highlight gender as a crosscutting subject, one of them, the National Gender Policy, gives more details in terms of national orientations, the key issues and challenges identified in each development sector, and proposes the strategies and programs to be implemented to move towards gender equality in Rwanda. The following orientations set the perspectives that the implementation of this strategic plan should serve to reach.

2.3.1 General orientation

The promotion of gender equality is enshrined in the international instruments which Rwanda has ratified as discussed under section 2.2.1. For effective implementation of its commitments Rwanda has put in place national instruments including the National Constitution that reinforces the principles of gender equality and elimination of all forms of discrimination against women and provides a very strong platform for gender mainstreaming in all sectors.

These constitutional principles resulted into the development of key national planning instruments including the Vision 2020 that highlights gender as a crosscutting issue for all its pillars. The national gender policy is in line with Vision 2020 in terms of creating an environment conducive to the promotion of social security, democratic principles of governance, and an all-inclusive social and economic system that involves effective participation of all social groups within the population.

The Economic Development and Poverty Reduction Strategy (EDPRS), which is a tool for the short-term implementation of the Vision 2020 highlights the crosscutting aspect of gender in all its three flagships programs including “growth for export and employment”, “Vision 2020 *Umurenge*” and

“Governance”. This strategic plan has been developed in compliance with EDPRS objectives and duration.

As a tool for the implementation of the National Gender Policy, this strategic plan is in harmony with the goals set in both international and national instruments aiming at empowering women through education, decision making and poverty reduction programs among others.

2.3.2 Mission

The mission of the National Gender Strategic Plan is to provide an enabling environment for the promotion of gender equality in various sectors. It is intended to serve as a tool for the progressive translation of Rwanda’s commitments to eliminate gender disparities in both government’s and stakeholders’ development interventions.

2.3.3 Objectives

a) Overall Objective

The overall objective of the National Gender Strategic Plan is the progressive elimination of gender disparities in all sectors as well as in management structures.

b) Specific Objectives

- To integrate gender issues into national, district and community programs and plans;
- To establish a legislative and institutional framework to initiate, coordinate, monitor and evaluate programs aimed at promoting gender equality at all levels,
- To stimulate collective and concerted efforts, at all levels, to eliminate gender disparities and to facilitate gender equality in Rwanda.

III: THE STRATEGIC FRAMEWORK

This section focuses on the key strategic objectives developed in light of the problems highlighted in the different development sectors and in harmony with the commitments of Rwanda Government both internationally and nationally. Besides, the key strategic objectives are in line with EDPRS and are to be achieved within the time limit of four years matching the remaining implementation time of EDPRS. The proposed strategic objectives are paired with relevant policy actions. These elements are presented in the logframe format comprising of two key components including **expected performance** and milestones.

In respect of the crosscutting nature of this strategic plan, the milestones have not been given in form of activities results, as it would have been the case in the context of a sector strategic plan. They are rather presented as broad orientations, to give more freedom to sector planners in their planning processes.

It is worth mentioning that implementation of this strategy will be inspired by the different approaches as highlighted in the National Gender Policy including:

- a) Gender mainstreaming approach which aims at integrating gender issues into the policies, programmes, activities and budgets in all sectors and at all levels;
- b) Affirmative actions approach that aims at correcting the huge gender imbalances existing in the various development sectors;
- c) Institutional capacity development of different gender machineries and stakeholders in the implementation of the national gender policy;
- d) Involvement of men in addressing gender issues.

Based on identified gender gaps across development sectors, the following strategic objectives coupled with policy actions were identified:

3.1.IMPROVING ECONOMIC CONDITIONS OF RWANDAN MEN AND WOMEN

- 3.1.1. Transforming subsistence agriculture and livestock into a gender sensitive market oriented fields.
- 3.1.2. Promoting gender equality in the private sector
- 3.1.3. Increasing women's participation in the higher echelons of the employment sector.
- 3.1.4. Promoting gender equity in participating in infrastructure-related activities..

3.2. CONSOLIDATING GOOD GOVERNANCE

- 3.2.1. Promoting gender equality in the justice sector
- 3.2.2. Fighting gender based violence
- 3.2.3. Increasing quantitative and qualitative participation of women in local government.

3.3.I MPROVING THE RWANDAN MEN'S AND WOMEN'S WELFARE.

- 3.3.1. Improving women/girls' access, performance, retention and completion at all levels of education.
- 3.3.2. Increasing women/girls' access and effective participation in science and technology education and training.
- 3.3.3. Addressing adults' illiteracy.
- 3.3.4. Increasing access to medical services for both men and women.

- 3.3.5. Increasing access to clean and safe water and promoting women's participation in water management.
- 3.3.6. Improving living conditions of vulnerable groups with more emphasis on women.
- 3.3.7. Promoting women's participation in the management of environment and natural resources, and increasing their access to and control over land.

3.4. RAISING AWARENESS AMONG RWANDAN POPULATIONS ON GENDER ISSUES

- 3.4.1 Informing, mobilizing, and raising awareness of the population, community, religious as well as political leaders about gender.
- 3.4.2 Involvement of men in gender issues

3.5. MAINSTREAMING GENDER IN ALL DEVELOPMENT SECTORS

- 3.5.1. Building capacity on gender planning skills for key Stakeholders at all levels.
- 3.5.2. Developing indicators of gender mainstreaming in all sectors

3.6. COORDINATING AND REGULATING THE IMPLEMENTATION OF NATIONAL GENDER POLICY.

- 3.6.1. Establishing coordination and regulation mechanisms of interventions on gender.
 - 3.6.1. Monitoring and evaluation

The strategic objectives and associated policy actions identified are discussed in a planning structure in the logframe below.

THREE-YEAR STRATEGIC IMPLEMENTATION PLAN OF THE NATIONAL GENDER POLICY

STRATEGIC OBJECTIVE N° 1: IMPROVE ECONOMIC CONDITIONS OF RWANDAN MEN AND WOMEN

No	Policy action 0788697929	EXPECTED PERFORMANCE					Implementing partner	
		Expected outcomes	Outcome indicators	Base line 2009 -10 ¹²	Target 2010-11	Target 2011-12		Target 2012-13
1	Transform subsistence agriculture and livestock into a gender sensitive market oriented fields¹³.	More men and women have access to agricultural products market.	Tons of agricultural products sold by men and women.	-	- 5% increase of women and men who have access to market for agricultural products. - 10% of the increase is made up of women.	25% increase of women and men who have access to market for agricultural products. - 20% of the increase is made up of women.	35% increase of women and men who have access to market for agricultural products. - 30% of the increase is made up of women	MINAGRI & PARTNERS
		Agricultural assets and services are equitably provided to men and women farmers;	Proportion between women and men with increased production volume.	-	women with increased production volume represent 10%.	women with increased production volume represent 20%.	women with increased production volume represent 30%	MINAGRI & PARTNERS
		Women and men farmers use modern agricultural techniques learned. ¹⁴	Percentage of women and men who moved from subsistence agriculture to market oriented agriculture.	-	10% of men and women using modern agricultural techniques	20% of men and women using modern agricultural techniques	30% of men and women using modern agricultural techniques	MINAGRI & PARTNERS

¹² Baseline data are drawn from the Gender Profile 2005 – 2007, MIGEPROF

¹³ This expected outcome is for both the NGP Strategic Plan and CEDAW

¹⁴ It is for both NGPSP and CEDAW

No	Policy action 0788697929	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Base line 2009 -10 ¹²	Target 2010-11	Target 2011-12	Target 2012-13	
		Revenues from women and men farmers' funded projects are increased.	Ratio of men and women farmers with funded projects	Men: 55.9 % Women: 60%	Men: 53% Women: 58%	Men: 52% Women: 55%	Men: 49% Women: 50%	MINAGRI & PARTNERS
		Increased number of women and men owning cash crop farms.	Proportion between men and women owning cash crop farms.	-	Men: 65% Women: 35%	Men: 60% Women: 40%	Men: 55% Women: 45%	MINAGRI & PARTNERS
2	Promoting gender equality in the private sector.	Increased women's ownership of small, medium enterprises and industries.	Proportion between women and men owning small, medium enterprises and industries.	-	Men: 80% Women: 20%	Men: 70% Women: 30%	Men: 60% Women: 40%	MINICOM & PARTNERS
		Women in leadership position in Private Sector increased.	Percentage of women & men occupying key positions in private sector.	-	5% of key positions in private sector is occupied by women	25% of positions in private sector is occupied by women.	35% of positions in private sector is occupied by women.	MINICOM & PARTNERS
		Increased gender sensitive interventions in financial services	Proportion between loans given to men and women.	Men: 74% Women: 26%	Men: 70% Women: 30%	Men: 65% Women: 35%	Men: 55% Women: 45%	MINICOM & PARTNERS

