



National Fund For Environment

Gender Mainstreaming Strategy and Gender Action Plan

FONERWA
Gender Mainstreaming Strategy
& Gender Action Plan

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Gender Mainstreaming Strategy and Gender Action Plan

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FONERWA has developed this gender mainstreaming strategy with support from the gender expert team under the Joint Technical Assistance (JTA) project 2020-21.

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LIST OF ABBREVIATIONS

CSO	Civil Society Organisations
DFID	Department for International Development
DNH	Do-no-harm
EIGE	European Institute for Gender Equality
ESMS	Environmental Social Management System
FHH	Female-headed households
FONERWA	<i>Fond National de l'Environnement de Rwanda</i> ('Rwandan Green Fund')
GAP	Gender Action Plan
GEX	Gender Expert team
GFP	Gender Focal Point / Person
GGF	Global Green Fund
GOR	Government of Rwanda
HR	Human Resources
ICON	ICON-INSTITUT Public Sector GmbH
JTA	Joint Technical Assistance
KfW	KfW Development Bank
LG	Local Government
LNOB	Leave-no-one-behind
M&E	Monitoring and Evaluation
MHH	Male-headed Household
MoE	Ministry of Environment
MoGEFPRO	Ministry of Gender Equality and Family Promotion
PD	Project Document
PPD	Project Profile Document
PS	Private Sector
PWD	People with disabilities
RBA	Rights-based approach
SIDA	Swedish International Development Agency
UN	United Nations

‘GENDER GLOSSARY’: Basic Concept and Definitions ¹

Concept / term:	Definition:
Gender	Social attributes and opportunities associated with being female and male and to the relationships between women and men and girls and boys, as well as to the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. They are context- and time-specific, and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies, there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader sociocultural context. Other important criteria for sociocultural analysis include class, race, poverty level, ethnic group and age. (EIGE)
Gender equality:	Equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born female or male. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, thereby recognising the diversity of different groups of women and men. Gender equality is not a women’s issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development. (UN Women)
Gender mainstreaming :	Systematic consideration of the differences between the conditions, situations and needs of women and men in all policies and actions. Gender mainstreaming is the (re)organisation, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated into all policies at all levels and all stages, by the actors normally involved in policymaking. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a way to make women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality. Gender mainstreaming is a complementary strategy and not a substitute for targeted, women-centred policies and programmes, gender equality legislation, institutional mechanisms for gender equality, and specific interventions that aim to close the gender gap. (European Commission)
Gender Balance:	Human resources and equal participation of women and men in all areas of work, projects or programmes. (EIGE)
Sex-disaggregated Data / statistics:	Data collected and tabulated separately for women and men allowing the measurement of differences between women and men in terms of various social and economic dimensions and are one of the requirements to obtaining gender statistics. (UN Statistic Division).

¹ Please refer to the following link for a full gender-related glossary A-Z: <https://eige.europa.eu/thesaurus>
<https://book.coe.int/en/human-rights-and-democracy/6472-case-law-of-the-european-court-of-human-rights-relating-to-discrimination-on-grounds-of-sexual-orientation-or-gender-identity.html#>

Foreword

“Women and men are equal in terms of ability and dignity, and they should also be equal in terms of opportunities. As Rwandans, as a global community, we need every member of our society to use his or her talents to the fullest if we are ever to reach our development goals”.

-H.E. Paul Kagame, President of Rwanda

With the law on establishment of FONERWA (2017)² the FONERWA has embarked on a significant transformation from being a *fund* ‘project’ to becoming a public institution, anchored in the Rwandan Ministry of Environment, and having administrative and financial autonomy. FONERWA has legal personality and enjoys administrative and financial autonomy as provided by Article 3 of the law that establishes it.

Over recent years, FONERWA has undergone a rapid *institutionalisation* process, increased the number of employees and made bold efforts to establishing partnership with local Governments, the Private Sector and the Civil Society, and strengthening its stakeholder relations and resource mobilisation, and an expansion of its project portfolio.

Rwanda has recognised that gender equality and fulfilments of human rights are interlinked - and a national and global goal in itself and a prerequisite for sustainable development and inclusive economic growth.

In FONERWA, we have recognised that gender mainstreaming is key to successful institutional and organisational transformation, and a prerequisite for successful interventions for environmental conservation and climate change mitigation and adaptation.

Importantly, FONERWA *leadership* is committed to promoting gender equality in the project and funding operations and within the institution itself. Hence, FONERWA is committed - and as a public institution also *obliged* - to develop an *institutional gender mainstreaming strategy*, as per the National Gender Policy (2011).

This gender mainstreaming strategy supports an *internal transformation agenda* that will send strong signals to staff and the outside world about FONERWA’s commitment to gender equality.

It is our belief, that this gender strategy will be a useful guide and tool for *all* FONERWA staff and for our stakeholders and partners, and help us mobilise funds and promote gender equality in green funding modalities and projects, and within the institution.

With this strategy we believe that FONERWA has qualified for enrolment in the national Gender Seal Certification Programme, being implemented by the Rwandan Gender Monitoring Office (GMO); and we are aiming at nothing less than Gold Status on *gender equality in decision making bodies, gender-sensitive communication, bridging pay gaps, challenging gender stereotypes in work division, and creating work-life balances for both men and women, strengthening our gender-sensitive working environment with effective reporting mechanism for any forms of sexist behaviour or communication etc.*

² “The Law n° 39/2017 of 16/08/2017, Establishing the National Fund for Environment and determining its mission, organisation and functioning”.

Finally, but not least, we want to express our sincere gratitude to SIDA (Swedish Embassy), KfW Kigali, and British FCDO -Kigali for making expertise available to us and making it possible for us to develop this important institutional strategy and fulfil our national and international obligations and commitments toward gender equality and fulfilment of *all* people's rights, within the FONERWA itself, and through our many interventions on environment and climate change in urban and rural communities.

We also want to express our sincere gratitude to our above mentioned partners and the Gender Monitoring Office, The Ministry of Gender Equality and Promotion of Family, and the Ministry of Environment and other key stakeholders for their valuable comments and support during the validation of this document.

Teddy Mugabo Mpinganzima, FONERWA Chief Executive Officer,
Kigali,

October

2020.

1 Introduction

This strategy is structured according to the FONERWA organisational set-up and the Functions of each Division, as of Mid-2020.

The below strategy contains a two-fold gender mainstreaming strategy, which addresses *institutional* gender mainstreaming as well as gender mainstreaming in the FONERWA project *portfolio management*; from raising funds, developing partnerships and monitoring the projects under its mandate - as the National Environment Fund.

Firstly, **Chapter 2** below presents the national and legal context for developing a gender mainstreaming strategy for FONERWA. It also presents some key concepts of institutional transformation, and it also addresses Rwanda's international commitments.

Chapter 3 summarises the findings of a rapid 'gender qualitative audit' of FONERWA, and summarises the strengths, weaknesses, opportunities and threats to gender strategy *implementation*, within the institution.

Chapter 4 presents the vision, mission and objectives of the gender strategy, institutionally and in line with FONERWA's strategic objectives and mandate on sustainability environment and climate change.

Chapter 5-8 are structured according to the FONERWA institutional set-up, its Divisions and key Functions. Each chapter firstly asks '*why gender matters in ...*' *key functions* e.g. Communication, Auditing, Resource Mobilisation, Human Resources, Environment & Social Impacts Assessment and Resettlement, Project Analysis, Monitoring, Reporting etc. In each of the chapters that educational part is followed by the *FONERWA strategy on gender mainstreaming in the same key functions* e.g. *Communication, Auditing* etc.

Chapter 9 lines-out a suggested road map for implementation of this gender mainstreaming strategy.

The *methodologies* used during preparation of this strategy are presented in Chapter 3. This gender mainstreaming strategy is informed by the results of a rapid gender 'audit' of FONERWA, (which was carried out in late January-early February 2020 by the JTA Gender Experts), and also developed on the basis of on-line research on good practice gender strategies among the Rwandan stakeholders and its international partners. Especially, the Rwandan Gender Monitoring Office (GMO) Strategic Plan (2018-24); The Gender Strategy of the Ministry of Environment (2020) and the African Development Bank (AfDB) Gender Strategy have guided this strategy, but also gender mainstreaming strategies of FONERWA's most pertinent international partners such as SIDA, KfW, British FCDO, and the World Bank and the European Union; the on-line tools provided by the European Institute for Gender Equality, in particular.

The strategy is developed in consultation with the team of FONERWA Specialists and will serve as a tool for staff in all FONERWA Departments and Divisions, in their daily work.

How to read and use this strategy:

The idea is that all FONERWA staff or teams of staff in each Division will read the introductory chapters (1-4) and then use the remaining chapters as a *reference book*, but focus on and read the topic-specific very chapters, which directly relates to her/his/their own work and Functions, and ensure implementation of the strategy in the chapter, linked to her/his/their responsibilities. For example; The Environment Specialist will read, use and implement the gender mainstreaming strategy on ESM and social safeguards as described in Chapter 7.2; the Procurement Specialist will read, use, and implement the gender mainstreaming strategy for procurement as lined-out in

Chapter 5.3; and the Project Analyst will read, use and implement the gender mainstreaming strategy for project analysis in Chapter 8.1 etc.

Importantly, the strategy is also accompanied by two Gender Action Plans (GAPs) for implementation of the strategy: A Strategic GAP and a one-year GAP (2020-21), which are presented as annexes and not separately, since they can be perceived as tools for implementation of the strategy.

The Strategic *Gender Action Plan* aligns and merges with the FONERWA *Strategic Plan 2018–2023* and can be regarded as a supplement and an important tool for successful implementation of the 2018-23 plan. The One-year Gender Action Plan (GAP) aligns and merges with the FONERWA Annual Action Plan 2020-21. The gender strategy and the two GAPs can be considered as being ‘*living documents*’, which should be updated, informing and inspiring –and be integrated in –FONERWA’s future strategic and annual plans.

The strategy is an assigned deliverable of the Joint Technical Assistance (JTA) and it has been prepared for FONERWA by the JTA Gender Expert team, during June 2020 and subsequently validated by FONERWA and its key stakeholders. The COVID-19 lock-down of Rwanda and the international expert’s home country made a day-to-day dialogue between consultants and FONERWA leadership and staff a challenge, but not impossible.

It is the intension, that the JTA Gender Experts will provide coaching and *on-the-job-training* to the FONERWA team for the application and ‘roll-out’ of the gender strategy, - until the end of the JTA, end of 2021.

This gender strategy is the second tool that has been developed in early 2020 as part of a FONERWA ‘gender mainstreaming package’.

The first tool that was developed by JTA Gender Experts to prepare for and support the implementation of this gender mainstreaming strategy was a practical FONERWA *Gender Analysis Handbook*, which provides an introduction to the gender analysis tool and methodology and a gender analysis of each of the 15 thematic areas / sectors under the four FONERWA funding ‘Windows’; with facts and figures from Rwanda and case stories on each thematic area e.g. The FONERWA thematic priorities /four funding “Windows”, are illustrated below. (The Gender Analysis Handbook and this strategy shall be used as *complementary* tools.

