

THE MINUTES OF NATIONAL GENDER AND FAMILY CLUSTER STEERING COMMITTEE MEETING

Venue: Serena Hotel, Kigali.
Date: December 20th, 2018
Chaired by: Honorable Ambassador Soline Nyirahabimana, Minister of Gender and Family Promotion
Co-Chaired by: Ms. Fatou Lo, UN Women Country Representative

Introduction

Rwanda has ratified a number of key international conventions, charters and human rights instruments that aim at accelerating progress toward gender equality, family welfare and protection of children rights. The policy instruments and national development frameworks such as vision 2020, EDPRS and NST1 have been put in place and they all recognize the value of gender equality and family cohesion, as well as child rights protection and early childhood development in the journey to sustainable development.

For successful translation of all policies, strategies and legal frameworks, the National Gender and Family Cluster (NGFC) was revived and officially instituted on March 29, 2018. The NGFC Steering Committee meeting was organized to strengthen the National Gender and Family Cluster (NGFC) as an important coordination mechanism to promote gender equality, family promotion, and child rights protection, as well as to utilize partner efforts to improve interventions, synergize and avoid duplication.

The meeting Agenda

- ◆ Opening & Welcoming Remarks
- ◆ Coordination Mechanism in gender equality and family promotion to “Build the Family we want”
- ◆ NGM Priorities 2019-2020
- ◆ Preparations for the International Women’s Day 2019
- ◆ Briefing on the preparations for the Beijing +25 report and CSW 2019

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◆ Closing remarks

Welcome Remarks by UN WOMEN Country Representative

Ms. Fatou Lo, the UN WOMEN Country Representative said, in her welcome remarks, that this first NGFC steering committee meeting means that there is a good progress in strengthening and activating this important coordination mechanism. She also said that a better coordination of NGFC will allow the participants to work together more closely, more strategically and to have a greater impact on the lives of all Rwandans, and on women and girls in particular.

Ms. Fatou Lo added that since Rwanda has adopted its National Strategy for Transformation in 2018 and the UN has completed its UNDP for 2018-2023; both documents mainstream gender and set the bar quite high in terms of expected results as we work towards unprecedented and inclusive development, leaving no one behind.

She pointed out that the national gender and family cluster constitutes a strategic mechanism for avoiding duplication of efforts, sharing information, planning together, strategizing together, mobilizing resources together, giving visibility to the collective results and pulling in the same direction to make a valuable contribution to Rwanda's development and transformation.

Ms. Fatou Lo further called for active participation in the different sector working groups, documenting and sharing the knowledge that can make each and every institution in Rwanda more gender responsive and know how to be gender responsive.

"I look forward to the fruitful discussions this morning, especially as we examine the ideal structure and composition of the cluster, discuss how best and how soon we can finalize the strategic plan for the cluster, how best to support and operationalize the secretariat, and finally strategize as we prepare for important intergovernmental processes ahead of us namely the CSW 63 and the Beijing+25 commemoration". She added.

Opening Remarks by Hon. Minister of Gender and Family Promotion

In her Opening remarks, Hon. Ambassador Soline Nyirahabimana, Minister of Gender and Family Promotion reminded the participants that the National Gender and Family Cluster (NGFC) was



revived and officially instituted in March 2018 with the aim to strengthen the coordination and to support MIGEPROF & other National Gender Machinery institutions together with their partners to plan, implement and report together. She said that the meeting was an opportunity to strengthen the NGFC as an important platform that will guide on how to jointly move forward in the framework of delivering as one and avoiding unnecessary duplications.

The Hon. Minister highlighted that over the past 24 years, gender equality and women empowerment have been at the forefront of the national development agenda and that all the achievements attained are attributed to the strong political will at the highest level under the leadership of His Excellency Paul Kagame and accompanied by enabling policy, legal and institutional framework. She declared that our country has created a gender equality friendly environment that opened opportunities for those who were historically discriminated. She added that there are still some issues and concerns that call for further efforts to sustainably address them, which requires consolidated efforts through inception, planning, monitoring, reporting and being backed up by a robust, dynamic and strong coordination mechanism.

Giving some examples of challenges, Hon. Minister mentioned that according to the EICV5, women still constitute the majority of poor with 18% of women headed households living in extreme poverty compared to 15% of men, while overall 38% of Children under five years of age are still stunted, and ECD enrollment rate that stands at only 17%. Further remaining challenges are GBV, teenage pregnancies, malnutrition, school drop-outs, child defilement, human trafficking, conflict in families and divorce, thus call for immediate action as the above are being harmful in themselves also discourage economic development.

She called upon everyone to join the existing efforts with innovative solutions in creating sustainable mechanisms of planning together, delivering as one and avoiding any overlaps in interventions while dealing with those challenges mentioned above, and she concluded her opening remarks by declaring the meeting officially opened.