No	Policy action 0788697929	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Base line 2009 -10 ¹²	Target 2010-11	Target 2011-12	Target 2012-13	
3	Increasing women's participation in the higher echelons of the employment sector.	Increased job creation targeting increased numbers of women.	Proportion between women and men in the higher echelons of the employment sector	TBD	Men: 75% Women: 25%	Men: 65% Women: 35%	Men: 55% Women: 45%	MIFOTRA & PARTNERS
		Put in place ¹⁵ a law on health, security at the workplace Accelerate the establishment of the maternity fund ¹⁶	The law published in Official Gazelle The Maternity Fund established and operational Number of	The bill to be adopted by cabinet Meetings amount	The law adopted by the parliament by July 2011 The law is promulgated by the President of the Republic of Rwanda by September 2011 The law published in Official Gazette by December 2011 The process of establishing the maternity fund done Awareness campaigns reach the	The law is disseminated The maternity fund in place At least 20% of women in maternity leave supported by the fund.	The impact measured 50% of women in maternity leave supported by the fund.	MIFOTRA& PARTNERS

¹⁵ This expected outcome is for both NGP SP and CEDAW

¹⁶ This expected outcome is for both NGP SP and CEDAW

No	Policy action 0788697929	EXPECTED PERFORMANCE					Implementing partner	
		Expected outcomes	Outcome indicators	Base line 2009 -10 ¹²	Target 2010-11	Target 2011-12		Target 2012-13
		To sensitize the community, women in particular, working in the informal sector, to subscribe to the social security system ¹⁷	people especially women working in informal sector subscribed in Social Security Fund	ng stake holders held	whole community at large and particularly women in informal sector.	At least 10% of people especially women working in informal sector subscribed in Social Security Fund	At least 20% of people especially women working in informal sector subscribed in Social Security Fund	
		More women occupy key positions in the public sector, private sector, civil society and faith-based organizations.	Percentage of women in decision making positions in the public sector, civil society organizations, private and faith-based organizations.	No baseline	10% of women are in leadership of the public, private, civil society and faith-based organizations.	20% of women are in leadership of the public, private, civil society and faith-based organizations.	30% of women are in leadership of the public, private, civil society and faith-based organizations.	MIFOTRA & PARTNERS
		Increased number of women participating in the private sector	More women participate in the private sector	No baseline	20% increased from the baseline	20% increased from the baseline		
		Increased number of women from rural areas accessing to the credit schemes.	More women from rural areas has access to credit schemes	No baseline	Increased 10% of rural women accessing to credits scheme.	30% of rural women accessing to credits scheme.	50% of rural women accessing to credits scheme.	MIGEPROF & Partners

¹⁷ This expected outcome is for both NGP SP and CEDAW

No	Policy action 0788697929	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Base line 2009 -10 ¹²	Target 2010-11	Target 2011-12	Target 2012-13	
4	Promoting gender equity in infrastructure-related activities and facilities.	Increased participation of women in infrastructure construction.	Number of women and men in infrastructure construction especially in decision making	No baseline in place . -	To set up the baseline of men and women in infrastructure construction	At least 10% of women in infrastructure construction increased.	At least 15% of women in infrastructure construction increased	MININFRA & PARTNERS MINEDUC MIFOTRA
		Increased access to information by women and men.	Number of telecentres by Administrative Sectors	No baseline	One Telecentre per District and it is used in the proportion of 10 to 90% of women and men.	20% of Sectors have a telecentre. and they are used in the proportion of 20 to 80% of women and men	30% of Sectors have a telecentre. and they are used in the proportion of 30 to 70% of women and men.	MINICT, RDB & PARTNERS

STRATEGIC OBJECTIVE NO 2: CONSOLIDATING GOOD GOVERNANCE

5	Policy action	Expected outcomes	EXPECTED PERFORMANCE				Implementing partner	
			Outcome indicators	Baseline 2009-10 ¹⁸	Target 2010-11	Target 2011-12		Target 2012-13
	Promoting gender equality in the justice sector.	Prosecutors, magistrates and judges are gender sensitive.	Number of GBV cases registered by the National Police and transferred to the NPPA Increased number of GBV cases treated by NPPA and tried by courts annually	No baseline	Number of GBV cases registered, treated and tried	Number of GBV cases registered, treated and tried.	Number of GBV cases registered, treated and tried.	MINIJUST & PARTNERS

¹⁸ Baseline data are drawn from the Gender Profile 2005 – 2007, MIGEPROF

5	Policy action	EXPECTED PERFORMANCE					Implementing partner
		Expected outcomes	Outcome indicators	Baseline 2009-10 ¹⁸	Target 2010-11	Target 2011-12	
	Men and women are aware of their rights and the laws protecting them.	<p>The number of men and women with initiatives promoting human rights</p> <p>Number of men and women victims of human rights violation decreased</p>	<p>Community Policing</p> <p>Anti GBV Clubs</p> <p>One stop center</p> <p>“Umwih erero w’ Abageni”</p> <p>“Sasaneza”</p> <p>“Ijishori’Umuturanyi” etc</p>	<p>Number of new initiatives established</p> <p>Extension of existing initiatives countrywide</p> <p>Strengthening the existing initiatives</p>	<p>Number of new initiatives established</p> <p>Extension of existing initiatives countrywide</p> <p>Strengthening the existing initiatives</p>	<p>Number of new initiatives established</p> <p>Extension of existing initiatives countrywide</p> <p>Strengthening the existing initiatives</p>	MINIJUST & PARTNERS
	Remaining gender discriminatory laws are revised ¹⁹ .	The number of gender discriminatory laws revised	-	Number of gender discriminatory laws are revised	Number of gender discriminatory laws are revised	Number of gender related cases are tried	MINIJUST & PARTNERS
	Initiated laws are gender sensitive.	Number of newly formulated laws are	-	All initiated laws are	All initiated laws are gender sensitive.	All initiated laws are gender	All institutions GMO, MINIJUST

¹⁹ This expected outcome is for both the NGPSP and CEDAW

5	Policy action	EXPECTED PERFORMANCE					Implementing partner	
		Expected outcomes	Outcome indicators	Baseline 2009-10 ¹⁸	Target 2010-11	Target 2011-12		Target 2012-13
			gender sensitive		gender sensitive.		sensitive.	
6	Fighting against Gender Based violence	GBV cases decreased	Number of GBV cases reported Number of GBV cases handled in court	2009: Received cases 2368/10 000 000	Received cases decreased by 10%	Received cases decreased by 10%	- Received cases: decreased by 10%	MIGEPROF & PARTNERS
		GBV law is disseminated nationwide	Report on dissemination of GBV law	Justice Sector and MINADEF aware of GBV law implementation	Local Government leaders sensitized on GBV Law	FBOs sensitized on GBV Law	Private Sector sensitized on GBV law	MIGEPROF & PARTNERS
		Programs to prevent, protect and take care of victims are in place and strengthened ²⁰	- Number of “One-stop centers in place GBV/CP Committees are operational	-One-stop center in function at Kigali Guidelines to set up GBV/CP Committees disseminated	One- stop center at Rusizi and Nyagatare. TOT on GBV law for GBV/CP committees at sector level	One- stop center constructed in 10 Hospitals of District TOT on GBV law for GBV/CP committees at cell level	One- stop center in 20 remaining Hospitals of District	MIGEPROF MINISANTE POLICE UN AGENCIES MIGEPROF, RNP, RDF, MINALOC & Partners