Table 1: FONERWA fund ‘Windows’

WINDOW 1: Conservation & Sustainable Natural Resources Management	WINDOW 2: Energy, R&D & Technology Transfer & Implementation	WINDOWS 3: Environment & Climate Change Mainstreaming	WINDOW 4: Environmental Impact Assessment (EIA) Monitoring & Enforcement
1) Ecosystem rehabilitation 2) Sustainable land management 3) Integrated water resource management (IWRM) 4) Sustainable forestry management 5) Sustainable mines & quarries 6) Promotion & protection of biodiversity	1) Renewable energy & energy efficiency technology 2) Pollution management 3) Water storage, conservation and irrigation technologies 4) Applied and adaptive research (agroforestry, waste, urban planning) 5) Disaster risk reduction 6) Data collection, monitoring & Management Information System (MIS)	1) Strategic Environment & Climate Assessments (SECAs) 2) Sector-specific adaptation and mitigation 3) Support to implementation of cross-sectoral integrated planning	1) Monitoring implementation of environment management plans for capital projects 2) Environmental auditing

2 Context and rationale of the FONERWA gender mainstreaming strategy

2.1 Gender in environment and climate change

Globally, it is well recognized that human beings are at the centre of concern for sustainable development. They are entitled to a healthy and productive life in harmony with nature. According to Beijing Declaration and Platform for Action for Equality, Development and Peace (BPfA) 1995, women are, however, often not equal participants in the management of financial and corporate institutions, whose decision-making most significantly affects environmental quality, and they are often under-represented in formal institutions with policymaking capacities at the national, regional and international levels.

Women have an essential role to play in the development of sustainable and ecologically sound consumption and production patterns and approaches to natural resource management, as was recognized at the United Nations Conference on Environment and Development and the International Conference on Population and Development and reflected throughout Agenda 21.

Women tend to dominate in jobs in health, caring and service professions, while men often dominate industrial jobs. Sectors such as energy, transport, and technological development are highly important for environmental issues but tend to be dominated by men in the workforce.

Furthermore, managerial and policymaking positions in these sectors are entrusted mainly to men.

Globally, - although less so in Rwanda - women remain absent in leadership, political and entrepreneurial decision-making, from ownership of various companies, from the workforce in these sectors and from the technical schools and scientific educational institutions, where the future labour force is trained.

In addressing the lack of adequate recognition and support for women's contribution to conservation and management of natural resources, climate change, and safeguarding the environment, governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes, including, as appropriate, an analysis of the effects on women and men, respectively, before decisions are taken.

Environment behaviour, attitudes and consumptions are gendered. Women seem to show more concern for the climate in their behaviours than men (SIDA)

Several surveys in Sweden and other European countries on climate change demonstrates that women have slightly greater concern than men when it comes to environmental and climate change, and also that they are more likely to take actions in this area. This might relate to gendered patterns of consumption and behaviour; masculinity is often linked to products with high levels of carbon emissions, while femininity is often linked to environmentally friendly behaviour such as recycling. As recycling adds to the unpaid work done in households, which is still provided disproportionately by women, a move towards a zero-waste lifestyle creates additional pressures on women. At global level, most electronic waste is shipped to low-income countries, where it creates a disproportionate burden on women and children.³

The transition towards clean, efficient, and renewable energy, transport, agriculture, forestry and water, mining, tourism and other sectors and urban development and circular economy is a key part

³ “Review of the Implementation in the EU of area K of the Beijing Platform for Action: Women and the Environment. Gender Equality and Climate Change: Report” EIGE. 2012.

of the climate change policies of many states. In addition to promoting behavioural changes at individual level, smart home technologies are one way to improve household energy consumption and to stimulate energy efficiency.

E.g. smart water meters and zero-emission irrigation or cooking technologies are often targeted at the male end-user, taking a technology-driven approach in their language and marketing. This ignores women's agency as energy consumers.

Encouraging energy efficiency at the household level needs to take account of gender roles and gender differences in energy consumption in order to fully reap the potential benefits of energy efficiency from smart homes. At present, these technologies frequently ignore gender-differentiated use and user needs in new equipment and devices. In future, they may have potentially transformative effects for care and domestic work (for example through ambient assistant systems).

Environment policies tend to fail to consider gender. Protection of nature and biodiversity, efficient resource use, and management of materials and products to create a circular economy are key elements of environmental policy. Appropriate policies to adapt and mitigate climate change are reflected in policies at all levels.

Climate change and environment policies affect people differently, depending on various intersecting factors, including gender, age, income, education, ethnicity and religion. Those most vulnerable to the consequences of climate change tend to be women.

Due partly to persistent societal inequalities, women have fewer resources than men to protect against the impacts of climate change

Despite gender differences in environmental behaviours and attitudes, and growing evidence of the gendered impacts of climate change, climate change policies has remained largely gender blind.

Current policies on climate change are certainly relevant to gender, especially within the context of the global debate on the Sustainable Development Goals (SDGs); climate action and gender equality are both key SDGs.⁴

However, environment action programmes, do not always incorporate a gender perspective, and neither do energy policies. Rwandan environment and energy and climate change policies are no exceptions, and existing legislation related to many FONERWA Windows and environment and climate change remain rather 'gender blind' policies and laws.

To reflect gendered differences in environmental behaviours and attitudes and to ensure women are not disproportionately affected by the burdens of climate change, environmental policies should reflect a gender perspective. This could involve, for example, promoting inclusion of gender-sensitive goals, targets and indicators and undertaking systematic gender mainstreaming in national environmental and climate change policies.

Gender issues need to be addressed in *climate policies* in order to ensure that women and men are equally and meaningfully involved in planning and decision-making. This is a matter of equality and equity.

If climate change policies are not targeted at *all* relevant beneficiaries and consumers, they are less likely to address the different needs of society, will not lead to efficient outcomes and will not bring

⁴ Beijing + 25: the fifth review of the implementation of the Beijing Platform for Action in the EU Member States, EIGE 2019

benefits to men and women on an equal basis.

Various research data show that gender differentials with regard to the impacts of climate change mean more casualties among women during extreme weather events and an increased burden from care work. There is also evidence of gender-specific consumption patterns that affect contributions to GHG emissions, and thus to climate change. For example, women spend more time at home due to care duties, and thus depend on domestic heating to a greater extent. (SIDA)

For mobility, women depend on access to public transport to a larger degree due to lower levels of car ownership, but also because of their preferences for the use of environmentally friendly solutions (public transport).

Due to their lower average income, women are at greater risk of energy poverty than men and have fewer options for investing in low carbon options such as energy efficiency and renewable energies.

Perceptions and attitudes towards climate change and climate policy options also vary substantially according to gender.

Women are, on average, more concerned about climate change than men. They feel a greater need for action in tackling climate change and are more likely to change their behaviour than men.

Women are more in favour of policy measures to reduce car use than men. Men generally have more trust in technological solutions than women. Such factors should become an integral part of climate change policy debates and decisions.

Women's participation in climate change decision-making is an important factor for more gender-responsive and efficient climate change policies.

In international climate change decision-making, the number of women in UNFCCC delegations has been growing since the early 1990s. The international non-governmental networks on gender and climate change have encouraged this. At the national level, women tend to participate in environmental policymaking to a greater degree when the issues are less technological in nature. In general, women's participation in decision-making in the energy and transport sectors, both public and private, is relatively low compared to their overall participation in the workforce.

Women's higher enrolment in science and technology-related educational fields leading to careers in the energy and transport sectors is one of the prerequisites for obtaining access to institutions and power structures that support and control climate change policymaking, (International Institute for Sustainable Development⁵)

Climate change is a relatively new policy area; therefore many people in senior decision-making positions, such as environmental authorities, obtained education in a variety of fields, including social sciences, economics or law (where there are much higher rates of women graduates).

By developing and implementing this gender mainstreaming strategy, FONERWA is increasing its gender-mainstreaming tools and methods. This gender mainstreaming strategy for FONERWA applies to all FONERWA Windows / sub-sectors and is tool for increasing gender equality. It is supplemented by other tools such as the FONERWA Gender analysis handbook and tool box (2020).

Please refer to the FONERWA Gender analysis Handbook for a detailed gender dimension of all sectors, related to environment conservation and climate change adaptation and mitigation.

⁵ <https://www.iisd.org/articles/gender-climate-change>

2.2 National gender machinery, legal framework and obligations

Rwanda is now globally considered a model for gender equality and the empowerment of women.

Guaranteeing women's right to equal participation and engagement in all spheres of national development is among the major achievements since 1995. These achievements have been made possible by strong political will and commitment to gender equality and the empowerment of women by the country's leadership, from the highest level, as demonstrated in the above quotation from His Excellency the President of Rwanda (see introduction, above).

This political will and commitment towards gender equality has resulted in the establishment of a gender-responsive legal and policy framework. The National Constitution (December 2015), guarantees equal rights for women and men in all fields and provides for a minimum 30% women representation in all decision-making organs as well as other rights to participation, economic and legal rights. It is based on the Universal Declaration of Human Rights and the ratification of HR treaties, including the Convention on the Elimination of all forms of Discrimination against Women (CEDAW), the Convention on the Rights of the Child (CRC) and the Convention on the Rights of People with Disabilities, as well as the African Charter on Human and People's Rights and its Protocol on the Rights of Women in Africa (Maputo Protocol), the Beijing Declaration and Platform for Action +25, among other.

Constitution has also informed gender-responsive laws and review of other legislation, so as to entrench the respect of women's rights, notably in areas such as politics, inheritance, land and property rights, as well as protection against gender-based violence (GBV). This legal framework has put gender equality and the empowerment of women at the centre of all development instruments, which includes *FONERWA*.

In addition to the legal framework, a strong institutional framework and gender machinery has been put in place that includes the Ministry of Gender and Family Promotion (MIGEPROF), Gender Monitoring Office (GMO), National Women's Council and national Commission for Children; and The Rwandan Forum for Women Parliamentarians (FFRP). The national Gender Machinery ensures effective implementation and coordination of commitments related to gender equality, family promotion and child rights protection.