Coordination Mechanism in gender equality and family promotion

The presentation on the coordination mechanism in gender and family promotion was given by the Permanent Secretary of MIGEPROF, Nadine Umutoni Gatsinzi. She started her presentation by

noting that the National Gender and Family Cluster serves as a joint coordination mechanism to ensure that activities implemented by different actors create impact on ground with no duplication with the aim to deliver on National, regional and International development agenda (NST1, Vision 2020/50, Agenda 2063, SDGs, etc). She further described that the NGFC would have coordination mechanisms at both central and decentralized levels and that membership will ensure representation of all institutions intervening in the area of gender equality and family promotion in all NST1 sectors, including: government institutions; multilateral and bilateral agencies supporting gender and family promotion programs; INGOs; civil society organizations; private sector; religious based organization; media and academia.

Presenting more on the overall structure of the NGFC, the Permanent Secretary then explained that the Ministry of Gender and Family Promotion is the Chair of the NGFC Steering committee while the Co-chair is elected on a rotational basis every 2 years among development partners. Regarding the NGFC Secretariat, she noted that it still needs to be staffed and suggested that the future staff should be based in MIGEPROF, and be comprised of a coordinator; a family promotion and GBV prevention specialist; a gender equality and women empowerment specialist; a child protection Specialist; an ECD specialist; a monitoring and evaluation Specialist; a statistician; a communication specialist and a secretary.

The Permanent Secretary then highlighted that the ongoing and upcoming NGFC activities include the following: an ongoing study on GBV root causes and IOSC service delivery by MIGEPROF which is expected to be finalized by April 2019; the review of policies including National Gender Equality policy and National Family Promotion policy that will start in January 2019; the celebration of the 8th March 2019, the CSW 63 and Beijing +25.

Before concluding her presentation, the Permanent Secretary urged all participants to fully support the coordination mechanism of the NGFC and the implementation of the NGFC key deliverables and upcoming events. She also called up on all stakeholders to work together in order to overcome the key challenges that are hindering the effective coordination among others: lack of secretariat staff, limited coordination of a cross-cutting mandate at all levels, implementation of activities that have little impact on ground, and gender mainstreaming not yet bearing expected fruits (conflicting demands to NGM institutions).

During the discussion on the operationalization of NGFC at central and decentralized levels, participants were urged to support and help operationalizing the secretariat. It was also mentioned that grassroots level leaders should be given content or guidelines for discussions when they meet on matters concerning the family and gender. It was also generally agreed on that local leaders' capacities must be strengthened to ensure gender mainstreaming in all daily work, efficiency, and to strengthen the reporting mechanism. The issue of Coordination was also brought up and it was mentioned that efforts are sometimes uncoordinated, which leads to duplication of interventions. It was noted that the new and approved coordination mechanism would give an appropriate answer and help monitor interventions. It was also mentioned that since the four sub-clusters constitute the key areas in which the ministry operates all partners should make sure they co-operate and operate within the sub-cluster as partnership and collaboration is necessary to achieve the NGFC objectives.

NGM Priorities 2019-2020

The Director of Planning, Monitoring and Evaluation, Theophile Murwanashyaka shared the presentation on the National Gender Machinery (NGM) priorities for the year 2019-2020.

Murwanashyaka highlighted that the Ministry of Gender and Family Promotion together with other NGM institutions identified the 2019-2020 priorities based on their mandate and the National Strategy for Transformation (NST1) pillars which have then been classified into the four areas as per the Ministry's mandate.

These goals are summarized below:

- Social Transformation pillar
 - Family promotion, fighting against GBV, Child abuse
 - Establishing new and strengthen existing family cohesion home grown initiatives.
 - Implement the integrated health care services for GBV victims.
 - Strengthen partnerships with the Private sector, CSOs, Faith Based Organizations for fighting GBV and child abuse
 - Ensure that orphans are raised in families.
 - ECD and Fighting against malnutrition
 - Prevent and Manage all forms of malnutrition (acute and chronic)

- Ensure and sustain food security through supervision of distribution of Food and nutrients through existing programs
 - Strengthening Multi-sectoral coordination through the National Early Childhood Development Program.
- Economic Transformation pillar
 - Women Empowerment:
 - Support and empower youth and women to create business through entrepreneurship and access to finance
- Governance Transformation pillar
 - Gender Equality Promotion:
 - Strengthen and promote gender equality and ensure equal opportunities for all Rwandans whilst fostering the culture of solidarity with vulnerable groups.
 - Mainstreaming gender across sectors, districts strategies, investments.

During the discussions a number of topics we discussed, and on the issue of social inclusion many noted it was a crosscutting theme and hoped that especially the inclusion of people with disabilities would be included in the ministry priorities and embedded in the strategic plan. It was also noted that all actors intervening in gender equality and or family promotion should be mindful and aware of social inclusion, and ensure that the voices of less privileged people are heard in planning and implementation of their interventions.