²⁰ This expected outcome is for both the NGPSP and CEDAW

5	Policy action	EXPECTED PERFORMANCE					Implementing partner	
		Expected outcomes	Outcome indicators	Baseline 2009-10 ¹⁸	Target 2010-11	Target 2011-12		Target 2012-13
				country wide				
		Improved legal aid, as well as social to GBV victims.	Number of GBV victims assisted legally, and socially increased	One stop received 1746 of GBV victims assisted legally, and socially increased	20% of GBV victims are legally, socially and economically assisted.	30% of GBV victims are legally, socially and economically assisted.	40% of GBV victims are legally, socially and economically assisted.	MINIJUST & PARTNERS
		The international convention on adoption disseminated ²¹	Report on dissemination of the international convention on adoption	Key Stakeholders on adoption have been trained on the Hague convention	All districts staff in charge of gender, children and Family promotion trained on the international convention on adoption.	All sector's staff in charge of civil registration on the international convention on adoption.	Stakeholders in the field of children adoption are trained on the international convention on adoption.	MIGEPROF, Partners
		Data relating to perpetrators and victims of GBV disaggregated by all concerned institutions ²²	Report on GBV cases disaggregated	The data from the National Police are disaggregated by sex	Data relating to victims of GBV and perpetrators from the NPPA, courts are disaggregated by sex			

²¹ This expected outcome is for both NGP SP and CEDAW

²² This expected outcome is for both NGP SP and CEDAW

5	Policy action	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Baseline 2009-10 ¹⁸	Target 2010-11	Target 2011-12	Target 2012-13	
7	Increasing quantitative and qualitative participation of women in local government.	Increased number of women participating in politics, governance and leadership ²³ .	Percentage of women out of men elected at local level.	37% of local leaders are women	Over 37 % of local leaders are women	-	-	MINALOC & PARTNERS
		Women in leadership at grassroots level are visible.	Percentage of women leaders at grassroots level	30 % of leaders are women at grassroots level	Over 30 % of leaders are women at grassroots level		-	GMO MINALOC

STRATEGIC OBJECTIVE NO 3: IMPROVING THE RWANDAN MEN'S AND WOMEN'S WELFARE

No	Policy action	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Baseline 2009-10	Target 2010-11 (%)	Target 2011-12 (%)	Target 2012-13 (%)	
8	Improving women/girls' access, performance, retention and	Girls' access, retention and completion at school are increased.	Proportion of girls and boys who accessed, remained and completed school	<u>Access:</u> Primary Boys: 49% Girls: 51% Tronc commun: Boys: 49%	Primary Men: 49 % Women: 51% Tronc commun:	Primary Men: 50% Women: 50% Tronc commun: Boys: 50%	Primary Men: 50% Women: 50% Tronc commun: Boys: 50% Girls: 50%	MINEDUC & PARTNERS

²³ This expected outcome is for both the NGPSP and CEDAW

No	Policy action	EXPECTED PERFORMANCE					Implementing partner	
		Expected outcomes	Outcome indicators	Baseline 2009-10	Target 2010-11 (%)	Target 2011-12 (%)		Target 2012-13 (%)
	completion at all levels of education.			Girls: 51% Upper secondary: Men: 47% Women: 53% Higher education: Men: 56% Women: 44%	Boys: 49% Girls: 51% Upper secondary: Men: 48% Women: 52% Higher education: Men: 54% Women: 46%	Girls: 50% Upper secondary: Men: 49% Women: 51% Higher education: Men: 52% Women: 46%	Upper secondary: Men: 50% Women: 50% Higher education: Men: 50% Women: 50%	
		Retention and completion of boys and girls are increase ²⁴	Percentage of women/girls and men's dropouts.	Overall: 12% Male: 12% Female: 12% O'level: 22% Men: 23% Female: 22% Upper Secondary: 14% Male: 16% Female: 12%	Primary:11 % Men: 11% Women: 11% Tronc commun:31 Boys: 32% Girls: 30% Upper secondary:22 Men: 24% Women: 21% Higher education: Men: 9% Women: 10%	Primary:10 Men: 10% Women: 10% Tronc commun: 40 Boys: 40% Girls: 40% Upper secondary:28 Men: 29% Women: 27% Higher education: Men: 8% Women: 9%	Primary:9 Men: 9% Women: 9% Tronc commun: 46 Boys: 46% Girls: 46% Upper secondary:36 Men: 36% Women: 36% Higher education: Men: 7% Women: 7%	MINEDUC & PARTNERS
		Performance is improved, especially for women/girls	Transition rate from one level to the next increased	Overall:95% Male: 96% Female: 94%	Primary:96 % Boys:96%	Primary:97% Boys:97 % Girls: 96%	Primary:97% Boys: 97% Girls: 97%	MINEDUC & PARTNERS

²⁴ This expected outcome is for both the NGPSP and CEDAW

No	Policy action	EXPECTED PERFORMANCE					Implementing partner	
		Expected outcomes	Outcome indicators	Baseline 2009-10	Target 2010-11 (%)	Target 2011-12 (%)		Target 2012-13 (%)
				Tronc commun: 90% Male: 89% Female: 92%	Girls: 95% Tronc commun:91% Boys:91% Girls: 93% Upper secondary: Men: - Women: - Higher education Men: - Women:-	Tronc commun:94% Boys: 94% Girls:95% Upper secondary: Men: - Women:- Higher education Men: - Women: -	Tronc commun:95% Boys: 95% Girls: 96% Upper secondary: Men: - Women: - Higher education Men:- Women: -	
		Women in the teaching profession in secondary and higher learning institutions increased ²⁵	Number of women in the teaching profession in secondary and higher learning institutions	MINEDUC	MINEDUC	MINEDUC	MINEDUC	

²⁵ This expected outcome is for both NGP SP and CEDAW

No	Policy action	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Baseline 2009-10	Target 2010-11 (%)	Target 2011-12 (%)	Target 2012-13 (%)	
	Improving welfare of women refugees	Women living in refugee camps access public utilities ²⁶	Number of women in refugee camps accessing public facilities (Education, Health Services, Family planning,)	UNHCR	Number of women employed			MIDIMAR MINALOC CDF DISTRICTS, MIDIMAR MINEDUC MIDIMAR MINISANTE
	Repatriated women participating in national development programs	Repatriated women enabled to actively participate in national development programs ²⁷	Regular updated list of repatriated women participating in national development programs.	-	20% of repatriated women involved in national development programs	60% of repatriated women involved in national development programs	100% of repatriated women involved in national development programs	MIDIMAR MINALOC RDRC

²⁶ This expected outcome is for both NGP SP and CEDAW

²⁷ This expected outcome is for both NGP SP and CEDAW

No	Policy action	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Baseline 2009-10	Target 2010-11 (%)	Target 2011-12 (%)	Target 2012-13 (%)	
9	Increase women's/girls' access and effective participation in science and technology education and training.	Access of women/girls in science and technology is increased ²⁸ .	Proportion of women/girls and men/boys enrolled in science and technology and technical schools.	Men: 80% Women: 20%	Men: 78% Women: 22%	Men: 76% Women: 24%	Men: 73% Women: 30%	MINEDUC & PARTNERS
		Increased participation of women/girls in science and technology.	Transition rate from one level to the next increased	Upper secondary Men: - Women: - Higher education Men: 80% Women: 20%	Upper secondary Men: 75% Women: 25% Higher education Men: 75% Women: 25%	Upper secondary Men: 70% Women: 30% Higher education Men: 70% Women: 30%	Upper secondary Men: 60% Women: 40% Higher education Men: 60% Women: 40%	
10	Addressing adults illiteracy	Increased literacy among adults	Literacy rate increased	Men: 72% Women: 60% MINEDUC to	Men: 75% Women: 65%	Men: 78% Women: 70%	Men: 82% Women: 75%	MINEDUC & PARTNERS
		The policy and strategy for the children development centre adopted ²⁹	Number of day care development centres in place	-	The policy and strategy adopted	-	-	MINEDUC MIGEPROF & Partners
11	Increasing	Distance covered	Utilization rate of	86% of health	At least 2	At least 2 new	At least 2 new health	MINISANTE &