This gender strategy is capturing the 'merging' commitments of the Rwandan Government on gender equality and on environment and climate change. Below is a non-exhaustive list of legislative and policy reforms undertaken by the Government of Rwanda, as cited in UNDP Gender Mainstreaming Strategy (2018-2023):

- **National Constitution of 2003 as revised in December 2015**
- **Law No. 32/2016 of 28 August 2016 governing persons and the family, which repeals several provisions discriminatory against women**
- **Law No. 27/2016 of 08 July 2016 governing matrimonial regimes, donations and successions, which explicitly prohibits discrimination between male and female children in successions**
- **Organic Law No. 12/2013/OL of 12 September 2013 on State finances and property, which enforces accountability measures for gender-sensitive resource allocation across all sectors, programmes and projects through gender budget statements**

- **Organic Law No. 10/20/2013/OL of 11 July 2013 governing political parties and politicians, which prohibits any form of discrimination based on gender, sex, race and religion in political parties**
- **Law No. 43/2013 of 16 June 2013 governing land in Rwanda, which prohibits discrimination based on sex in relation to access to land 23**
- Organic Law No. 01/2012/OL of 2 May 2012 instituting the Penal Code, which prohibits the sale of children, child prostitution and child pornography
- Law No. 54/2011 of 14 December 2011 relating to the rights and the protection of the child, which provides for the same responsibilities for child protection by both parents
- Organic Law No. 02/2011/OL of 27 July 2011 governing the organization of education, which provides that the education of the citizen shall not be characterized by any form of discrimination
- Law No. 27/2010 of 19 June 2010 relating to elections,
- Organic Law N°004/2018 of 21/06/2018 governing elections, which requires that at least 30 per cent of candidates for parliamentary elections on the lists of political parties be women.
- National Gender Policy and Strategic Plan (2010)
- National Policy for Family Promotion, 2017
- **National Gender Strategic Plan (2016-2020);**
- **Strategic Plan 2017-22 (Gender Monitoring Office)**
- **Strategic Plan For Gender And Family Promotion (2018-2024).**
- **Ministry of Environment Gender Mainstreaming Strategy (2020)**
- **National Strategy for Transformation NST1 2018-24**
- **Rwandan Vision 2050;**
- East African Community Vision 2050;
- African Union Agenda 2063
- **The Environmental and Climate Change Policy (2019)**
- **Green Growth and Climate resilience strategy (GGCRS)**
- **National Strategy on Women and Youth access to finance (2012-2020)**
- **National Action Plan for the implementation of the Kampala Declaration on Sexual and Gender Based violence (SGBV) 2019-2023**
- **Strategic Plan For The Environment And Natural Resources Sector 2018 – 2024.**
- National Action Plan for the implementation of Security Council resolution 1325 (2000) (2016-2020) on women and peace and security;
- **National Implementation Plan of the Beijing Declaration and Platform for Action (2012-2017);**
- **Legal and Policy Framework for Gender Equality and the Empowerment of Women in Rwanda (2011);**
- **The Rwandan Forum for Women Parliamentarians (FFRP)**

2.3 Rwanda's international commitments towards gender equality



Photo © Womankind. UK.

Rwanda is Party to eight of nine Human Right Conventions / Treaties and a number of optional protocols and has ratified and is committed to the implementation of the following:

- a) **Convention on the Elimination of All Forms of Racial Discrimination (ICERD, 21 December 1965)**
- b) **International Covenant on Civil and Political Rights (ICCPR, 16 December 1966)**
- c) **International Covenant on Economic, Social, and Cultural Rights (ICESCR, 16 December 1966)**
- d) **Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 18 December 1979)**
- e) **Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT, 10 December 1984)**
- f) **Convention on the Rights of the Child (CRC, 20 November 1989)**
- g) **International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICMW, 18 December 1990)**
- h) **International Convention for the Protection of All Persons from Enforced Disappearance (CPED, 20 December 2006)**
- i) **Convention on the Rights of Persons with Disabilities (CRPD, 13 December 2006)**

Other international commitments:

- **The Beijing Plan of Action for Gender equality (1995) + 25.**

Area K: Women and Environment (strategic objectives)

K.1 Involve women actively in environmental decision-making at all levels

K.2 Integrate gender concerns and perspectives in policies and programmes for sustainable development

K.3 Strengthen or establish mechanisms at the national, regional and international levels to assess the impact of development and environmental policies on women.

K4 Proportion of women and men among tertiary graduates of all graduates (ISCED levels 5 and 6) in natural sciences and technologies

- **Regional: Africa African Charter on Human and Peoples' Rights (June, 1981)**
- **African Charter on the Rights and Welfare of the Child (1990).**
- African Union Agenda 2063:
- Maputo Protocol , African Union (11 July 2003)

Sustainable Development Goals (SDG-2030) – especially but not limited to Goal #5 on Gender equality and empowerment of all women and girls;

- **5.1 End all forms of discrimination against all women and girls everywhere.**
- 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- 5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.
- **5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.**
- **5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.**
- 5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
- **5.A Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.**
- **5.B Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.**
- **5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.**

- The Cairo Declaration (2013) – youth, SRHR of women and girls etc.
- The Accra Declaration for Advancing Human Rights of Women and Girls (2017)
- The Istanbul Convention on Domestic Violence (2011)
- The UN Security Council Resolution 1325 (2000).

3 Methodologies applied for preparation of the FONERWA Gender Strategy

3.1 FONERWA gender 'audit'

NOTE: A gender audit is a multi-disciplinary exercise and asks for teamwork!

Prior to the formulation of this gender mainstreaming strategy, the JTA Gender Experts conducted a *participatory, rapid 'gender quality audit'* of FONERWA as an institution and of *sample FONERWA interventions / project documents, policies, work documents, work tools and templates*. **For the findings of the audit, please see below.**

WHAT IS A PARTICIPATORY GENDER AUDIT?

A gender audit is a tool to assess and check the institutionalisation of gender equality into organisations, including in its *policies, programmes, projects and/or provision of services, structures, proceedings and budgets*.

Gender audits allow organisations 'to set their own houses in order, and change aspects of the organisational culture which discriminate against women staff and women "beneficiaries"'.

As **a method for gender mainstreaming**, gender audits help organisations identify and understand gender patterns within their composition, structures, processes, organisational culture and management of human resources, and in the design and delivery of policies and services. They also help assess the impact of organisational performance and its management on gender equality within the organisation.

Gender audits establish **a baseline against which progress can be measured over time**, identifying critical gender gaps and challenges, and making recommendations of how they can be addressed through improvements and innovations.

Although there is no standard approach for carrying out a gender audit, international organisations use two main approaches: *participatory gender audit* and the *gender integration framework*.

Participatory gender audit is a tool and process based on a participatory methodology, which aims to promote organisational learning on mainstreaming gender practically.

Participatory gender audit assesses to what extent an organisation implements gender mainstreaming effectively in its structures, processes, procedures, policies, programmes, and projects and in the services provided. It also assesses to what extent gender mainstreaming is institutionalised in these areas. The key methods used are desk review, semi-structured interviews with staff and a collective workshop.

Participatory gender audit differs from other types of audits by its participatory approach in the programming and implementation of the audit. Its main objectives are to:

- Produce knowledge and information on **the extent to which gender mainstreaming is institutionalized within the organisation** and within the development and delivery of **policies**,

programmes, projects, products and services;

- Assess the level of resources allocated to and spent on gender mainstreaming and gender equality activities (**gender financial auditing and gender budgeting**)
- Provide information on **the extent to which gender is mainstreamed in human resources policies** and whether there is a gender balance in staff at different levels of the organisation;
- **Set up an initial baseline of performance on gender mainstreaming in the respective organisation** to be used as a benchmark to measure progress on gender equality across time, departments and with other organisations;
- **Measure progress on gender mainstreaming plans/strategies** and recommend revisions, if necessary;
- **Identify mechanisms that have contributed to mainstreaming gender** within the respective organisation and share them within and outside the organisation;
- **Provide recommendations to improve the performance** of the respective organisation in ensuring gender equality

An institution needs to ensure the following **four conditions for successful gender mainstreaming and gender auditing**:

- **Political will and leadership.** The way in which leaders commit to support gender equality within the organisation, and communicate and prove their support through concrete actions.
- **Technical capacity.** The level of institutionalisation of gender-sensitive organisational processes and of staff capacities, abilities, skills and qualifications on gender equality needed for effective mainstreaming in the organisation.
- **Accountability.** The mechanisms by which an organisation integrates and carries through its commitment to gender equality values in its policies, programmes, projects, services and products.
- **Organisational culture.** The norms, beliefs, values and behaviours that enhance or hinder gender equality in an organisation. In practice, organisational culture refers to how staff interact with each other, the ideas that are considered acceptable and expected and rewarded behaviours.

Likewise ‘conventional’ and financial audits, a gender audit usually includes **two dimensions**:

1. **An internal audit.** This dimension refers to how much an organisation fosters gender equality internally within its organisational, managerial structure and internal work, and whether these contribute to gender equality in the organisation. *An internal gender audit monitors and assesses the relative progress made in gender mainstreaming, contributes to capacity building and collective organisational ownership for gender equality initiatives, and sharpens organisational learning on gender.*
2. **An external audit.** This dimension aims to assess to what extent an organisation mainstreams gender in its policies, programmes, projects and services in terms of content, delivery and evaluation. *External gender audits evaluate to what extent gender integration fosters the inclusion of, and benefits to, women and men involved in or affected by the organisation’s policies, programmes, projects or services provided.*

When applied to *policies, programmes, projects or services*, a gender audit starts by exploring to *what extent gender equality is mainstreamed in high-level policy objectives and priorities*, and further

assesses to what extent policy intentions are actually carried out in specific initiatives (e.g. programmes, projects, services).

At the planning level, a gender audit analyses whether there are gender-specific objectives or if gender is mainstreamed in the general objectives of the policy in order to guarantee that they contribute to close gender gaps, ensure that women and men benefit equally or in accordance with their gender needs and that inequalities are not perpetuated.

Similarly, a gender audit goes on to analyse how gender is mainstreamed into the implementation phase of the policy, programme or project.

Finally, a gender audit of the monitoring and evaluation phase investigates whether targets and indicators include a gender perspective both in terms of sex-disaggregated data and progress towards gender equality.

The below questions guided the FONERWA gender audit and can also guide *future* FONERWA gender audits and gender audits of FONERWA's *implementing partners* and allies.

The questions will help FONERWA (and its implementing partners) 'set the bar' realistically, when embarking on organizational change towards gender mainstreaming.

KEY GUIDING QUESTIONS asked during gender auditing of FONERWA:

- a) How to **monitor and steer the process** of organizational change for gender equality?
- b) What type of gender mainstreaming **support structure** is to be established within FONERWA – if any?
- c) What **equality objectives** FONERWA is to set for itself – in each Division/ Department?
- d) How to **communicate on gender equality and gender mainstreaming** both internally and externally?
- e) How to **strengthen the commitment** of all staff members and how to develop their gender equality / gender mainstreaming competence?
- f) How to **launch gender equality action plans**?
- g) How to **promote equal opportunities** within FONERWA's personnel?
- h) Is there **communication and knowledge** about gender equality and how FONERWA is to implement gender mainstreaming?
- i) Is gender knowledge part of **human resources development** in terms of competence development?
- j) Do **job descriptions** include gender competence according to the respective task and do performance assessments also cover relevant gender competences?
- k) Is gender equality part of the **information management system**?
- l) Is there an internal **equal opportunities policy**, which is actively followed and monitored?
- m) How to deal with **resistance** to gender mainstreaming?
- n) How to prevent and deal with any signs of hidden or obvious **every-day sexism** in internal and external communication and interactions?
- o) How is gender equality **perceived** within FONERWA?