The topic of men's engagement was also highlighted as a critical factor to ensure the promotion of gender equality, and everyone was called upon to bring men and boys onboard. It was further noted that MIGEPROF considers men's engagement as key in gender equality and family promotion. To build safe and stable families we should engage men and boys to create a more positive masculinity.

On the topic of teenage and early pregnancies it was recommended to conduct awareness raising about GBV, and specifically about the dangers and consequences of teenage pregnancies at all levels, including all school levels. Any organized school dialogues should further not only concern girls but also boys, and encourage them to participate in the awareness raising on the danger of teenage pregnancies.

Another issue that was discussed was drug abuse. The Prosecutor General informed the participants that the National Public Prosecution Authority in collaboration with the National

Police had conducted a report on the prevalence of crime, in which they had found indications that drug abuse and alcohol abuse are of one of the main causes of criminal behavior in the Rwandan society. Drug abuse was also highlighted as one of the root causes of GBV, early pregnancies, and child abuse, and that it was unfortunate that many grassroots level structures are ill equipped to respond and prevent drug-abuse.

The plenary also discussed the planned resource information center, an idea which was embraced as it would make it easier to have access to information. It was also noted that the various research, surveys and assessment reports done and co-signed by the Ministry and other actors could be kept at the center, which would help all to stay updated regarding new research, as well as prevent unnecessary duplication.

On the issue of gender mainstreaming, it was noted that various institutions should take full accountability and ownership in implementing gender equality principles, especially as MIGEPROF staff cannot be everywhere. The plenary was also reminded of the fact that according to the Right Prime Minister's instructions, directors of planning in government institutions are automatically gender focal persons, and therefore responsible for gender mainstreaming and implementation of gender equality principles in their respective institutions. The Honorable Minister of Gender and Family Promotion urged all institutions to be pro-active in promoting gender equality rather than waiting for the intervention by the National Gender Machinery institutions.

Another discussed topic was joint planning and implementation. It was mentioned that Faith based organizations and civil society organizations have good interventions related to Gender Equality and Family Promotion, but that the common gap is cooperation and joint planning, and that there is a need for well-coordinated efforts so that all actors can work together towards supporting the implementation of NGM priorities. It was also noted that joint planning and implementation increases accountability among stakeholders, and that if there are monitoring mechanisms it is easier to know who is contributing to what. It was then noted that the NGFC member guidelines and the NGFC Stratic Plan should resolve these issues.

The Honorable Minister of Gender and Family Promotion then urged all actors, and faith denomination representatives in particular, to continue their own work, nut that they should also

make sure they convey the message about family cohesion, GBV, human trafficking, teenage pregnancies, fighting drug abuse. She noted that together they already had access to existing channels where they meet and influence people.

She finally noted that a “partnership with churches and religious organizations is key in fighting drug abuse and other malpractices among youth, as well as in addressing other family issues.”

Preparations for the International Women’s Day 2019

The presentation about preparation of the International Women’s Day was shared by the Executive Secretary of National Women’s Council, Jackline Kamanzi, who updated the participants on the progress, the proposed venue and the key activities that will be undertaken before, during and after 8th of March 2019. She added that her presentation aimed to share information in advance so that all partners could plan accordingly.

The Executive Secretary highlighted that the IWD 2019 will focus on the National Strategy for Transformation (NST1) through the interventions such as: (1) Promoting skills development and entrepreneurship initiatives among women; (2) Promoting the culture of saving and access to finance; and (3) Mobilizing of the community around family issues.

She pointed out that the planned activities before the celebration of IWD 2019 especially include the meeting with key partners on the planned activities and technical preparatory meetings with stakeholders, dissemination of messages through Umuganda, Umugoroba w’Ababyeyi, Radio, TV and other communication channels. There will also be a holistic community sensitization to mobilize people on the issues that are affecting the stability of family.

During the discussions the co-chair Fatou Lo, called upon the stakeholders to come together and bring more coordination of activities, instead of having different actors doing different things with small attendance. She said it would be good to have all events together in order to have greater attendance more visibility when discussing the results and achievements in relation to gender equality and women empowerment.

The Executive Secretary of the National Women’s Council highlighted that there are ongoing preparatory activities, which would also continue even after the IWD celebrations. She then said

that the celebration activities would be conducted in the same manner as the “Gender accountability Day” had been organized, and that comprehensive packages and activities would be delivered to local communities in order to stabilize families, including among others the legalization of marriage and child registration. It was then made clear that various stakeholders will be fully engaged for a successful celebrations of IWD 2019. Apart from government, development partners and CSO:s, they would also invite BDF, media, the private sector, including telecommunication companies, financial institutions, insurance companies and others.