²⁸ This expected outcome is for both the NGPSP and CEDAW

²⁹ This policy action is for both NGP SP and CEDAW

No	Policy action	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Baseline 2009-10	Target 2010-11 (%)	Target 2011-12 (%)	Target 2012-13 (%)	
	access to medical services for both men and women.	by men and women to access medical services is reduced.	health facilities	services utilization	new health facilities constructed	health facilities constructed	facilities constructed	PARTNERS
		Deliveries with medical assistance increased ³⁰ .	Percentage of assisted deliveries	66.2% of assisted deliveries	70% of assisted deliveries	72% of assisted deliveries	75% of assisted deliveries	MINISANTE & PARTNERS
		Men and women attending family planning and reproductive health services increased ³¹ .	Percentage of women in reproductive age reported using modern contraceptive methods.	45% of women in reproductive age reported using modern contraceptive methods.	48% of women in reproductive age reported using modern contraceptive methods.	-	54% of women in reproductive age reported using modern contraceptive methods.	MINISANTE & PARTNERS
		Maternal mortality ³² reduced.	Number of districts implementing IMCI	18 districts	IMCI Package implemented in 21 districts	IMCI Package implemented in 25 districts	IMCI Package implemented in 30 districts	MINISANTE & PARTNERS
12	Increasing access to clean and safe water and promoting women's participation in water management	Distance covered by women and children to fetch water is decreased.	Percentage of households accessing water within 500 m.	-	60% of households have source of water in the range of 500 meters.	70% of households have source of water in the range of 500 meters.	90% of households have source of water in the range of 500 meters.	MININFRA & PARTNERS
		Water management committees are gender sensitive.	Number of men and women members of committees.	-	40% of water management committees	60% of water management committees are	80% of water management committees are gender sensitive.	MININFRA & PARTNERS

³⁰ This expected outcome is for both NGPSP and CEDAW

³¹ This expected outcome is for both NGPSP and CEDAW

³² This expected outcome is for both NGP SP and CEDAW

No	Policy action	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Baseline 2009-10	Target 2010-11 (%)	Target 2011-12 (%)	Target 2012-13 (%)	
.	.				are gender sensitive.	gender sensitive..		
13	Improving living conditions of vulnerable groups with more emphasis on women.	Measures to address vulnerable groups' issues with more emphasis on women are taken and implemented.	Percentage of vulnerable groups with social assistance by sex in comparison with identified groups.	Refer to Ubudehe classification by MINALOC and MINISANTE (March 2011).	Percentage of beneficiaries with social assistance	Percentage of beneficiaries with social assistance	Percentage of beneficiaries with social assistance	MINALOC & PARTNERS
14	Promoting women's participation in the management of environment and natural resources, and increasing their access to and control over land.	Women participate in committees for the protection and the management of environment and natural resources ³³ .	Percentage of women who are members of the committees.	To be determined	30% of women who are members of the committees	40% of women who are members of the committees	50% of women who are members of the committees	MINIRENA & PARTNERS
		Extended appropriate technologies that allow women to safeguard the environment ³⁴	Number of women using appropriate technologies					

³³ This expected outcome is for both NGP SP and CEDAW

³⁴ This expected outcome is for both NGP SP and CEDAW

STRATEGIC OBJECTIVE No 4: RAISING AWARENESS AMONG RWANDAN POPULATIONS ON GENDER ISSUES

	Policy action	EXPECTED PERFORMANCE					Implementing partner	
		Expected outcomes	Outcome indicators	Baseline 2009-10 ³⁵ (%)	Target 2010-11 (%)	Target 2011-12 (%)	Target 2012-13 (%)	
15	Informing, mobilizing and raising awareness of the population, community, and religious as well as political leaders about gender.	Local & central Government leaders are gender sensitive.	The National gender policy implemented	The National gender policy is adopted by the cabinet	The National gender policy and its Strategic plan is disseminated	The National gender policy and its Strategic plan implemented	The National gender policy and its Strategic implementation is monitored	MIGEPROF & PARTNERS
		Churches related development programs are gender sensitive ³⁶ .	Percentage of gender sensitive interventions done by churches.	TBD	30% churches development programs are gender sensitive.	35% of churches development programs are gender sensitive.	40% of churches development programs are gender sensitive.	MINALOC & PARTNERS
		Cultural values that are conducive to gender equality are promoted ³⁷ .	Percentage of population applying positive values to gender equality increased.	Positive values in place	Collection of positive values available	Dissemination to 30% of opinion leaders	Dissemination to 30% of youth and women leaders	National Unity and Reconciliation Commission MINISPOC MINALOC - MIGEPROF & PARTNERS
			Negative values are identified and corrected	Negative values in place	Collection of negative values available	Dissemination to 30% of opinion leaders	Dissemination to 30% of youth and women leaders	
	Involvement of men in gender issues	Men are more active in gender interventions	Number of gender promotion programs in which 10% or more active members are men.	-	20% of programs	30% of programs	40% of programs	MIGEPROF & PARTNERS
		Men and women	Number of	-	30% of	50% of	75% of institutions are	MIGEPROF & PARTNERS

³⁵ Baseline data are drawn from the Gender Profile 2005 – 2007, MIGEPROF

³⁶ This expected outcome is for both NGP SP and CEDAW

³⁷ This expected outcome is for both NGP SP and CEDAW

		are involved in planning processes as actors and beneficiaries.	institutions involving men and women in planning processes.		institutions are involving men and women in planning processes.	institutions are involving men and women in planning processes.	involving men and women in planning processes.	
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STRATEGIC OBJECTIVE N° 5: GENDER MAINSTREAMING IN ALL DEVELOPMENT SECTORS

No	Policy action	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Baseline 2009-10 (%)	Target 2010-11 (%)	Target 2011-12 (%)	Target 2011 2012-2013 (%)	
15	Building capacity on gender planning skills for key stakeholders at all levels.	Planning, implementation, monitoring evaluation, and reporting tools are gender sensitive.	Number of institutions equipped with gender sensitive instruments.	-	20% of key stakeholders are equipped with gender sensitive instruments.	50% of key stakeholders are equipped with gender sensitive instruments.	80% of key stakeholders are equipped with gender sensitive instruments.	MIGEPROF & PARTNERS
16	Developing indicators of gender mainstreaming in all sectors	Gender disaggregated data are accessible and used.	Number of institutions with gender disaggregated data.	-	30% of institutions are equipped with gender disaggregated data.	50% of institutions are equipped with gender disaggregated data.	75% of institutions are equipped with gender disaggregated data.	GMO INSR, &PARTNERS
		Indicators in gender mainstreaming are developed	All sectors have mainstreamed gender in their programs	-	40% of sectors	50% of sectors	60% of sectors	GMO & PARTNERS

		Initiatives/affirmative actions aimed at promoting gender in various institutions are taken.	Number of institutional initiatives taken for the promotion of gender.		30% of institutions have initiated actions to promote gender.	50% of institutions have initiated actions to promote gender.	75% of institutions have initiated actions to promote gender.	MIGEPROF & PARTNERS
		Encourage girls and women to practice the media profession ³⁸ To advocate for publication of positive women's image in the media ³⁹						

STRATEGIC OBJECTIVE No 6: COORDINATING AND REGULATING THE IMPLEMENTATION OF NATIONAL GENDER POLICY

No	Policy action	EXPECTED PERFORMANCE						Implementing partner
		Expected outcomes	Outcome indicators	Baseline 2009-10 (%)	Target 2010-11 (%)	Target 2011-12 (%)	Target 2012-2013 (%)	
17	Establishing coordination and regulation mechanisms of interventions on gender.	-Mechanisms and strategies for the coordination and regulation of national gender policy implementation are developed and adopted.	Regular reporting system on the implementation of the national gender policy	Strategic plan of gender cluster with coordination mechanisms elaborated	Strategic plan of gender cluster with coordination mechanisms disseminated	50 % of partners submit the report on the implementation of National gender policy	Annual reports from 80% partners available	MIGEPROF & PARTNERS.