- a. Is there *broad support* or *internal resistance* to the concept?
- p) Do staffs feel that gender mainstreaming is **a priority for them and for the management**?
 - a. Do they have the *awareness and knowledge* to make gender a priority?
 - b. Do staffs feel they have **adequate understanding** to address gender (in) equalities in programmes/activities?
- q) Do staffs **feel supported** to design programmes that promote gender equality and/or, where appropriate, programmes that target women?
- r) Does the **FONERWA culture, policies, procedures and processes** **favour or hinder** gender mainstreaming?
- s) Is there **accountability** within FONERWA for gender mainstreaming?
- t) Are initiatives based on a **gender analysis**, in order to guarantee that any inequalities between women and men due to their different gender needs and gender roles have been identified and taken into account?
- u) To what extent is gender included in the **objectives of policies, programmes, projects or services** provided?
- v) Are **policies, programmes, projects or services provided** **designed to target women and men equally** and in accordance with their gender needs or, where appropriate, target women or men particularly with a view to close gender gaps?
- w) Are **indicators and data** collection sex disaggregated?
 - a. *Do policies, programmes, projects or services provided include gender indicators in order to monitor the policy, programme, project or service from a gender perspective?*
 - b. *Are there indicators/targets for all gender-related objectives?*
- x) Do indicators **address progress** towards increased gender equality and change in social and institutional norms?
- y) Is there **a specific budget** for activities designed to achieve gender equality?
- z) Is **training** on gender analysis included in the initiatives to ensure implementers have the appropriate skills?
- aa) Are *gender indicators, gender analysis and gender impact assessments* used throughout all **policy, programme and project cycles**?
- bb) What are the **accountability mechanisms** to achieve gender equality results?
 - a. *Do staffs feel they are accountable for reporting results on gender-related objectives?*
- cc) To what extent are **gender challenges addressed** in the implementation, monitoring and evaluation of initiatives?

During the JTA inception phase, Gender Experts consulted and interviewed individual key staff and Specialists, who generously shared with the consultants, their appreciation of gender integration, expectations to JTA, gaps in own knowledge and competences as well as their key documents and work lists and job descriptions.

The Gender Expert conducted a preliminary 'gender screening', to identify the occurrence of and/or scope for strengthening the FONERWA documents and work tools on gender equality and gender mainstreaming, women's empowerment and equal rights.

The screening of documents also paid attention to screening for other than gender variables; such as *community, poverty, the poor, and social risks, people with disabilities and in vulnerable situations, child rights* etc.

The consultants made use of the following methods during the rapid 'gender assessment' of FONERWA:

- **Desk review and analysis of 45 'FONERWA documents' and work templates, e.g.** communication strategy, web-site, strategic and annual plans, fund application forms, staff and project reporting templates, HR manual, Laws etc.
- **Consultation with FONERWA staff and key Specialists**, through semi-structured interviews, group discussions. Consultations aimed to complement information collected through the desk review of documents, provided.
- **Sharing and discussing the main findings** with the FONERWA Findings from the 'gender audit': The results of the 'gender screening' of documents and interviews with staff and implementing partners were presented in the *JTA inception report for Task 2: institutional support to gender integration in* (February 2020).

3.1.1 Findings from FONERWA Gender Assessment/ Audit

The 'audit' showed much positive attitude, awareness, and excellent cooperation by staff and towards new attempts for gender mainstreaming, suggested by JTA consultants.

In summary, the rapid gender audit and 'screening' of the above listed most essential FONERWA documents, templates and work tools revealed organisational 'gender blindness' and the scope for gender mainstreaming horizontally across Divisions and Departments in Functions and staff's job description, - and vertically, across the fund and project management cycle.

The audit revealed that there was scope for further strengthening *all* FONERWA key Functions on gender sensitivity and mainstreaming, although to a varying extent and most important the FONERWA strategic (future) plan(s); the FONERWA website and Communication and Public Relation Strategy; FONERWA log-frame, and the Annual Action Plans and project selection and monitoring and reporting templates.

FONERWA has developed a set of excellent working tools and templates, among which some 63% *need some 'gender inputs'* to become *gender-sensitive*.

The assessment also revealed a scope for further strengthening the project and funding selection processes and various eligibility criteria and tools and templates being used for project descriptions and evaluation of proposals, as well a need to ensure gender capacity and gender balance among external evaluators and FONERWA decision making Board members.

There is scope for further strengthening the staff's gender mainstreaming responsibilities, since all Job Descriptions were found to be '*gender blind*', except a few e.g. for the Environment and Social Safeguards Specialist, which explicitly address "social" impact assessments, and are relatively more gender-sensitive. (See Annex 4, below, which presents a tool / matrix for participatory gender

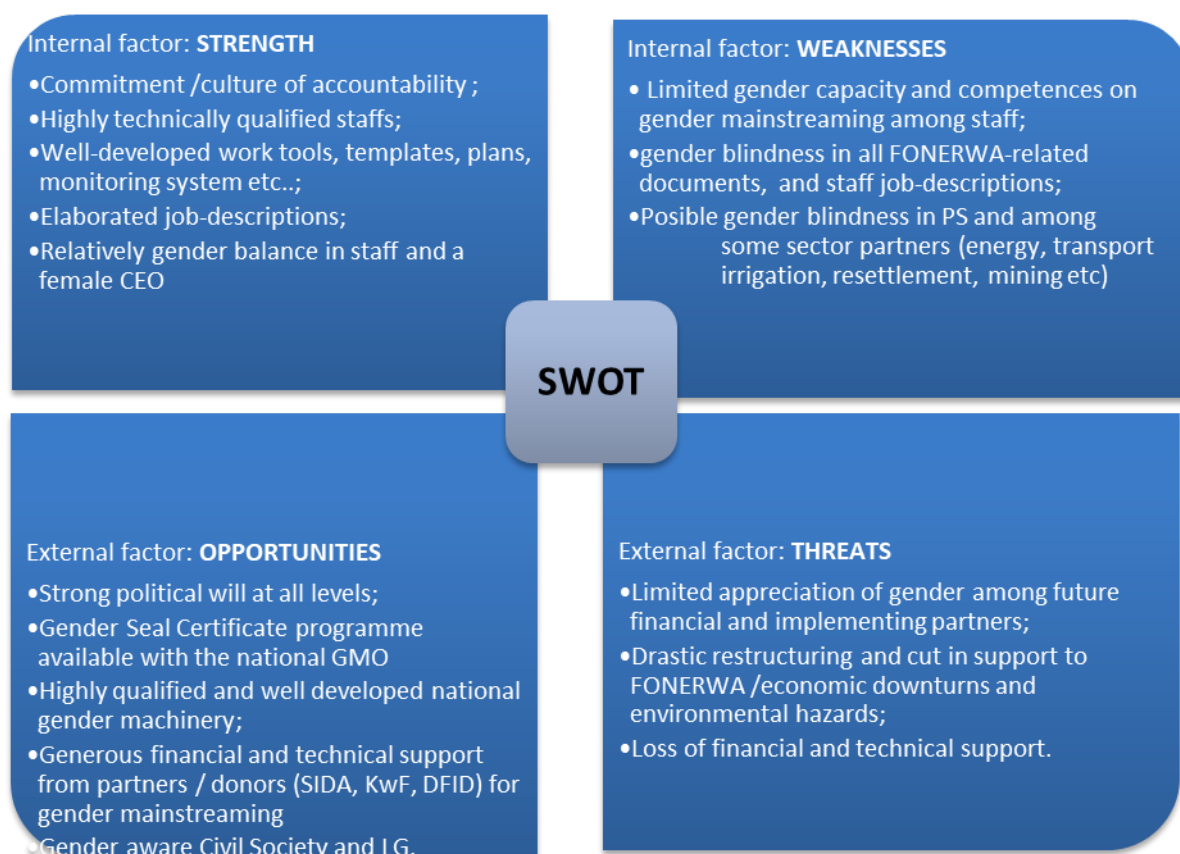
mainstreaming of all job descriptions, - by the FONERWA staffs, themselves – as part of gender strategy implementation).

FONERWA staff generally expressed needs for capacity strengthening and knowledge exchange and tailored inputs to enhance gender equality and gender mainstreaming in their Division and daily work tasks.

15 preliminary project descriptions/ 'Concept Notes' under the Call for Proposal #10 were screening, among which *some* 5/16 showed some gender-sensitivity. Only one of 15 short-listed CSOs is a 'women's rights organisation', and only a few of the applicants informed that they have gender expertise in their organisation and project implementation teams. Those issues were addressed during a one-day gender mainstreaming training for implementing partners, facilitated by FONERWA and implementation by the JTA Gender Experts, in relation to call for full project proposals, March 2020.

The findings of the screening inform this gender strategy. This strategy aims at *mitigation the gaps in gender mainstreaming within FONERWA* and in all its key functions and responsibility areas.

In summary, the results of gender assessment of FONERWA can be captured in a SWOT matrix, as presented, below:

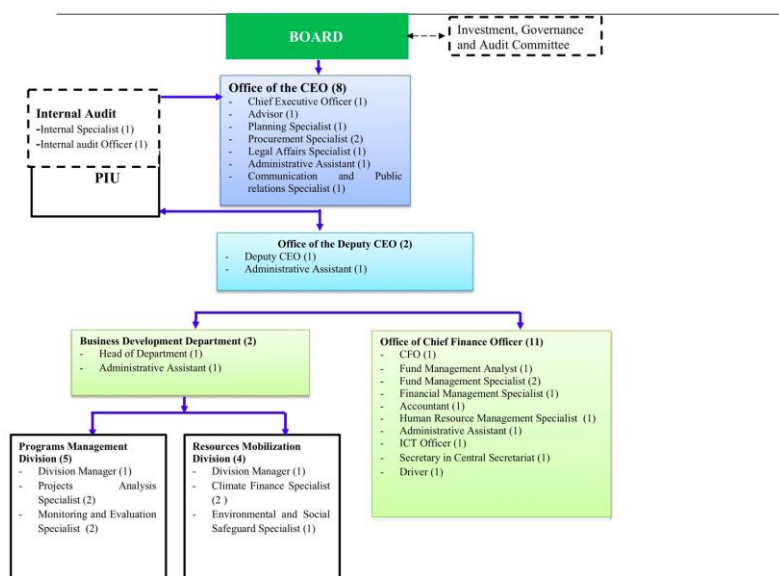


3.2 FONERWA's institutional transformation and gender integration

Organisations are not gender-neutral entities and they deal with gender differently. Gender issues within an organisation are partly visible and partly tacit.

FONERWA 'Organogramme'

The FONERWA current 'organogramme' is presented below. FONERWA currently has 25 professional staff, of which nine are female (36%).



FONERWA is a dynamic institution and is under-going an institutional and organisational transformation.

Embarking on a thorough gender mainstreaming process is an organizational transformation in itself, and leadership commitment is a prerequisite for a successful transformation from a partly 'gender neutral' organization to an organisation which is gender-sensitive and responsive. Gender mainstreaming and gender inclusion is *cross-cutting, trans-sectional and multi-dimensional*.

The Law on Establishing the National Fund for Environment (FONERWA) and its strategic five year strategic plan (2018-23) include an indicator (5.3) saying:

"% of implementing projects that demonstrate (a) community participation; b) a gender focus".

However, that indicator is hardly sufficient to ensure gender mainstreaming of FONERWA projects, let alone, for providing a foundation for institutional gender mainstreaming. FONERWA will to set *targets* for that percentage of projects and a strategy and tools for how to achieve the targets and ensure that FONERWA-supported interventions are gender-sensitive and responsive and contributing to national goals and targets on gender equality.

FONERWA will *define* and apply a holistic view at "gender focus".