Briefing on the preparations for CSW 2019 and the Beijing +25 report

UNWOMEN provided updates on the preparations for the Sixty-Third Session of the Commission on the Status of Women (CSW 63) and the 25th anniversary of the Fourth World Conference on Women and adoption of the Beijing Declaration and Platform for Action (1995).

On CSW63, Carine Uwantege, EAW Programme Manager at UN Women Rwanda, said that the CSW is the premier intergovernmental global forum for gender equality and women’s empowerment related policy dialogue and review as well as norms and standards-setting. It brings together every year Governments, UN entities, NGOs, and other international and regional organizations to promote women’s rights and advance gender equality. She added that CSW63 will take place in New York under the priority theme: *“Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls”*

Uwantege highlighted the key important dates and required actions prior to the CSW 63. She pointed out that multi-stakeholders’ national consultations will be organized by mid-February 2019; CSOs have to organize their consultations and position paper; and also, the government is requested to develop its position paper which will be presented in both the African Pre-CSW 63 and in New York.

About Beijing +25, Uwantege, then said that the requirements for governments and the UN with regards to the celebration of 25th Anniversary of Beijing Declaration and Platform for Action include the following:

- Undertaking comprehensive national-level reviews of the progress made and challenges encountered in the implementation of the BPfA and the outcomes of the 23rd special session of the General Assembly (2000)
- Collaborating with relevant stakeholders at all levels on the preparations for the 2020 review so as to benefit from their experience and expertise
- The United Nations regional commissions to undertake regional reviews so that the outcomes of intergovernmental processes at the regional level can feed into the Commission's 2020 review

Finally, the participants were presented with timelines for comprehensive national-level reviews. During the discussions, MIGEPROF Permanent Secretary explained that the CSW is normally prepared together with the stakeholders and she highlighted that for the last CSW the position paper was jointly prepared with the Civil Society Organizations. Further all participants were informed that stakeholders would be invited to a preparatory meeting during January.

Fatou Lo, the meeting co-chair, informed the participants that between CSW in March 2020 and the General Assembly in September 2020, there is a plan to have celebrations on gender equality and women rights dedicated to Beijing +25 in June 2020. She explained that the venue is being decided and that it will be celebrated at a global level, and that Beijing +25 will be a big event celebration with at least 50,000 women participating.

On the subject of Beijing +25, the Chief Gender Monitor declared that Rwanda is on track with regards to the implementation of the Beijing declaration and Platform for Action (BPfA), and that GMO prepares the report every 5 years, which MIGEPROF then presents to the cabinet. For the current report, GMO had hired a consultant to prepare the inception report which would be discussed and validated soon thereafter. The final report would be shared with partners for discussion and inputs before validation at national level.



Meeting Resolutions

Item	Responsible	Timeline
Discussion and Resolutions		
Operationalization of NGFC at central and decentralized level:		
After participants discussed and agreed on the NGFC structure the guidelines document is to be updated accordingly.	NGFC Coordinator	April 2019
Establish and revive decentralized coordination mechanism,	Social Cluster Ministries	May 2019
Partner Coordination		
Strategic plan of NGFC should be speeded up for better planning of all stakeholders but also to gather all partners' interventions towards NGM priorities	MIGEPROF	June 2019
NGFC Secretariat to be put in place	MIGEPROF	June 2019
NGFC is to put in place member guidelines for partners intervening in gender and family promotion, disseminated and validated together.	NGFC Coordinator	Align with strategic plan.

Closing remarks

In her closing remarks, Ms. Fatou – Lo, the Co- Chair said that a good coordination of events will be important during the celebration of IWD 2019 to avoid duplication and many various activities at the same time. She also emphasized on two big events namely CSW63 and Beijing +25 whereby it is important to prepare them well and strategize in advance, being mindful of the key dates in order to meet the deadlines.

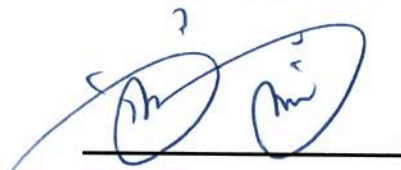


She took an opportunity to communicate that the GMIS is ready and it will be launched in January 2019 along with the Country Gender profile report.

Hon. Minister, in her remarks to close the meeting, she thanked all participants for their time and contributions towards operationalizing and making the National Gender and Family Cluster a success. She called upon everyone to streamline and coordinate all their efforts in terms of planning, execution, monitoring and reporting together, to ensure that there is impact and positive change to the people of Rwanda. She also urged the participants to retain the recommendations from the meeting and transmit them into the reality in their activities and interventions. She expressed her feeling on the meeting highlighting that coordination goes with accountability because gender and family issues are the issues of all Rwandans, issues of everyone, hence need to be all partners in bringing responses.