³⁸ This expected outcome is for both NGP SP and CEDAW

³⁹ This expected outcome is for both NGP SP and CEDAW

		Improved reporting system for key stakeholders in gender is used.	Number of key stakeholders using gender reporting tools.	-	20% of key stakeholders use the developed reporting tools	50% of key stakeholders use the developed reporting tools	80% of key stakeholders use the developed reporting tools	MIGEPROF & PARTNERS
18	Monitoring and Evaluation.	A monitoring and evaluation (M&E) framework is developed and implemented.	Number of key stakeholders using developed M&E tools.	-	20% of key stakeholders use the developed M&E tools	50% of key stakeholders use the developed M&E tools	80% of key stakeholders use the developed M&E tools	GMO & PARTNERS.

	Institutional domain	<p>The activities of Gender machineries harmonised⁴⁰</p> <p>Institutionalize the gender cluster secretariat as a coordination mechanism⁴¹</p>	<p>A single action plan and harmonized report</p> <p>The gender cluster secretariat is institutionalized within MIGEPROF</p>	<p>The latest harmonized action plan for gender sector avail</p> <p>Draft laws revising GMO organizational structure and functioning elaborated and submitted to concerned authorities</p> <p>A proposal of the structure of the MIGEPROF including the gender cluster secretariat is submitted to competent authorities for approval</p>	<p>Improved collaboration in the implementation of plan of action</p> <p>Laws approved by Cabinet and Parliament are enforced</p> <p>The gender cluster staff is recruited</p> <p>Different intervenors provide the reports according to reporting procedures</p>	<p>Improved collaboration in the implementation of plan of action</p>	<p>Improved collaboration in the implementation of plan of action</p>	
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⁴⁰ This expected outcome is for both NGP SP and CEDAW

⁴¹ This expected outcome is for both NGP SP and CEDAW

IV IMPLEMENTATION OF THE STRATEGIC PLAN (COORDINATION MECHANISM)

4.1. Key stakeholders at central level

4.1.1. The Office of the President of the Republic

The Office of the President of the Republic is the heart of the country. This is why all programs which are supported at that level easily take the way of success. Through the Directorate of Strategic Planning, the Office of the President will make gender and development issues a national priority.

Support from the office of the President of the Republic will be needed to overcome resistance to change at all levels, especially at central level, and ensure the following:

- To show men's and women's, girls' and boys' contribution in each development program, policy or project;
- To take correction measures to address identified problems;
- To make sure the budget is sufficient to finance activities for strategic interests.

That involvement in the cause of gender will also help to mobilize development partners to support government efforts to respond to gender issues. When gender becomes clearly a priority in development issues, donors will support programmes and projects including the gender dimension and they will not, most probably, support gender neutral ones.

If the Office of the President of the Republic is committed to the promotion of gender equality, it will ensure the effective integration of gender dimension in the policies and programmes of different ministries, private sector and civil society institutions.

4.1.2. The Prime Minister's Office

The Prime Minister's Office coordinates all Government departments' activities. In that position, it will provide ministries with administrative directives aiming at mainstreaming gender in all policies, development programmes and projects.

4.1.3. The Ministry in charge of Gender

The Ministry in charge of gender is responsible for coordinating all activities related to gender equality promotion. It will play a crucial role in the implementation of the National Gender policy.

First, the Ministry in charge of gender will disseminate the National Gender Policy at national, regional and international levels. Second, it will mobilise resources for effective implementation of the national gender policy. It will also ensure networking for all actors in the gender field.

Effective leadership in the implementation of the National Gender Policy is under the responsibility of the Ministry in charge of gender. It will have to make sure that all interventions are working in a global plan.

4.1.4. The Gender Inter-ministerial Committee (Gender CIC)

This is a proposed coordination committee, which would have the Prime Minister as Chairperson deputised by the Minister in charge of gender. All Ministers and Governors will be members of that committee.

The main role of this committee would be to provide high-level guidance on the promotion of gender equality. It will ensure that gender is part and parcel of every government programme. It will also ensure that all sector ministers implement the National Gender Policy.

4.1.5. The Technical Steering Committee (TSC)

The proposed Technical Steering Committee will be made of Permanent Secretaries from ministries and Executive Secretaries from Provinces. They will provide technical advice on issues related to the gender equality process.

Besides, as it is made of the highest level technicians, the TSC will be responsible for carrying out decisions made by members of the Gender Inter-ministerial Committee (Gender CIC).

4.1.6. The Ministry of Finance and Economic Planning (MINECOFIN)

This ministry is in charge of planning and management of the Nation's economy. As such, it will play a critical role in engendering budgets at national and decentralised level. Specifically, MINECOFIN will undertake some initiatives to ensure the success of the implementation of the National Gender Policy.

To help sector ministries and Districts engender budgets, so as to make them compliant with gender equality standards, MINECOFIN will develop guidelines and disseminate them among users at central and decentralised level. The whole gender responsive budgeting process will be coordinated by MINECOFIN, so as to ensure that sufficient resources are allocated to actions provided in the National Gender policy.

In close collaboration with the Ministry in charge of gender, MINECOFIN will ensure gender mainstreaming into the planning and policy review. It will also develop gender responsive indicators to evaluate gender dimension in EDPRS implementation.

4.1.7. The Gender Monitoring Office

In order for the gender monitoring office to effectively assess the progress of the national gender policy implementation it will:

- Develop clear performance indicators in line with priority areas to ensure effective monitoring and evaluation of progress;
- Develop a comprehensive monitoring and evaluation system with gender specific indicators, both qualitative and quantitative, and an inbuilt review system;
- Use a number of tools and mechanisms for monitoring progress in the implementation of the national gender policy ;
- Conduct periodic gender impact assessment studies
- Conduct a gender audit;
- Carrying out monitoring surveys;
- Develop guidelines for periodic reporting
- Develop monitoring and evaluation tools for gender mainstreaming;
- Set monitoring standards for gender equality based on sectors;
- Propose capacity development programmes;
- Hold different institutions accountable through scrutinising of reports by different institutions;
- Conduct regular dissemination of best practices to be scaled up or replicated else where;

- To develop, conduct and manage information and education programs, to enable the public to promote gender equality as well as to understand the role of the Commission;

4.1.8. Development partners

Multilateral, bilateral organisations and United Nations Agencies will develop mechanisms of collaboration among themselves and with the Government on gender mainstreaming into their interventions in Rwanda. They will also provide financial and technical support for implementation, monitoring and evaluation of the National Work closely with the ministry responsible for gender and other key stakeholders to provide financial and technical support.

4.1.9. The National Women's Councils

The National Women's Councils are functioning from grassroots to national level. They were created to be a forum that would enable women as a group with specific problems to solve. The objective was to empower women for effective participation in the nation's life, including sustainable development of the Country and decision-making.

Given that fundamental orientation, the National Women's Councils will participate in the National Gender Policy implementation. They will advocate and lobby for women's rights and effective gender equality in the national life.

To fulfil their duty as representatives of beneficiaries of the National Gender Policy, the National Women's Councils will follow up and evaluate the advancement of its implementation.

4.1.10. The National Gender Cluster

This structure was put in place to pay the role of coordinating, monitoring and guiding the implementation process of the national gender policy. The cluster is chaired the Ministry in charge of gender equality promotion and it brings together development partners, sector ministries and the civil society organisations, and the private sector. It plays a significant role in advocating for the implementation of the national gender policy.

4.1.11. Sector Ministries

To ensure effective implementation of the National Gender Policy, each sector ministry will develop a gender sector ministry and a strategic plan. Each sector ministry will set up a gender responsive monitoring and evaluation system, and follow up the way the National Gender Policy is implemented at local level.

4.1.12. The Forum for Rwandan Women Parliamentarians (FFRP)

In line with its mandate, the Forum for Rwandese Women Parliamentarians will continuously lobby and advocate towards decision makers for gender equality, especially in legislation and in line ministries and institutions affiliated to Government.

4.1.13. The Gender Focal Points (GFPs)

At the operational level, the main responsibility for ensuring effective implementation of the National Gender Policy will rest with individual government departments at national and district levels. All departments will be required to appoint directors of planning as the new gender focal points as per directives from the Prime Minister.

This mechanism needs to be reviewed from time to time and innovative measures are to be adopted so as to render it more effective. To fulfil their duty, gender focal points will commit themselves to mainstreaming gender into all plans, and will have specific tasks. They will monitor implementation progress of the national gender policy within their respective institutions and sectors. However, they cannot monitor progress if they have no disaggregated data; so, they will gather all data within their respective sectors to be disaggregated by sex.