The ultimate goal is 'gender integration' in 100% of projects, implemented by FONERWA or its

partners; whether that is local Government, private sector or CSOs.

Moreover, institutional gender mainstreaming and capacity building on gender mainstreaming is a prerequisite for achieving gender equality in projects and other interventions.

So, institutional gender mainstreaming must come before gender mainstreaming of the project cycle.

The FONERWA has developed a comprehensive set of working tools, templates, formats and manuals, which provides a good starting point for gender mainstreaming.

Thorough gender mainstreaming would *'make a difference that makes a difference'*, across the institution and the projects it supports and/or implement.

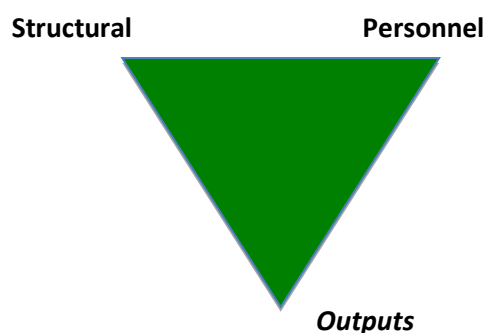
There is little doubt that FONERWA-supported projects already are gender-sensitive in practice and doing a lot of good for the rural and urban poor communities during implementation, but a systematic and structured approach to gender mainstreaming would increase and maximise project benefits for women and the poor, and help FONERWA document its efforts on these issues, and the efforts of its implementing partners; - also *vis à vis* national and international finance partners.

Gender mainstreaming is a strategy and a systematic and planned process for institutional transformation and learning, in order to achieve gender equality both internally and especially in regard to working results and outcomes.

The strategic goal of the process is to integrate gender equality into the regular rules, procedures and practices of FONERWA. A successful gender mainstreaming implementation will lead to the transformation of FONERWA, thus also impacting on the organisational culture.

When gender equality as a common goal is eventually mainstreamed into FONERWA, gender equality will be an integral part of the objectives and daily work routines within FONERWA.

Gender mainstreaming is an organisational *'change agent'* or a *'driver of change'*. There are three basic *dimensions of gender mainstreaming* in an organisation: **"the SPO model"** (the **Structural** dimensions and organisational set-up, the **Personnel** dimension, **Outputs/results**).⁶



Changes within the structural and personnel dimensions are a precondition for achieving working results / services that correspond to the objective of gender equality.

⁶ *"Institutional Transformation: A toolkit for Gender mainstreaming"*. EIGE 2016

4 Vision, mission and objective of the FONERWA gender mainstreaming strategy

VISION

The vision of this 'twofold' gender mainstreaming strategy is:

A gender-sensitive and gender-responsive FONERWA with an increasingly successful resources mobilisation and project portfolio, and which is a work place that is attractive to both female and male professionals.

It is envisaged that with this gender mainstreaming strategy and the linked gender action plans and a set of tools on gender analysis, the FONERWA will be capable of positioning itself as an *innovative and gender-responsive and rights-based green fund institution*; which *puts people first* and achieves positive and sustainable results because it addresses the *human and gender dimensions in the climate change and environment discourse and interventions*.

Successful implementation of this strategy will add value to FONERWA as an institution and to its projects and partner organisations and help FONERWA meet its national and international commitments and obligations on gender equality and human rights and better mobilise resources among national and international financial partners.

Successful implementation of this strategy will add value to the lives and help fulfil human rights of the urban and rural Rwandan women, men, girls, boys, youth and elderly of all walks of life, who are being reached by FONERWA and its implementing partners and participate in FONERWA – supported interventions on climate change and environment.

It is envisaged that by *transforming* FONERWA to a gender-sensitive and responsive institution, FONERWA will directly and indirectly *contribute more to national goals on gender equality and poverty reduction, promotion of youth and elimination of gender-based violence across all sectors*.

MISSION

Gender mainstreaming is a strategy and a systematic and planned process for institutional transformation and learning, in order to achieve gender equality both internally and especially in regard to working results and outcomes.

The strategic goal of that process is to integrate gender equality into the regular rules, procedures and practices of FONERWA. A successful gender mainstreaming implementation will lead to further positive development and transformation of FONERWA, thus also impacting on the organisational culture.

When gender equality as a common goal is eventually mainstreamed into FONERWA, gender equality will be an integral part of the objectives and daily work routines and modes of operation within FONERWA.

Eventually, and idealistically, it will not be necessary to put additional effort into the implementation of gender mainstreaming because gender equality will become part of on-going procedures and will infiltrate the entire organisational culture. Gender mainstreaming is therefore a strategy whose ultimate aim is to become dispensable.

The *mission* of this gender mainstreaming strategy is to equip FONERWA staff to better promote gender equality and gender balance within the institution itself and ensure gender-

OBJECTIVES

The main *objective* of this strategy:

Inclusion of the gender dimension across FONERWA Divisions and Departments and all Functions and modes of operation.

That achievement will lead to gender-sensitivity and gender-responsiveness and sustainability of FONERWA's project portfolio, and increased capacity and competencies of team and gender equality *within* the organisation.

INSTITUTIONAL OBJECTIVES of this gender strategy:

- Help position FONERWA as a gender-sensitive and gender-responsive 'Green fund' in public relations and international and national partnerships and events;
- Build FONERWA's capacity as an institution to promote gender-responsive research, policy making and legislation and lobby for amendment of gender-discriminatory legislation, strategies and plans related to climate change and environment sectors;
- Increase FONERWA capacity to generate funds and mobilize resources for climate change mitigation and adaptation and environment conservation;
- Build 'gender competence' of FONERWA staff across all Divisions and Functions; and increase gender-sensitivity within the institution and its interventions;
- In the long term, achieve gender balance among FONERWA professional staff and leaders; challenging existing gender stereotypes in work division;
- Promote and ensure equal and equitable and safe working conditions for both female and male employees, and effective report and complaint modalities on sexism and sexual harassment in the work place;
- Ensure equal opportunities for employment, promotion and leadership, equal pay for equal value work, work-life-balance, etc. within the given Government personnel management rules and regulations.
- Achieve Gold level Gender Seal Certificate from the Rwandan GMO programme.

STRATEGIC OBJECTIVES of this gender mainstreaming strategy:

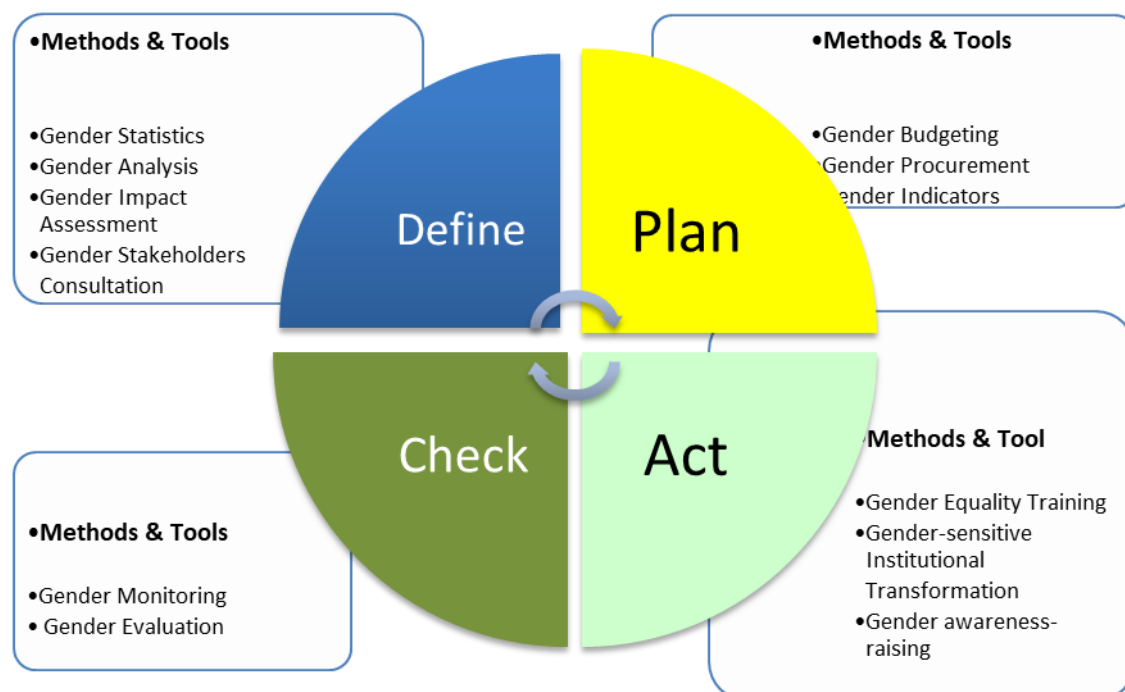
For the FONERWA *project portfolio on climate change and environment*, the strategic objective of this strategy is to align with FONERWA strategic objective and overall Mandate and ensure that FONERWA projects:

- Promote gender equality in urban and rural areas; women's empowerment and agency;
- Promote gender equality in decision making and leadership and benefits among targeted user groups and communities;
- Help eliminate gender-based violence against women, girls and boys, across environment and climate change interventions;
- Promote a rights-based approach and create rights-holders' legal awareness and provide

rights education across all sectors;

- Increase the involvement of men and boys in unpaid care work and unpaid production and challenge gender stereotypes;
- Contribute to reduction of women's time poverty and work loads;
- Promote gender equality in access and control over land and other natural resources and assets;
- Promote gender equality and equal opportunities for women and men, and youth / remove women's and youth's barriers in 'green employment'; and decent employment and ensure compliance with the labour law;
- Promote equal access / remove women's and young farmers' and poor households' constraints and barriers to finance and production inputs, green technology, and market information;
- Promote equal opportunities for participation in meaningful skill training, extension services and income generating activities / remove women's and poor households' constraints and barriers to services;
- Ensure that FONERWA interventions *leave-no-one-behind* and *do-no-harm*;
- Ensure the inclusion of people with disabilities, and other households living in vulnerable situations.

The FONERWA **Gender mainstreaming platform** can be illustrated as below:



5 Office of the CEO

5.1 FONERWA leadership

5.1.1 Why gender matters in leadership

ORGANISATIONAL CHANGE TOWARDS GENDER MAINSTREAMING

The FONERWA leaders are well aware of the national goals and obligations of public institutions towards gender and social inclusion. FONERWA leaders are committed towards institutional change and leading the way for their teams.

The main responsibility of the executive staff across all management hierarchies is to adopt both the formal and informal mechanisms, by which they usually create accountability and strengthen commitment.

Leaders are in a key position to motivate their teams towards change and improvements, and leaders are best in dealing with resistance towards change and new ways of doing tasks.

When leaders show keen commitment towards 'gender accountability' and 'enforce' new responsibilities and ways of doing work, the rest of the staff will follow through.