Hon. Minister finally called upon all partners to closely work together to get a greater impact on the improvement of the status of the family of Rwanda. She also invited all sub-clusters to take the lead in the preparations and in the delivery of upcoming activities including the IWD, CSW 63, Beijing +25; and called for ownership and active participation by everyone in the events. She took an opportunity to wish all participants Merry Christmas and Happy New Year 2019.

Minutes compiled by:



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Approved by Co-Chair:



Ms. Fatou-Lo

Country Representative
UN WOMEN

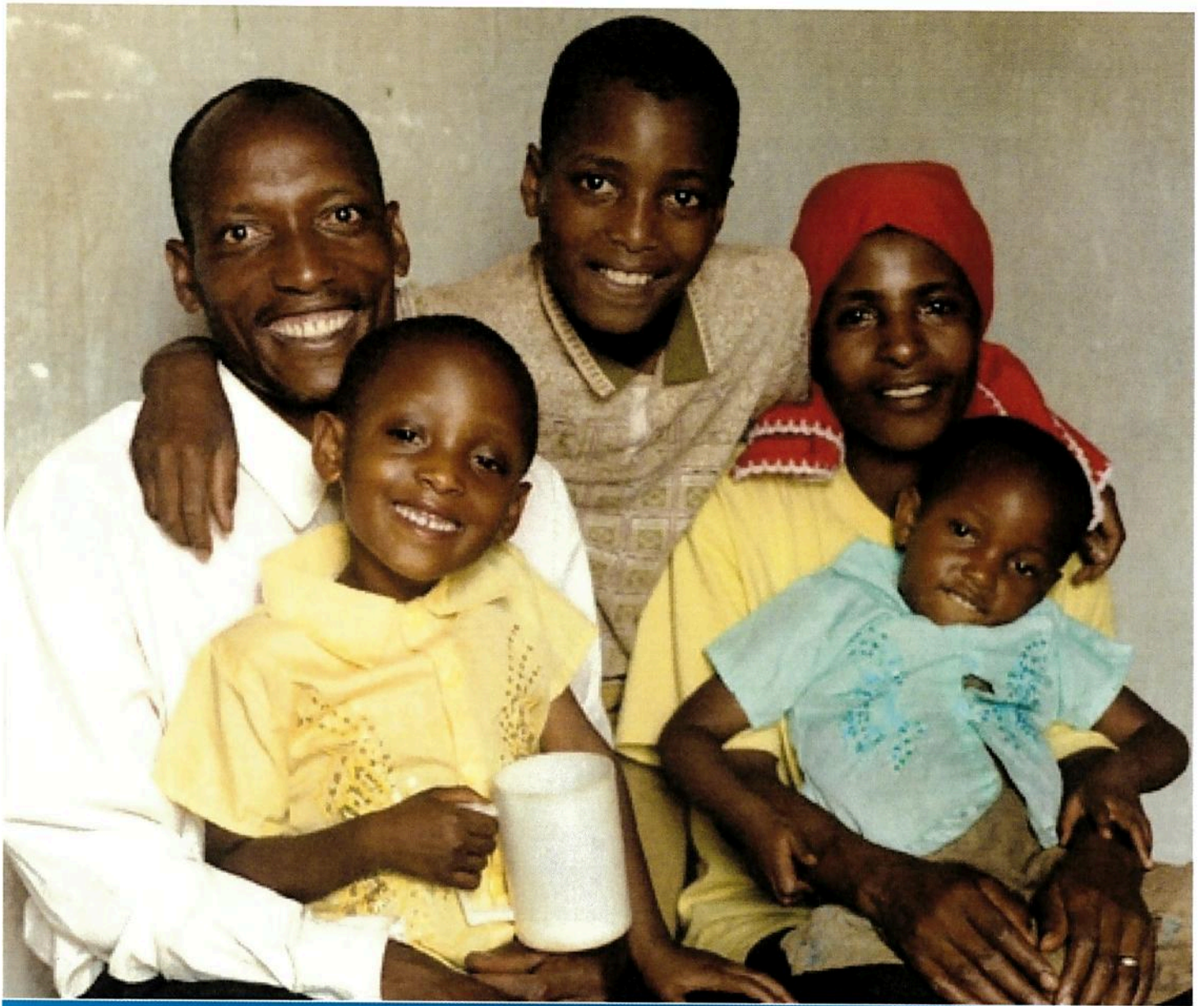
Approved by Chair:



**Hon. Ambassador Soline
NYIRAHABIMANA**

Minister of Gender and
Family Promotion
MIGEPROF





The Rwandan National Gender and Family Cluster (NGFC)

Guidelines



Introduction

Rwanda has ratified a number of key international conventions, charters and human rights instruments aimed at accelerating progress toward gender equality, family welfare and protection of children rights including:

- the Beijing Platform for Action,
- the Convention on Elimination of all forms of Discrimination against Women,
- United Nations Convention on the rights of the Child,
- African Charter on the rights and Welfare of the Child,
- the Millennium Development Goals,
- the United Nations Security Council Resolution 1325,
- the Universal Declaration of Human Rights of 10th December 1948,
- the Sustainable Development Goals.