Towards decision-makers within their respective institutions, gender focal points will advocate for gender responsive policies, programmes and budgets. What is more, they will oversee the capacity needs in gender mainstreaming within their respective institutions and plan for training sessions.

4.1.14. The National Human Rights Commission

The National Human Right Commission is in charge of monitoring human rights violations throughout the Rwandan territory. Its role in the National Gender

Policy implementation will be to establish gender sensitive structures to monitor human rights from a gender perspective, in collaboration with the Gender Monitoring Office.

The National Human Rights Commission will put in place programmes to sensitise populations to women's rights as human rights and syllabuses for human rights promotion will be designed from a gender perspective.

4.1.15. The Unity and Reconciliation Commission

Given Rwanda's history, Unity and Reconciliation is fundamental for conflict prevention and for sustainable development. Thus, the Unity and Reconciliation Commission will take into consideration interrelations between gender discrimination and other forms of discrimination in its framework and strategies.

Besides, it will tackle unity and reconciliation sensitisation programmes not only in consideration of the Rwandan history but also taking into account the gender aspects of events and solutions for our problems.

4.2. Decentralised level/Local Governments

The Ministry in charge of Gender will collaborate with the Ministry in charge of local governments to facilitate and coordinate gender mainstreaming initiatives at district and sector levels. In light of the new structure of local government, the department responsible for gender equality promotion will undertake relevant actions. It will ensure that gender concerns are fully integrated into the district development plans and budgets. It will oversee, advocate for and facilitate gender policy implementation at the district level.

4.3. Civil Society

Civil society organisations will play a key role in the National Gender Policy implementation. They will mobilise resources for policy implementation and carry out activities planned in the Strategic Plan for the National Gender policy implementation.

The next step will be monitoring and evaluation so as to assess progress made in the implementation of the national gender policy. Whenever necessary, civil society organisations will advocate and lobby for effective implementation of the National Gender Policy.

The success of the translation of the National Gender Policy into action will be partly due to the participation of the population. This is why civil society organisations will undertake a sensitisation at community level on gender equality and sustainable development on one hand and gender and human rights on another hand.

Another action to undertake will be to initiate and implement affirmative actions to bridge gender gaps. Affirmative actions will be conducted for marginalised groups or those which undergo specific difficulties.

Given the key role of faith based organizations and their impact on the lives of Rwandans, it is critical that FBOs take a leading role at the community level in contributing to the promotion of gender equality and women's empowerment. Owing to the nature of the work they do for the community, they are likely to influence the population towards positive change, especially because in general they teach love and justice.

FBOs will initiate and facilitate the promotion of among other approaches community based dialogue for a better understanding of healthy gender relations at family and community level and thus promote a better understanding of gender through sensitization of women and men on gender issues. They will also initiate development activities that will contribute to the removal of gender inequalities at community level.

4.4. Private sector

The Private sector will significantly contribute to the implementation of the National Gender policy. Through the Rwandan Federation for the Private Sector (RFPS), the private sector will facilitate and support promotion of recruitment of women, especially in decision making roles. Furthermore, it will encourage and support women's entrepreneurship for increased women owned industry.

V MONITORING AND EVALUATION

Within the National Machinery, the various structures of the machinery have a responsibility for monitoring and evaluation. The National Gender Strategic Plan serves as a guide to the formulation of the Annual Operation Work Plans and provides a framework for the monitoring and assessment of achievements.

Monitoring and evaluation of the National Gender Strategic Plan will serve a number of functions guided by national, regional and international indicators. These functions include measuring the success and impact of the programmes. It will be vital that the implementation and impact of the National Gender Strategic Plan is effectively monitored and evaluated.

The Ministry in charge of Gender will continue to monitor gender disparities within Rwanda and analyze the extent to which a revised or strengthened gender mainstreaming process in all sectors would contribute to eradicating these disparities.

Annual meetings evaluation on National Gender Strategic Plan of various activities shall be done to ensure that each of the parties concerned goes by the objective assigned to them in this strategic Plan.

This annual meeting will be convened by the Gender Monitoring Office in collaboration with the Ministry of Gender and Family Promotion.

The Gender Monitoring Office will be responsible for providing monitoring guidelines which will be used to collect information in government departments, private sector organizations and non-governmental organisations.

The Gender Monitoring Office will produce and disseminate periodic reports and publications on progress indicators in the implementation of the national Gender Strategic Plan.

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ANNEX 1: BUDGET ESTIMATES FOR THE MILESTONES 2010/11-2012/13

STRATEGIC OBJECTIVE N° 1: IMPROVE ECONOMIC CONDITIONS OF RWANDAN MEN AND WOMEN					
N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate in Rfw
1	Transform subsistence agriculture and livestock into gender sensitive market oriented fields.	More women have access to market agricultural products.	4 th quarter 2009-1 st quarter 2010	Gender responsive baseline developed.	30,000,000
			2 nd & 3 rd quarters 2010	Sector gender sensitive strategic plan and gender monitoring & evaluation tools developed.	20,000,000
			4 th quarter 2010, 2011, 1 st & 2 nd quarters 2012	Implementation of the sector gender sensitive strategic plan	300,000,000
			3 rd & 4 th quarters 2012	Monitoring Evaluation	20,000,000
		Agricultural assets and services are equitably provided to men and women farmers; Agricultural assets and services are equitably provided to men and women farmers;	4 th quarter 2009-1 st quarter 2010	Gender responsive baseline developed.	30,000,000
			2 nd & 3 rd quarters 2010	Sector gender sensitive strategic plan and gender monitoring & evaluation tools developed.	20,000,000
			4 th quarter 2010, 2011, 1 st & 2 nd quarters 2012	Implementation of the sector gender sensitive strategic plan	300,000,000
			3 rd & 4 th quarters 2012	Monitoring Evaluation	20,000,000
		Women and men farmers use modern agricultural techniques learned.	4 th quarter 2009-1 st quarter 2010	Gender responsive baseline developed.	30,000,000

N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate
			2 nd & 3 rd quarters 2010	Sector gender sensitive strategic plan and gender monitoring & evaluation tools developed.	20,000,000
			4 th quarter 2010, 2011, 1 st & 2 nd quarters 2012	Implementation of the sector gender sensitive strategic plan Monitoring	300,000,000
			3 rd & 4 th quarters 2012	Evaluation	20,000,000
		Revenues from women farmers' funded projects are increased.	4 th quarter 2009-1 st quarter 2010	Gender responsive baseline developed.	30,000,000
			2 nd & 3 rd quarters 2010	Sector gender sensitive strategic plan and gender monitoring & evaluation tools developed.	20,000,000
			4 th quarter 2010, 2011, 1 st & 2 nd quarters 2012	Implementation of the sector gender sensitive strategic plan Monitoring	300,000,000
			3 rd & 4 th quarters 2012	Evaluation	20,000,000
		Increased number of women owning cash crop farms.	4 th quarter 2009-1 st quarter 2010	Gender responsive baseline developed.	30,000,000
			2 nd & 3 rd quarters 2010	Sector gender sensitive strategic plan and gender monitoring & evaluation tools developed.	20,000,000
			4 th quarter 2010, 2011, 1 st & 2 nd quarters 2012	Implementation of the sector gender sensitive strategic plan Monitoring	300,000,000
			3 rd & 4 th quarters 2012	Evaluation	20,000,000
2	Promoting gender equality in the private sector.	Increased women's ownership of small and medium enterprises, and industries.	4 th quarter 2009 and quarters 1, 2, and 3 of 2010	Gender responsive baseline developed.	30,000,000
			4 th quarter 2010, 1 st , 2 nd and 3 rd quarters 2011	A gender responsive strategic plan is developed	15,000,000
			4 th quarter 2011, 1 st , 2 nd and 3 rd quarters 2012	Implementation of the strategic plan	300,000,000
N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate
			Quarter 4, 2012	Evaluation	20,000,000
		A significant number of women occupy key positions.	4 th quarter 2009 and quarters	Gender responsive baseline developed.	30,000,000