When 'enforcing' gender mainstreaming into FONERWA modes of operation, - which may asks for staff's change of *attitude and change of habits, use of language, and may add responsibilities* to an already long list of individual tasks and responsibilities, - the following issues are utmost important:

- *How leaders communicate their commitment to gender mainstreaming (to Government, partner organisations, staff);*
- *How leaders demonstrate their support;*
- *How leaders ensures gender equality and gender balance in decision making (processes and bodies);*
- *How leaders ensures gender-responsive research, policy-making and planning;*
- *How they encourage staff;*
- *How they strengthen the position of the gender mainstreaming support structure or – in the case of FONERWA, - link up to the support structure of the ministry, in which the institution / FONERWA is anchored (Ministry of Environment gender machinery and the Gender Monitoring Office).*
- *How leaders set a good example by implementing gender mainstreaming in their daily work routines and all other activities;*
- *How they deal with staff's resistance towards gender mainstreaming of Functions and tasks and institutionally;*
- *How leaders promote equal opportunities;*
- *How they deal with everyday-sexism in their organisation.*

Gender mainstreaming requires all staff members to integrate gender equality into their respective fields of responsibility. Introducing gender mainstreaming into an organisation not only requires a change of working routines but also demands staff to reflect on their own perception of gender.

This is why particular attention should be paid to dealing with resistance.

Although gender mainstreaming is meant to be a ‘top-down strategy’, in reality, the initiative often comes from the dedicated gender equality staff, the Government and its international partners (e.g. as part of a ‘package’ of Technical Assistance) or from committed operative staff within an organisation. It is sometimes a challenge for them to gain the support of the executive staff. In this case it might be helpful to

- Demonstrate how gender mainstreaming contributes to better achieving the organisation’s mandate and goals (benefits of gender mainstreaming)
- Have concrete suggestions on how to introduce and implement gender mainstreaming
- Understand possible concerns and constraints and consider how to address these in advance
- Find initial support from staff members in key positions
- Approach managers who are thought most likely to support the initiative first.

On the other hand, the implementation of gender mainstreaming should not only rely on staff’s personal understanding and willingness and attitudes, but also on strong institutional mechanisms of accountability.

Accountability refers to the objectives and priorities of an organisation as well as to its rules and procedures. Gender mainstreaming is a ‘top-down’ strategy, meaning that the ‘top’ of an organisation is responsible for creating accountability for its implementation. For public institutions, it takes both the political will and the leadership of the organisation’s top management in order to ensure the long-lasting implementation of gender mainstreaming.

5.1.2 FONERWA strategy for gender mainstreaming in leadership/ by leaders⁷

This strategy will address leaders’ role and support to:

- **Institutional gender mainstreaming**
- **Gender mainstreaming in FONERWA-supported research**
- **Gender mainstreaming in FONERWA project portfolio**
- **Gender mainstreaming in policy dialogue**
- **Resistance to gender mainstreaming**
- **Prevention of everyday-sexism in the institution- *please also refer to HR chapter, below.***

FONERWA leadership will ensure gender mainstreaming and due attention to gender equality in the institution at the organisational level, across all divisions and Departments, and in the FONERWA funding cycle and project portfolio and all the modes of operation of the ‘Green Fund’.

EXPLICIT MANDATE

FONERWA leaders will make official statement on gender mainstreaming and the organisation’s overall vision of gender equality and make a clear commitment to gender mainstreaming. It serves as the organisation’s general framework for activities such as setting concrete gender equality objectives and developing gender equality action plans.

CREATING ACCOUNTABILITY ON GENDER EQUALITY

⁷ <https://eige.europa.eu/gender-mainstreaming/good-practices/finland/training-ministries-gender-mainstreaming>

FONERWA leaders will create ‘gender accountability’ by a number of ‘formal’ mechanisms, which are elaborated below in the chapters on each FONERWA Division and Department .

The FONERWA leaders will build institutional gender accountability, promote and initiate and/or support the following:

- a) **Allocation of resources for a ‘gender audit’ of all legislation related to FONERWA** (environment and climate change sub-sectors and FONERWA funding Windows) – and pro-actively lobby for amendment of gender-discriminatory and gender-blind Laws, Decrees, Bills and sector policies and plans;
- b) Development of a FONERWA gender strategy (this) and gender action plans (see Appendixes, below);
- c) Allocation of financial and human resources for **building ‘gender competencies’** within the institution and ensure equal opportunities on capacity building, promotion, participation in events and study tours; equal participation in decision making etc.
- d) Development of **gender mainstreaming tools and methodologies**, such as a Gender Analysis and Gender Mainstreaming Handbook (see handbook);
- e) Gender mainstreaming of FONERWA **templates and working tools**;
- f) Inclusion of gender in the FONERWA **Mandate, operations and procedural rules, strategic plans, log-frame and operational manuals**;
- g) Reaching out to and ensuring **representation of the national and sector-specific gender machineries in FONERWA Board and other decision making bodies** (E.g. ministry of Environment gender focal points, Gender Monitoring Office (GMO);
- h) Gender equality as a **guiding principle in staff recruitment and personnel management**;
- i) **Gender mainstreaming of job descriptions of all staff and in staff performance evaluation systems**, creation of incentives for gender-sensitivity;
- j) Staff capacity building and ‘gender mainstreaming competencies’ are given due attention and resources;
- k) Gender mainstreaming of **research and surveys** initiated and funded by FONERWA;
- l) Gender mainstreaming capacity as a **guiding principle for selection of implementation partners and project proposal screening and evaluation**;
- m) Gender balance in external and internal proposal review teams, gender mainstreaming capacity among teams and gender mainstreaming of ToR for any external consultancy.

FONERWA OPERATIONS / FUNDING AND PROJECT PORTFOLIO

FONERWA leaders will promote, initiative and/or ensure and support the following:

- a) **Gender mainstreaming in the FONERWA funding and project cycles and portfolio;**
 - Gender analysis;
 - Gender-sensitive monitoring and evaluation and reporting - with sex-disaggregated data and gender equality targets, quotas and indicators;

- Gender-responsive budgeting;
- Gender-responsive procurement and contracting
- Gender impact assessment (gender mainstreaming in Environmental and social assessments) and gender-sensitive social safeguards responses.

b) Gender-sensitivity in FONERWA public relations and communication.

FONERWA leaders will also use more ‘*informal*’ mechanism to advocate for gender equality and for positioning FONERWA as an innovative, inclusive, rights-based and gender-sensitive and responsive ‘Green Fund’:

‘INFORMAL MECHANISM’ IN GENDER EQUALITY ADVOCACY

- a) Leaders will explicitly **bring the gender dimension to the high table discussions and negotiations** with financial or implementing partners; Other Government institutions, international financial partners and development organisations, the Private Sector, the Civil Society.
- b) Leaders will explicitly suggest to **include budget lines in their funding negotiations for capacity building on gender mainstreaming and recruitment of gender support personnel / gender focal points**;
- c) Leaders will **put the gender equality and gender analysis and gender dimension in all aspects of climate change and environment on the agenda, when representing FONERWA at national, regional or international events and conferences**, and positioning FONERWA as a gender-responsive ‘green fund’.

FONERWA-SUPPORTED RESEARCH

Integrating a gender dimension in research and innovation content and in teaching opens new horizons and creates new knowledge. Considering a gender dimension in research can have a positive and powerful impact on society and on improving people’s lives

On research, initiated by FONERWA Windows / projects, the FONERWA leaders will ensure the *Integrating the gender dimension in research and innovation content*, i.e. taking into account the biological characteristics and the social features of women and men.

FONERWA leaders will promote, initiate and/or ensure and support:

Gender-sensitive FONERWA-supported research

- a) **Selection and formulation of research topics / ToR** in environment and climate change are based on sector-specific **gender analysis**, and some are addressing women’s indigenous knowledge of the environment and natural resources (biodiversity, forest etc.).
- b) FONERWA-supported research that is based on (sector and site-specific) **sex-disaggregated baseline data and statistics** and takes gender differentials in consumer behaviour and accident rates into account (all sectors).
- c) **Research funds that are earmarked and allocated to ‘gender-smart’, pro-poor technological solutions** to water, soil, air, forest, biodiversity degradation and scarcity, waste management, disaster management, mining etc.
- d) Research that will address the most pertinent gender inequalities in the sector/ topic and **women’s key barriers and constraints to equal participation and justice and benefits** (e.g. time, safety, finance, technical skills, tenures / licenses/titles/ownership, exclusion from memberships, networks, leadership, and discriminatory legislation, risk of gender-based violence etc.).

- e) **Research that will directly or indirectly contribute to gender equality goals and targets of the Government**, including women's economic empowerment, youth empowerment and the elimination of gender-based violence.
- f) Adaptive, applied and participatory research, - based on a **Rights-based approach**, and *do-no-harm* and *leave-no-one-behind*.
- g) Research that includes the development of **labour and time-saving technology (irrigation, energy, water, waste)**,
- h) Research that includes the development of **affordable, pro-poor agriculture, water, energy, waste management technologies and methodologies**.
- i) Research that will address and contribute to identifying **mitigation measures for solutions to conflicts over natural resources** (water, land, forest, energy, waste etc.) use and ownership and control, and **gender-based violence**.
- j) **Gender balance in researcher team** composition (50% female researcher in team) and young researcher in team (age-balance).
- k) **Gender-sensitivity and gender analysis and mainstreaming capacity** within the research team.
- l) Adaptive and applied and participatory research projects that ensure minimum 50% and **meaningful participation of female farmers / forest user, waste pickers, energy users, miners** etc.
- m) That female farmers / forest users, waste pickers, energy users, miners are consulted in the planning of adaptive, applied and participatory research interactions (and deciding most **women-friendly location, timing, duration, language, literacy level, methodology of researcher/community interactions and data collection**).
- n) That Technical and Vocational Education training (**TVET**) **institutions and construction industry** organisations and firms support initiatives to attract more women, particularly younger women, to work in construction trades and skills related to improving the energy efficiency of building stock.
- o) **Earmarked scholarships for female and male (50%-50%) students for research on gender-smart green solutions to global warming and CO2 and GHG emissions**; and/or link up with existing partners for **scholarships for female students in science and technology (STEM)**, for studies on climate-smart green agriculture, water, energy, technology, circular economy and waste management.
- p) That FONERWA and partners initiate **public media campaigns on women's empowerment** and gender equality in e.g. circular economy, energy, sustainable mining, forest, water, climate change and disaster management.