All these instruments recognize gender and family mainstreaming as an important approach for sustainable development. Subsequently, the Rwandan government has taken action to integrate these commitments in the national legal and policy framework.

In 2010 the Cabinet approved the National Gender Policy and its Strategic Plan. This effort gave Ministry of Gender and Family Promotion (MIGEPROF) and its line Ministries and stakeholders a common direction for strategic interventions to accelerate the progress to achieve gender equality in Rwanda. In 2015 the national policy for family promotion was approved, giving MIGEPROF a role to serve as an overall policy guidance leader in terms of gender equality and family promotion in Rwanda. This included the coordination of all national development frameworks, such as vision 2020, EDPRS and NST1, to recognize the value of gender equality and family cohesion, as well as child rights protection and early childhood development in the journey to sustainable development.

For successful translation of all policies, strategies and legal frameworks into tangibles actions a national gender cluster was first established in 2010. This first cluster was made out of public institutions, civil society organizations, faith based organizations, as well as development partners. Unfortunately, the cluster is no longer operational. The last meeting within the National Gender Cluster structure was held in 2012. Since then government, entities and other stakeholders working

with gender equality and family promotion have lacked a common and organized structure for cooperation and it has long been a common wish restructure a cluster to jointly coordinate these issues. Consequentially the government organized a meeting to push for the resurrection of the cluster 2016. As a result, the new National Gender and Family cluster (NGFC) was established on 28th of March 2018 in the first NGFC meeting, which also validated the first edition of the NGFC guidelines. The current version of these guidelines was approved by the first NGFC steering committee meeting on December 20th 2019.

The National Gender and Family Cluster now exists as a coordination mechanism to support the Government of Rwanda (GoR) in promoting gender equality, family promotion, and child rights promotion and protection, as well as to utilize partner efforts to improve interventions and avoid duplication in different corners of the country. These guidelines have been written to help the NGFC to better coordinate synergies in line with government priorities, to give guidance, advocate for improved methods, share information and experiences to duplication. Furthermore, the NGFC is hoping to bridge some gaps of the previous Gender Cluster, such as inadequate coordination of intervention and not having catered for family promotion and child rights, subjects which also lie under MIGEPROF supervision.

Purpose and functional description

The purpose of the NGFC is to help the Rwandan government and its allied stakeholders to deliver as one. All Rwandan government entities have as their joint goal to eliminate gender disparities and promote family unity in all sectors. As such they are all expected to respectively oversee their area of influence and consider appropriate mechanisms to battle gender inequality and promote family unity. However, no government entity functions in a vacuum without overlapping into other government institution fields. Therefore, communication is key in order to create maximum efficiency and to avoid duplications. To achieve this the NGFC sees as its purpose to:

- Enable high level policy coordination and join sector prioritization to ensure efficient fund use;
- Exist as a forum of knowledge sharing and cooperation on a continuous and cumulative basis and allow participants to join forces for a common goals;
- Ensure broad stakeholder involvement in gender equality and family promotion efforts that are driven by the government of Rwanda.



NGFC Membership

Membership to the National Gender and Family Cluster should ensure representation of all institutions intervening in the area of gender equality and family promotion in all NST sectors, and should thus include the following stakeholders:

- Government institutions;
- Development partners
- Civil Society Organizations;
- Private Sector;
- Local and international NGOs supporting gender programs;
- Academia;

Possible member identification and invitation is the responsibility of the NGFC Secretariat, further described below. The NGFC strives to be an open organization where possible partners that match the NGFC membership criteria can individually inform the Secretariat of their interest of joining.

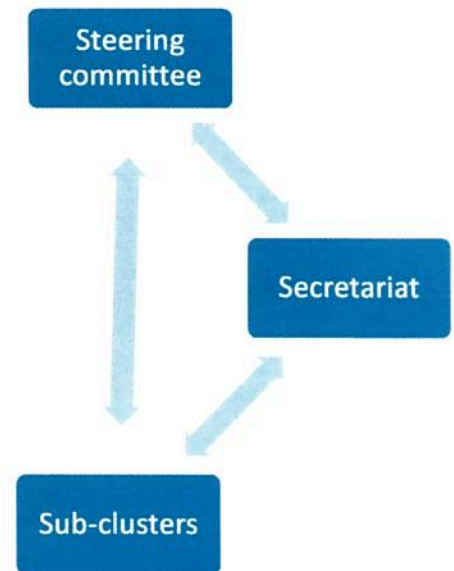
However, all members should agree to work on the basis on existing policy goals and working towards reaching full gender equality and a prospering family culture.