			1, 2, and 3 of 2010		
			4 th quarter 2010, 1 st , 2 nd and 3 rd quarters 2011	A gender responsive strategic plan is developed	15,000,000
			4 th quarter 2011, 1 st , 2 nd and 3 rd quarters 2012	Implementation of the strategic plan	300,000,000
			Quarter 4, 2012	Evaluation	20,000,000
		Increased gender sensitive interventions of financial institutions.	4 th quarter 2009 and quarters 1, 2, and 3 of 2010	Gender responsive baseline developed.	30,000,000
			4 th quarter 2010, 1 st , 2 nd and 3 rd quarters 2011	A gender responsive strategic plan is developed	15,000,000
			4 th quarter 2011, 1 st , 2 nd and 3 rd quarters 2012	Implementation of the strategic plan	300,000,000
			Quarter 4, 2012	Evaluation	20,000,000
3	Increasing women's participation in the higher echelons of the employment sector.	Increased job creation with more involvement of women.	4 th quarter 2009, 1 st and 2 nd quarters 2010	Baseline for women employment in public and private sector is developed;	30,000,000
				Strategies to promote women's participation in higher echelons of the employment sector developed.	15,000,000
			From 3 rd quarter 2010 to 3 rd quarter 2012	Implementation of the strategies identified ;	300,000,000
				Monitoring	100,000,000
			Quarter 4, 2012	Evaluation	20,000,000
		Increased number of women occupying key positions in the public sector, private sector, civil society and faith-based organizations.	4 th quarter 2009, 1 st and 2 nd quarters 2010	Baseline for women employment in public and private sector is developed;	30,000,000
				Strategies to promote women's participation in higher echelons of the employment sector developed.	15,000,000

N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate
			From 3 rd quarter 2010 to 3 rd quarter 2012	Implementation of the strategies identified ;	300,000,000
				Monitoring	100,000,000
			Quarter 4, 2012	Evaluation	20,000,000
4	Promoting gender equity in accessing infrastructure facilities.	Increased participation of women in roads construction.	4 th quarter 2009 & 1 st quarter 2010	Baseline developed;	30,000,000
				All roads to construct identified.	20,000,000
			2 nd & 3 rd quarters 2010	Strategies to involve equally men and women in roads construction developed	20,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Implementation of the developed strategies	400,000,000
			4 th quarter 2012	Evaluation	30,000,000
		Increased access to means of transportation.	4 th quarter 2009 & 1 st quarter 2010	Baseline developed.	60,000,000
			2 nd , 3 rd & 4 th quarters 2010	Transport gender sensitive strategic plan developed	15,000,000
			From quarter 1, 2011 3 rd quarter 2012	Implementation of the strategic plan	600,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Increased time to access information.	4 th quarter 2009 & 1 st quarter 2010	Baseline of men and women accessing media and internet developed.	70,000,000
			2 nd & 3 rd quarters 2010	Strategic plan developed	15,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Implementation of the strategic plan	300,000,000
			4 th quarter 2012	Evaluation	20,000,000
Sub-total					5,475,000,000

STRATEGIC OBJECTIVE N° 2: CONSOLIDATING GOOD GOVERNANCE					
N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate
5	Promoting gender equality in the justice sector.	Prosecutors, magistrates and judges are gender sensitive.	4 th quarter 2009 & 1 st quarter 2010	Training needs assessment conducted.	10,000,000
			2 nd & 3 rd quarters 2010	Plan for capacity building in gender developed	5,000,000
			From 4 th 2010 to 3 rd quarter 2012	Implementation of the capacity building plan	200,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Men and women are aware of their rights and the laws protecting them.	4 th quarter 2009 & 1 st quarter 2010	Gender related laws identified.	3,000,000
			2 nd & 3 rd quarters 2010	Sensitisation plan developed	2,000,000
			From 4 th 2010 to 3 rd quarter 2012	Implementation of the sensitisation plan	300,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Remaining gender discriminatory laws are revised.	4 th quarter 2009 & 1 st quarter 2010	Advocacy plan for the revision of the remaining discriminatory laws.	2,000,000
			2 nd & 3 rd quarters 2010	All discriminatory laws revised	30,000,000
			From 4 th 2010 to 4 th quarter 2012	Monitoring & evaluation of the revised laws implementation conducted and reported	100,000,000
			4 th quarter 2009, 1 st and 2 nd quarters 2010	Women in decision-making positions at grassroots level are identified.	20,000,000
			3 rd and 4 th quarters 2010	Needs in leadership of women in decision-making position assessed	20,000,000
			1 st and 2 nd quarters 2011	Capacity building plan in leadership for women in decision-making positions	5,000,000
			3 rd & 4 th quarters 2011; 1 st , 2 nd & 3 rd quarters 2012	Implementation of the developed plan.	300,000,000
			4 th quarter 2012	Evaluation	20,000,000
Sub-total					1,057,000,000

STRATEGIC OBJECTIVE N° 3: IMPROVING THE RWANDAN MEN'S AND WOMEN'S WELFARE					
N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate
6	Improving women/girls' access, performance, retention and completion at all levels of education.	Girls' access, performance and retention at school is improved.	4 th quarter 2009 & 1 st quarter 2010	Needs assessment in terms access, performance and retention of girls at school.	100,000,000
			2 nd & 3 rd quarters 2010	Operational plan to address access, performance and retention issues developed.	20,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Implementation and monitoring of the operational plan.	400,000,000
			4 th quarter 2012	Evaluation	30,000,000
		Given messages in formal education are rid of gender stereotypes and biases.	4 th quarter 2009 & 1 st quarter 2010	Needs assessment for capacity building of relevant staff.	30,000,000
			2 nd & 3 rd quarters 2010	Gender sensitive review of curricula.	500,000,000
			2 nd & 3 rd quarters 2010	Capacity building plan developed.	10,000,000
				Gender mainstreaming plan for curricula.	
			From 4 th quarter 2010 to 3 rd quarter 2012	Implementation and monitoring of the operational plan.	300,000,000
			4 th quarter 2012	Evaluation	20,000,000
7	Increasing women's/girls' access and effective participation in science and technology education and training.	Access and participation of women/girls in science and technology is increased.	4 th quarter 2009 & 1 st quarter 2010	Gender sensitive plan for access and participation of women/girls in science and technology is developed.	20,000,000
			From 2 nd quarter 2010 to 3 rd quarter 2012	Implementation and monitoring of the operational plan	200,000,000
			4 th quarter 2012	Evaluation	20,000,000

N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate
8	Addressing adults illiteracy.	Increased literacy among adults.	4 th quarter 2009 & 1 st quarter 2010	Gender sensitive plan for increasing literacy among adults developed	15,000,000
			From 2 nd quarter 2010 to 3 rd quarter 2012	Implementation and monitoring of the operational plan	200,000,000
			4 th quarter 2012	Evaluation	20,000,000
9	Increasing access to medical services for both men and women.	Distance covered by men and women to access medical services is reduced.	4 th quarter 2009 & 1 st quarter 2010	Baseline for distance covered is developed	100,000,000
			2 nd & 3 rd quarters 2010	Gender sensitive operational plan is developed	15,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Implementation and monitoring of the operational plan	200,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Deliveries with medical assistance increased.	4 th quarter 2009 & 1 st quarter 2010	Gender sensitive operational plan is developed.	5,000,000
			From 2 nd quarter 2010 to 3 rd quarter 2012	Implementation and monitoring of the operational plan.	100,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Number of men and women attending family planning and reproductive health services increased.	4 th quarter 2009 & 1 st quarter 2010	Gender sensitive operational plan developed.	5,000,000
			From 2 nd quarter 2010 to 3 rd quarter 2012	Implementation and monitoring of the operational plan.	100,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Women's decision-making power in sexual matters is increased	4 th quarter 2009 & 1 st quarter 2010	Gender sensitive behaviour and communication change (BCC) plan is developed.	10,000,000
			From 2 nd quarter 2010 to 3 rd quarter 2012	Implementation and monitoring of the operational plan.	300,000,000
			4 th quarter 2012	Evaluation	20,000,000