POLICY DIALOGUE (ALL SECTORS / FUNDING 'WINDOWS')

FONERWA leaders will promote, initiate and/or ensure and support:

Gender in policy dialogue

- a) Invitation of **female politicians and researchers in the boardrooms** of national decision-making bodies for policy making for technology development for environment protection and conservation and climate change mitigation and adaptation (green energy, water, soil, land, forest, biodiversity/ecosystem, air, waste, mining and quarrying, urbanization and settlements climate change and disaster management etc.).
- b) **Gender balance** (min. 30 % women) in **high level decision making boards and committees**,

including the FONERWA Board;

- c) Consultations with **Gender Focal Points** in Ministry of Lands and Forestry (MoLAF), Ministry of Infrastructure and REMA and LODA and GMO during *policy formulation and/ or review*.
- d) That **national gender and women's machineries (MIGEPROF, GMO, FFRP, NWC)**, relevant national committees, federations, associations, Civil Society and NGOs *working for women's rights and gender equality* are informed and invited and given a voice in policy dialogues (between Government, FONERWA, CSOs, private sector and international partners);
- e) That **Human Rights organisations** are consulted during policy / legislation formulation and/ or review/audit and amendments.
- f) That sector-policies formulation, dialogues and amendments are based on **rights-based approach** and principles of *leave-no-one-behind* and *do-no-harm* (**aligned with the Constitution** of Rwanda, legal, civil rights and human rights).
- g) Policy dialogues, formulation, review, amendment, based on **sex-disaggregated and gender data** and statistics / evidence-based.
- h) **Gender analysis** in the field /sector topic – and gender analysis report made available to policy makers and reviewers; generated by National Institute of Statistics of Rwanda or the GMO;
- i) Gender analysis outcomes **inform the policy (amendment) formulation and review processes**.
- j) **National policies and legislation** of relevance to FONERWA portfolio / 'Windows' have been or will be subject to **gender review/audit; FONERWA initiates such gender audits**.
- k) Relevant national **gender blind and gender discriminatory policies and legislation have been or will be amended** after gender audit on recommendations from gender machinery / reviewers.
- l) New or amended relevant policy / legislation includes gender analysis, gender equality targets, milestones and indicators, and sex-disaggregated data and statistics: is **gender-sensitive and gender-responsive to women's and men's different conditions and positions**.
- m) Establishment of national and/or FONERWA **sex-disaggregated databases** on all FONERWA 'windows' (eco-system, biodiversity, forest, land, water, irrigation, pollution, energy, waste, mining & quarries, disaster management, climate change mitigation and adaptation etc.) in collaboration with NISR, MINILAF, MINFRA, GMO.
- n) **Global or regional meetings, conferences, workshops, exchange visits** carried out, during which FONERWA or other players **bring gender equality, environment and climate change and minority peoples rights to be high-table discussions and agenda**.
- o) **Stakeholders being trained** in gender-responsive policymaking and project cycle management / planning, implementation and monitoring by FONERWA.
- p) Private sector companies adopt new processes to increase women's access to the job market in the energy infrastructure. **FONERWA influences the private sector partners for more gender-responsiveness**.
- q) **FONERWA initiates workshops and seminars for partners and stakeholders on good practices and strategies to increase women's and youth's participation and benefits and employment** in energy, water, land, forest, pollution, biodiversity, eco-system, mining, disaster etc. technology development.
- r) FONERWA participates in **formal discussions and events** that develop gender-responsive **country level multi-institutional approaches to the transition** to clean and climate-smart, **gender-smart** energy, increased energy efficiency and energy security, forest, land, eco-system, water, waste,

pollution, mining, disaster management and development.

- s) FONERWA **promotes representation of female-owned / managed firms** among contractors (renewable energy, water, etc. all sectors);
- t) FONERWA lobbies for **employment of female engineers and planners** by fund winning companies / agencies, contracted to deliver / develop climate-smart green/clean energy, water, waste, mining etc. technology.

PUBLIC SECTOR MANAGEMENT

PSM programs and projects provide a wide range of opportunities to directly promote gender equality, to ensure gender inclusion, and to avoid gender biases and minimize gender-related risks and vulnerabilities.

FONERWA will directly promote gender equality and women's empowerment, where possible, and make PSM programmes and projects more gender-inclusive. FONERWA will avoid gender bias and minimize gender-related vulnerabilities and risks.

LEADERS DEALING WITH RESISTANCE TO GENDER MAINSTREAMING

There can be a fundamental lack of understanding of the need for and importance of gender equality within the FONERWA among some staff. This can lead to lack of engagement and involvement of key actors, minimising the importance of the work and considering gender equality a 'woman's issue'.

To counteract this, it is important that FONERWA leaders clearly reiterate that gender equality is not a minority, marginal issue but it concerns all who work in FONERWA and its partner organisations, and it is a national and Government obligation to work towards increased gender equality and fulfilment of all peoples' all rights.

Gender equality may also need to be framed as key to developing a successful, open and forward-thinking 'green fund' institution that respects and enables all who work in it, and benefit from its work. Setting up a comprehensive gender mainstreaming strategy and action plans, like this, which is fully and publicly supported by senior managers and leaders will help in giving visibility to gender equality.

Internal transparency regarding the process of gender mainstreaming is crucial for acceptance.

PREVENTING EVERYDAY SEXISM IN THE WORK PLACE⁸

How FONERWA leaders lead a team – through action or inaction – will set the tone for the FONERWA organisation. And everyone is watching how leaders act.

Leaders' actions, or inaction, can be perceived as explicit or implicit approval of everyday sexism. There can be far greater impact when leaders, and in particular men, call it out - because it is unexpected and it raises standards for all.

Every-day sexism is all around, everywhere. It is *not the same as sexual harassment* in the work place, but the two phenomena are based on gender stereotypes and deeply rooted perceptions of gender roles in patriarchal societies.

⁸ https://malechampionsofchange.com/wp-content/uploads/2018/04/We-Set-The-Tone_Eliminating-Everyday-Sexism.pdf

FONERWA leaders will pay due attention to preventing and mitigating any signs of ‘every day sexism’ among staff and other stakeholders and ensure a zero-tolerance of sexism and verbal or physical or indirect sexual harassment of anyone in the work place, and work closely with the Communication team and the HR officers.

Please also refer to gender mainstreaming in human resources development and management and gender mainstreaming in communication and public relations, below.

5.2 Planning (and reporting)

5.2.1 Why gender matters in planning and reporting

GENDER-SENSITIVE AND RESPONSIVE PLANNING

Gender planning stems from the recognition that different groups of women and men have different needs, different levels of access and control over resources, and different opportunities and constraints. Gender planning pays particular attention to unequal gender relations and structural inequalities. Gender-responsive planning is based on gender analysis in a given sector and context.

Introducing a gender perspective into the planning of policies, programmes and projects enables women's and men's interests and needs to be made visible and to be addressed. The inclusion of a gender perspective in the planning process enables policymakers to understand gender inequalities when planning an intervention, thereby avoiding perpetuating them throughout the implementation of a policy, programme or project, and achieving better results.

Adopting a gender perspective in the planning stage contributes to preventing bottlenecks in the implementation process, or at worst the adoption of measures that — if not considered from a gender perspective — could result in undesired consequences for women or men, and unintended negative impacts and project failure.

Adopting a participatory process for gender planning, by consulting with different stakeholders, can contribute to increasing the relevance for the people affected by the policy or programme, its transparency and the accountability of those in charge of implementation, and to avoiding conflicts in the implementation phase.

Mainstreaming a gender perspective into policies, programmes and projects requires that both women's and men's needs are taken into consideration at all stages of the policy cycle. Gender planning refers to the process of planning and designing the implementation phase of policies, programmes, or projects from a gender perspective.

Integrating a gender perspective into the planning and design of policies, programmes and projects requires, firstly, the recognition of gender gaps and structural gender inequalities that need to be tackled in a given context and, secondly, the definition of gender-policy objectives and the formulation of appropriate approaches and interventions to achieve them.

5.2.2 FONERWA strategy for gender mainstreaming in planning

This strategy will address:

- **Overall and consolidated annual and strategic planning,**
- **Project assessment (planning/project/procurement cycle)**
- **Internal and project reporting**

Overall planning and reporting within FONERWA will be gender-sensitive and responsive:

FONERWA consolidated annual and strategic planning and reporting will:

- Take the results of **gender analysis and gender impact assessments** in a given sector or planned intervention into account, and
- Include **sex-disaggregated data and gender indicators.**
- **Gender-responsive budgeting.**

- Will include **affirmative and targeted actions** and interventions to ensure equal opportunities and fair benefits for women and men in the project target groups;
- Will **leave-no-one-behind** and **do-no-harm** on any group or either sex, but be inclusive and **rights-based**.

In certain interventions, gender inequality and women's empowerment may even set the agenda for FONERWA plans.

The **project planning cycle** is more or less identical with the generic **project cycle**, and the inclusion of the gender dimension in the project planning mainstream cycle ('gender mainstreaming' or gender-sensitive and gender-responsive planning (and reporting), - can be illustrated as below:



The responsibility for the gender mainstreaming in the project and planning cycle is shared among all FONERWA Divisions and the planners and report writers will coordinate, encourage, check and consolidate the different reports and plans from each division, notably the business development Department and its two divisions.

Please also refer to the chapter on why gender matters and the FONERWA strategies for gender inclusion in, respectively, project analysis and monitoring and evaluation and environmental and social impact assessments and social safeguards, below.

FONERWA (PROJECT AND PROGRESS) REPORTING

Quarterly and monthly reports will be gender-sensitive with sex-disaggregated data, and report on the impacts, benefits, participation of a given project interventions on, respectively, women, youth, children, elderly and the poor and households in vulnerable situations; the under-served and most exposed to impacts of climate change and environment degradation (or protection).

Please refer to chapter on why gender matters in project analysis and monitoring, below.

5.3 Procurement

5.3.1 Why gender matters in procurement⁹

Procurement is not gender neutral. Public procurement has a great potential to promote gender equality. Public procurement contracts should always be awarded in observance of principles of equality and non-discrimination, transparency, competition and a flat-rate basis.

Failing to include a gender dimension in the 'procurement cycle' and in *calls for proposal* and tendering materials, proposal evaluation criteria and among evaluators, in contract negotiations and auditing etc. most likely leads to gender-blind projects and therefore failed projects.

Whenever possible, it is important to incorporate gender equality in the subject of the contract itself. (EIGE)¹⁰

This will allow the incorporation of gender equality clauses requiring gender technical competence to the awarding entities, as well as the inclusion of gender criteria for the evaluation of the submitted proposals and for further implementation. However, this is not always easy or possible.

Therefore, it is important that gender equality clauses are incorporated into the conditions for implementation of the contract. This would affect any contract and would ensure that public procurement becomes an instrument for gender equality.

To mitigate any lack of gender mainstreaming in previous stages of the procurement cycle, at least the contract negotiations with applicants, whose proposals were selected for funding are a very important phase, in which significant improvements to project plans, log-frames, performance indicators, target group descriptions, budget variations and implementation staffing etc. can be negotiated and realised.

Addressing the gender equality concerns in contract negotiations with applicants and if needed, demanding corrective measures before signing a grant agreement- will come a long way towards gender-sensitive and responsive and successful projects.

5.3.2 FONERWA strategy for gender mainstreaming in procurement (cycle)

This strategy will address:

- **Call for proposals,**
- **Proposal evaluation;**
- **Negotiations and contracting**
- **MoUs**

⁹ "Equal Opportunities for Women and Men in Public Procurement Contracts: A few recommendations". Belgian Institute for Equality between Women and Men 2007.

¹⁰ <https://eige.europa.eu/gender-mainstreaming/methods-tools/gender-procurement>

Gender in Call for Proposals:

To ensure adequate support, managing authorities and monitoring committees could:

- Make it clear in any **call for project proposals**, and in any other announcements on the use of resources, that gender equality is a horizontal principle that must be respected and put into practice;
- Clearly explain that gender equality considerations will be part of all **project selection criteria**;
- Include **specific information** in any call for proposals on gender equality requirements.

FONERWA regularly makes public calls for proposals on climate change and environment interventions, on a single or a selected number of 'Windows' and sectors. It may be calls for proposals from *any* or more than one stakeholder group, or from a specific stakeholder group, e.g. the Civil Society Organisations or the Private Sector or Local Governments.