Structure, administration and annual cycle

To achieve long-term sustainability, the cluster needs to be organized around robust yet and easy to manage structure. As such the cluster agenda will be disseminated from a cluster strategic plan that will highlight priorities issues and guide the sector work to achieve set goals. This strategic plan will in turn be derived from already existing policy documents. In order to implement the strategic plan, the NGFC work will be divided among a NGFC Steering Committee, NGF sub-clusters, as well as a NGFC Secretariat.

Following the division used internally within the MIGEPROF and the Gender Machinery the NGF- sub clusters will be divided among the following thematic areas;

- Family Promotion and Gender-Based Violence prevention
- Child Protection
- Early Childhood Development
- Gender Equality and Women Empowerment



Structure of NGFC strategic and annual plan development, monitoring and evaluation

The NGFC work is defined and structured from the cluster strategic plan. As such the strategic plan is the main document that outlines what the NGFC work will focus on. The responsibility of developing the strategic plan lies with the NGFC Secretariat, and finally approved by the NGFC Steering Committee. The secretariat may hire a consultant for the development of the strategic plan, however the secretariat should work closely with the consultant and make sure all stakeholders are heard in the development work.

Further the strategic plan should also draw from all existing sector policies, including at minimum the following:

- The National Early Childhood Development policy
- The National Policy for Family Promotion
- The National policy for Orphans and Vulnerable Children (OVC)
- The National Integrated Child Rights Policy
- The National Gender Policy
- The National policy against GBV
- The National Girls Education Policy
- The National Justice for Children Policy
- The National Rwanda Family Planning Policy
- The National ASRH and Right policy
- The National Higher Education Policy
- The National Teacher Development Policy
- The National Adult Education Policy
- The National Policy on elimination of Child Labor
- The National Employment Policy

The Secretariat should further work with the entire sector to identify priority areas by consulting area executives and experts. This process should however be systematic, making sure long term continuity exists to achieve and implement all existing policy goals and to avoid politicization of priority development. Each strategic plan is approved by the NGFC Steering Committee for a period of five years.

Based on the strategic plan the sub-clusters will in cooperation with NGFC secretariat develop annual plans with specified targets and implementation plans. The Secretariat coordinates the sub-cluster plans into a annual plan for the entire NGFC.

The annual plan is then implemented and applied to practice through the leadership of the NGF sub-cluster meetings. This task is overlooked by the NGFC Secretariat who ensures that the NGF sub-clusters stay on track in their annual plan implementation.

As such the sub-clusters should monitor their own work through quarterly progress reports, and at the end of each fiscal year the secretariat develops an annual report that summarizes the results.

The secretariat is also in charge of developing a report at the end of each strategic plan period summarizing results from the previous five years.

Structure of the NGFC Steering Committee

The NGFC Steering Committee has the following responsibilities:

1. To provide overall political and policy direction for the Gender and Family Cluster;
2. To approve joint action plans and reports elaborated by sub-clusters;
3. To advise government on relevant policy reforms related to Gender and Family Promotion, as well as on sustainable resource mobilisation opportunities

The NGFC Steering Committee to the National Gender and Family Cluster shall include but not be limited to the following:

Government:

MIGEPROF, MIFOTRA, RAB, MINALOC, LODA, MINECOFIN, MINEDUC, MINEMA, MINICOM, RIB, NPPA, MINISPOC, MINICYOUTH, MINJUST, MOH, RBC, GMO, RDF, Rwandan Parliament, Rwandan Senate, Supreme Court of Rwanda

Development partners:

UN Women, representing ONE UN, and Sida.

Others:

Current Co-Chairs, Network of INGO:s, Civil Society Platform, Unity Club, Rwanda Interfaith Council, PSF, Rwanda Media Commission, and Academia.

The NGFC Steering committee shall organize meetings biannually, which shall only be held upon attendance of at least two-thirds (2/3) of its members.

MIGEPROF is the Chair of the NGFC Steering committee. The NGFC Steering committee is further co-chaired by a representative from the development partners, elected within the steering committee for two years on a rotational basis. The NGFC Secretariat acts as the NGFC Steering committee secretary.

Notice of a meeting shall be submitted in writing to the NGFC Steering committee members at least five (5) days before the meeting is held. Extraordinary meeting can be convened in writing at least two (2) days before the meeting is held.

Resolutions and decisions taken by the NGFC Steering committee are taken forward and accounted for by the NGFC Secretariat.

The structure of sub-cluster work

The four sub-clusters will work as the main technical forums to drive relevant actions and policies to implement the NGFC Strategy. They will organize meetings quarterly. The NGF- sub clusters have the right to merge or to separate, as the members deem necessary. The final decision on the number of members and themes of the sub-cluster lies with the NGFC Secretariat.