N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate
		GBV victims receive appropriate psychosocial and nmedical treatment.	4 th quarter 2009 & 1 st quarter 2010	Needs assessment for GBV victims.	10,000,000
			2 nd & 3 rd quarters 2010	Developing a programme for the establishment of one stop centres.	20,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Establishment of one stop centres	400,000,000
			4 th quarter 2012	Evaluation	20,000,000
10	Increasing access to clean and safe water and promoting women's participation in water management.	Distance covered by women and children to fetch water is decreased.	4 th quarter 2009 & 1 st quarter 2010	Baseline on distance covered by women and children developed.	100,000,000
			2 nd & 3 rd quarters 2010	Gender sensitive operational plan for water access is developed.	10,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Implementation and monitoring of the operational plan.	5,000,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Water management committees are gender sensitive.	4 th quarter 2009 & 1 st quarter 2010	Baseline on water management committees is developed.	60,000,000
			2 nd & 3 rd quarters 2010	Needs assessment for gender sensitive water management is conducted.	15,000,000
			4 th quarter 2010 & 1 st quarter 2011	Gender sensitive capacity building plan for water management committees developed.	10,000,000
			From 2 nd quarter 2011 to 3 rd quarter 2012	Implementation and monitoring of the operational plan.	200,000,000
			4 th quarter 2012	Evaluation	20,000,000

N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate
11	Improving living conditions of vulnerable groups with more emphasis on women.	Measures to allow vulnerable groups, with more emphasis on women, to live on their own are taken and implemented.	4 th quarter 2009 & 1 st quarter 2010	Baseline on vulnerable groups' issues is developed.	30,000,000
			2 nd & 3 rd quarters 2010	Gender needs assessment for each category of vulnerable groups is conducted.	90,000,000
			4 th quarter 2010 & 1 st quarter 2011	Gender sensitive operational plan for each category of vulnerable groups is developed.	20,000,000
			From 2 nd quarter 2011 to 3 rd quarter 2012	Implementation and monitoring of the operational plan.	400,000,000
			4 th quarter 2012	Evaluation	60,000,000
12	Promoting women's participation in the management of environment and natural resources, and increasing their access to and control over land.	Women's problems are addressed by the committees for the protection and the management of environment and natural resources.	4 th quarter 2009 & 1 st quarter 2010	Baseline on environment and natural resources management committees is developed.	40,000,000
			2 nd & 3 rd quarters 2010	Gender needs assessment of environment and natural resources management committees is conducted.	15,000,000
			4 th quarter 2010 & 1 st quarter 2011	Gender sensitive operational plan to address women's problems is developed.	5,000,000
			From 2 nd quarter 2011 to 3 rd quarter 2012	Implementation and monitoring of the operational plan.	100,000,000
			4 th quarter 2012	Evaluation	20,000,000

N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate
		Women get their share of land.	4 th quarter 2009 & 1 st quarter 2010	Baseline on women's land ownership is developed.	100,000,000
			2 nd & 3 rd quarters 2010	Needs assessment for the promotion of women's land ownership is conducted.	15,000,000
			4 th quarter 2010 & 1 st quarter 2011	Gender sensitive operational plan to promote women's land ownership is developed.	5,000,000
			From 2 nd quarter 2011 to 3 rd quarter 2012	Implementation and monitoring of the operational plan.	300,000,000
			4 th quarter 2012	Evaluation	60,000,000
Sub-total					9,945,000,000

STRATEGIC OBJECTIVE N° 4: RAISING AWARENESS AMONG RWANDAN POPULATIONS ON GENDER ISSUES					
N°	Policy action	Expected outcomes	Period	Output/ activity	Cost estimate
13	Informing, mobilizing and raising awareness of the population, community, religious as well as political leaders about gender.	Leaders at all levels are gender sensitive.	4 th quarter 2009 & 1 st quarter 2010	Major gender issues in the population identified.	30,000,000
			2 nd & 3 rd quarters 2010	IEC plan on major gender issues developed	5,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Implementation of the IEC plan on major gender issues	300,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Church related programmes are gender sensitive.	4 th quarter 2009 & 1 st quarter 2010	Gender mainstreaming needs assessment for churches leaders conducted	15,000,000
			2 nd & 3 rd quarters 2010	Plan for gender mainstreaming skills developed	5,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Implementation of the gender mainstreaming plan conducted	200,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Cultural values conducive to gender equality identified.	4 th quarter 2009 & 1 st quarter 2010	Cultural values conducive to gender equality identified.	30,000,000
			From 2 nd quarter 2010 to 3 rd quarter 2012	Dissemination of the gender responsive cultural values conducted at all levels	200,000,000
			4 th quarter 2012	Evaluation	20,000,000
Sub-total					845,000,000

STRATEGIC OBJECTIVE N° 5: MAINSTREAMING GENDER IN ALL DEVELOPMENT SECTORS					
N°	Policy action	Expected outcomes	Period	Output/activity	Cost estimate
14	Building capacity on gender planning skills for key stakeholders at all levels.	Planning, implementation, monitoring evaluation, and reporting tools are gender sensitive.	4 th quarter 2009 & 1 st quarter 2010	Planning, implementation, monitoring, evaluation, and reporting tools are identified.	20,000,000
			2 nd & 3 rd quarters 2010	Planning, implementation, monitoring, evaluation, and reporting tools are revised from a gender perspective.	250,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Planning, implementation, monitoring evaluation, and reporting tools are used	200,000,000
			4 th quarter 2012	Evaluation	20,000,000
15	Mainstreaming gender in all development sectors.	Sex and gender disaggregated data are accessible and used.	4 th quarter 2009 & 1 st quarter 2010	Sex and gender disaggregated data collection tools are developed.	250,000,000
			From 2 nd quarter 2010 to 3 rd quarter 2012	Sex and gender disaggregated data collection tools are used.	0,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Men and women are involved in planning processes as actors and beneficiaries.	4 th quarter 2009 & 1 st quarter 2010	Baseline of men and women involved in planning processes as actors and beneficiaries is developed.	300,000,000
			2 nd & 3 rd quarters 2010	Plan to sensitise both men and women to effective support of gender related interventions developed	5,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Implementation of the plan conducted	200,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Initiatives/affirmative actions aimed at promoting gender in various institutions are taken.	4 th quarter 2009 & 1 st quarter 2010	Needs assessment of required affirmative actions conducted.	5,000,000,000
			2 nd & 3 rd quarters 2010	Advocacy programme developed	5,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Advocacy programme implemented	20,000,000
			4 th quarter 2012	Evaluation	150,000,000
Sub-total					6,460,000,000

STRATEGIC OBJECTIVE N° 6: COORDINATING AND REGULATING THE IMPLEMENTATION OF NATIONAL GENDER POLICY					
N°	Policy action	Expected outcomes	Period	Output/ activity	Cost estimate
16	Establishing coordination and regulation mechanisms of interventions on gender.	Improved strategies for the coordination and regulation of national gender policy implementation are adopted.	4 th quarter 2009 & 1 st quarter 2010	Baseline on stakeholders in gender.	20,000,000
			2 nd & 3 rd quarters 2010	Coordination and regulation strategy for the implementation of the national gender policy is developed.	15,000,000
			From 4 th quarter 2010 to 3 rd quarter 2012	Dissemination, implementation and monitoring of the developed strategy	300,000,000
			4 th quarter 2012	Evaluation	20,000,000
		Improved reporting system for key stakeholders in gender is used.	4 th quarter 2009 & 1 st quarter 2010	Review of existing reporting system in gender is conducted	15,000,000
			From 2 nd quarter 2010 to 3 rd quarter 2012	Dissemination, implementation and monitoring of the gender sensitive reporting system	100,000,000
			4 th quarter 2012	Evaluation	10,000,000
17	Monitoring and evaluation.	A monitoring and evaluation (M&E) framework is developed and implemented.	4 th quarter 2009 & 1 st quarter 2010	Review of existing M&E framework.	30,000,000
			From 2 nd quarter 2010 to 3 rd quarter 2012	Dissemination, implementation and monitoring of the M&E framework.	100,000,000
			4 th quarter 2012	Evaluation	30,000,000
Sub-total					640,000,000
Grand total					24,422,000,000

Notice: The proposed budget for the implementation of this Strategic Plan is an estimate. Each Ministry in its ordinary allocated budget, gender issues must be taken into consideration in planning as well as in budgeting without request a complementary budget.