Each sub-cluster is chaired by an executive government representative from the thematically relevant leading gender machinery institution and co-chaired by a rotational representative from the development partners for a period of two years;



The chairs will work closely with the NGFC Secretariat, who will act as secretary for the sub cluster, as well as support the sub cluster chairs in meeting preparations. The sub-cluster work is based on the NGFC strategic and annual plans.

NGFC Secretariat structure

The NGFC Secretariat is established and placed under the administrative authority of the MIGEPROF. The NGFC secretariat shall report directly to the Permanent Secretary of the MIGEPROF.

The NGFC Secretariat is responsible for providing the technical and administrative responsibility to plan, budget and to operationalize of the NGFC strategy on a day to day basis. More specifically NGFC Secretariat carries the responsibility to:

- Coordinate the development of, implementation and review of NGFC strategic plan;
- To design and implement a Monitoring and Evaluation Framework for the NGFC;
- The establishment of clear and logical links between the cluster work and institutional strategic issues papers, such as the Medium Term Expenditure Frameworks and the National Strategy for Transformation.
- The promotion best practices across the cluster;
- To provide technical assistance in analyzing sector policies and plans;
- To organize meetings of the NGFC, including development of agenda and follow up on meeting decisions;
- Work closely with development partners to create and implement a resources mobilization plan for adequate funding of the GFC activities;
- Carry out all administrative tasks related to the Gender Cluster
- Ensure that all documents from entire cluster have been posted on the MIGEPROF website.

The staff of the NGFC Secretariat shall be comprised of:

- *One Coordinator;*
- *One Family Promotion and GBV prevention Specialist;*
- *One Gender equality and Women Empowerment Specialist;*
- *One Child protection Specialist;*
- *One ECD specialist;*
- *One monitoring and evaluation Specialist;*
- *One Statistician;*
- *One Communication Specialist;*
- *One Secretary.*

Benefits entitled to the personnel of the Secretariat shall be determined in accordance with the legal provisions applicable to public servants. The NGFC have the right to recruit National and international consultants as technical assistants to accompany existing staff or to fill in existing positions.

Coordination mechanism at decentralized level

The NGFC should be incorporated in existing decentralized coordination mechanisms at different levels.

At Provincial level there is a coordination meeting organized by the province (and the City of Kigali) in co-organization with MIGEPROF on quarterly since 2017. This provincial meeting is chaired by the governor, or in the case of the City of Kigali, the mayor. Organizationally the Executive Secretary of each province serves as a focal person that reports to MIGEPROF. Members include JADF at Province, mayors, security organs, government institutions, NWC, CSO:s, FBO:s, PSF, academia, and media.

At the district level the coordination meetings organized by the districts on quarterly basis, with the local gender focal person officer to serve as secretary. Apart from the institutions listed above the meeting will also involve directors, district hospital directors, executive secretaries of the sectors, TMM, and ECD representatives.

At the sector level coordination meetings are organized quarterly and chaired by the sector executive secretaries and attended by RBOs, NGOs, teachers, heads of health centers, NWC, NYC, IZU Coordinators, security organs, cell executive secretaries. Sector social affairs department will act as meeting secretary.

At the cell level coordination meetings are organized monthly and chaired by the cell executive secretaries and attended by RBOs, NGOs, teachers, heads of health centers, NWC, NYC, IZU Coordinators, security organs, village chiefs, and Isibo chairpersons. SEDO will act as meeting secretary.

At the village level coordination meetings are also organized monthly and chaired village chiefs and attended by NWC, NYC Isibo chairpersons, community health workers, IZU representatives, UWA president, and resource persons.

At the Isibo level coordination meetings are likewise organized monthly, chaired the isibo chairpersons, and attended by all isibo members.

All decentralized structures listed above have the following coordination roles

- Mapping of partners at decentralized level;
- Elaborate a single annual action plan;
- Joint Implementation of the SAP;
- Consolidate and produce one quarterly report of the decentralized entity and submit the report to immediate supervising organs

NGFC values

The NGFC will function following integral values such as transparency, accuracy, punctuality, consistency and regularity. One of the main function of the national gender and family cluster is to increase transparency among stakeholders. As such it is crucial that all documents related to the cluster be made easily available for old and future stakeholders. Therefore the MIGEPROF website will incorporate a tab for the NGFC, where all documents prepared for and produced by the cluster will be posted. To ensure objectivity and avoid the exclusion of new actors the NGFC will post an open invite for coming meetings, where actors that aren't invited have an opportunity to register for the meeting and attend. The invite should be available on the MIGEPROF website.

Funding

The NGFC should have a long term goal to become financially independent from development partner funding and to be fully financed by government core funding. As long as this remains impossible there will be a need for resource mobilization .As such it is the role of the NGFC secretariat to ensure that the NGFC has continued funding to continue its work and to ensure sector unity and continuity.