At the very beginning of the project development and project selection processes, it is important to support potential applicants.

To ensure adequate support to fund applicants, the FONERWA planners (and project analysts and fund managers and M&E officers) can make it clear in any call for project proposals, - and in any other announcements on the use of resources - that gender equality is a horizontal principle that must be respected and put into practice.

The FONERWA Calls for Proposal will:

- Clearly explain that gender equality considerations will be part of all project selection criteria;
- Include specific information on gender equality requirements: (see procurement / project cycle above);

Please see illustration with the planning / project/ procurement cycle in the above chapter. There is an unavoidable 'overlapping' between work of planners and reporters, procurement staff and the business development Department (ESIA), social safeguards, project analysis and monitoring and evaluation.

CHECKLIST TO GUIDE THE PREPARATION OF CALLS FOR PROJECT PROPOSALS:

FONERWA planners and procurement team will use the following checklist to guide the preparation of calls and gender-sensitive eligibility criteria.

Checklist to guide the preparation of calls.

Step 1. Does the call make it clear that the horizontal principle of gender equality must be part of the project or situation analysis?

- Does the call for proposals clearly explain that the project will be evaluated based on whether or not a **gender analysis and results of a ex-ante gender impacts assessment** is included in the proposal (i.e. an analysis of the differences in women's and men's situations and needs, positions and conditions in the relevant intervention sector and intervention area)?
- Does the call for proposals specifically demand the inclusion of **qualitative and quantitate data** to

describe gender-related trends or patterns?

- Does the call for proposals indicate that the proposal should refer to **fund-specific, national or subnational gender equality goals**?

Step 2. Does the call explain that the horizontal principle of gender equality must be part of the project's objectives and indicators?

- Does the call for proposals explain that the proposal will be evaluated based on whether or not the project's objectives:
 - will be attained for both women and men; – include the specific disaggregation of objectives for women and men;
 - include specific **gender equality objectives and goals** (i.e. objectives that are to be reached for both women and men to increase gender equality), where relevant?
- Does the call for proposals ask that **all indicators related to individuals be disaggregated by sex**, in order **to monitor if and how both women and men are reached**?
- Does the call for proposals ask for specific gender indicators to be determined to facilitate the monitoring of progress towards gender equality objectives, where relevant?

Step 3. Does the call indicate that the horizontal principle of gender equality should be integrated in the project's planned use of resources?

- Does the call for proposals explain that proposals must **specify how resources will be used to promote gender equality? (gender budgeting)**
- Does the call make it clear that proposals should explain how the project **will enhance equal access to resources, services and investments** by women and men among the target groups?

Step 4. Does the call specify that the project team (implementing partner) should include gender competence?

- Does the call for proposals indicate what role **internal gender competence**, or budgeting for external gender expertise, will play in project selection?
- Does the call make clear if, and to what degree, gender competence is a requirement in training and evaluation procurement processes?

Step 5. Does the call explain that gender equality must form part of the project's monitoring and evaluation?

- Does the call for proposals ask for a description of **how the project will monitor and assess gender equality objectives/results/effects**, and how it will apply **corrective measures**?
- Does the call explain that any proposal must define how it will evaluate gender equality objectives and results?

Step 6: Are calls for proposal explicitly saying that FONERWA is an equal opportunity financing institution and welcomes proposals from women-owned business or women-led partner organisations / fund applicants?

Please refer to the updated FONERWA Preliminary Project Description (PPD) template/ format and the updated Project Description (PD) format (January 2020) into which, the JTA Gender Expert team mainstreamed gender concerns.

When assessing and evaluating project proposals from the ‘implementing partners’, the FONERWA external reviewers, the Board and other managing authorities and monitoring committees can develop and apply selection criteria based on the *following key guiding questions*.

Check-list for project selection criteria

Step 1. Analysis

- Does the proposal **include a gender analysis** of the intervention area (i.e. the analysis of differences in women’s and men’s situations and needs – in their diversity – and the identification of relevant inequalities) – and an **ex-ante gender impact assessment**?
- Are **qualitative and quantitative sex-disaggregated data** used to describe gender gaps and patterns?
- Does the analysis **refer to fund-specific, national and/or sub-national gender equality goals**?

Step 2. Objectives and indicators

- Are **specific gender goals** (i.e. objectives that are to be reached for both women and men to increase gender equality) set for the project?
- Does the proposal define how the project intends to contribute to **overarching gender goals**?
- **Reduce the gender pay gap?**
- **Increase employment** (and reduce segmentation) of women and youth?
- **Contribute to women’s education and skill training?**
- **Enhance work-life balance**, specific indicators include:
 - **increased proportion of men’s time in care-related activity?**
 - **increase in women’s access to, and hours in, paid work?**
- **Eliminate gender stereotypes?**
- **Reduce gender segregation in the labour market?**
- **Support flexible working arrangements** and family-related leave?
- Increase **women’s entrepreneurship** and business in FONERWA sectors?
- Increase the **accessibility of childcare services?**
- Support **social inclusion** of people with disabilities, poor, teenage mothers, survivors of violence and human trafficking; marginalized households?
- Fight the exclusion of, and poverty among, women (reduce **feminization of poverty**)?
- Support the **protection of parents and care-takers?**
- Increase **women’s participation in leadership and decision-making** positions and processes?
- Support the **prevention of, and protection from, gender-based violence?**
- Support **men’s and boys’ role in eradicating violence** against women?
- Support **elimination of child labour, human trafficking and slavery and other social risks?**
- Does the proposal indicate if, and **how, the project’s objective(s) will be attained** for both women and men in their diversity?

- Are **specific gender indicators set** to facilitate the monitoring of gender objectives?
- Are **general indicators related to individuals disaggregated by sex** in order to monitor whether or not both women and men are reached?
- Project objectives also include a wider perspective, related not only to sex or gender but also to other characteristics. For instance, it is important that objectives include further disaggregation within the broad categories of 'women' and 'men', considering additional socio-demographic attributes such as: *age, socio-economic background, poverty, native language, location (rural/urban), disability, sexual orientation, marital status, and religion.*

Step 3. Activities and implementation

- Are **specific activities planned to achieve the project's gender equality objectives**?
- Is there a connection between the project's planned gender analysis, gender impact assessment and the specification of gender equality objectives? Does the project explain how this connection will be taken into account in its development of activities (aimed at reducing existing inequalities) and their expected results and outcomes?

Step 4. Gender competence and gender in the contractor organisation/ fund recipient

- Does the project have access to **internal gender competence**? If not, will external gender expertise be used? Does the project include a budget for such external expertise?
- Is gender competence a requirement in training and evaluation procurements?
- Will the contractor / fund recipient be willing to **recruit or appoint a gender equality and social inclusion (GESI) focal point for the project**?
- Is there a budget line for **training project managers and all technical project staff** in good practice gender mainstreaming in project cycle and rights-based approach, based on staff training needs assessment?
- Inclusion of **gender mainstreaming responsibility in the job descriptions and performance monitoring** system of all Project staff, including the drivers, accountants, office assistance etc., where relevant.
- Is there a **gender-sensitive and rights-based Personnel policy** in place in implementing agency:
 - Aiming at **increasing gender balance among technical staff**, in the course of the project (in case any replacements of current staff);
 - A project **policy on zero-tolerance of child labour and abuse, gender-based violence and sexual harassment and crimes towards any community members**, by project staff, during project implementation;
 - With a project or organizational personnel policy of zero-tolerance of sexual harassment and discrimination of any staff in the workplace; and a **complaint mechanism**;
 - With measures for **creating a women-friendly working environment** (compliance with the labour law, zero-tolerance of lay-off of pregnant or lactating women, equal rights to use of vehicles, private sanitation areas, flexible working hours, etc.);
 - Respecting **staffs' right to freedom of association and membership of trade/labour unions**.

Step 5. Monitoring and evaluation

- Does the proposal explain **how the project will monitor and assess gender equality objectives/results/effects**?

- Does the proposal define what corrective measures will be taken by the project if these gender equality objectives/results/effects are not being achieved?
- Does the proposal set out **how the project will evaluate gender equality and women's empowerment** objectives/results/effects?

Finally, managing authorities and monitoring committees must ask: does the project proposal fulfil these selection/ proposal evaluation criteria? If not, they could request complementary information and make a final assessment.

CONTRACTING AND AGREEMENTS:

FONERWA will attempt to balance (50-50%) fund awards among *male-owned* and *female-owned* private sector businesses, and equally, FONERWA will *not discriminate* any applying organisations, being led by a women, or whose mandate and mission is to work for gender equality and women's empowerment; the fulfilment of all other project eligibility and selection criteria, equal.

The FONERWA contract / fund awards will be prepared according to good-practice gender inclusion in contract negotiations and agreements and make room for gender budgeting and actions.

Contracts with implementing partners, service providers, consultants etc. and MOU with other Government institutions, international and national financial partners will explicitly address the gender dimension and be based on this FONERWA strategy for gender mainstreaming.

When drafting project agreements of contracts and MoUs, managing authorities, the FONERWA procurement team and leaders and the Board could ask the following questions:

Checklist for project agreements and contracts related to project financing: gender mainstreaming

- Does the agreement explain that the **project's implementation is obliged to comply** with the horizontal principle of gender equality?
- Does the agreement **specify specific steps that should be taken to comply** with the gender equality requirement?
- Does it explicitly state that the project's implementation is **obliged to take women's and men's different situations and needs into account**?
- Does the agreement explicitly mention that the project has **an obligation to use resources to advance gender equality**?
- Does the agreement **set out specific targets and results that must be achieved** with regard to gender equality? For example:
 - Do the targets and results clearly state that these must be achieved for both women and men?
- Do the procedures specified in the agreement mention **specific expectations related to gender**, e.g.:
 - References to gender equality in reports, especially sex-disaggregated statistics on beneficiaries;
 - The distribution and use of financial resources and results in reports;
 - Gender-sensitive approaches to communication, among others?
- Are the recipients of project funds from FONERWA required to **declare that they have understood that gender equality as a horizontal principle must be taken into account when utilising resources**?

- Does the agreement on allocated project resources or subsidies specify that gender equality must be considered, as a necessary precondition, in the use of resources?

5.4 Legal Affairs

5.4.1 Why gender matters in environment & climate change policies, and legal affairs¹¹

Laws and policies are important instruments for social change, including positive changes in gender relations, the elimination of discriminatory practices, and empowerment of women and girls.

The legislative process is a vital entry point for gender mainstreaming. Legislation has a direct and tangible impact on the lives of citizens and reflects in the most direct manner the needs and priorities of various constituencies.

The legislative process creates a *platform for dialogue* on issues that matter most in society and may foster the expression of multiple voices and perspectives. Thus, this process presents an effective vehicle for the promotion of gender equality values and principles.

Inequalities between men and women are rooted in, and reinforced by social norms, practices, laws, and policies. Laws, both formal and informal, and legal institutions also have a history of reinforcing discrimination and bias against women and other social groups.

Despite constitutional and other commitments to gender equality, the legal systems may still include laws and regulations that directly or indirectly discriminate against women, e.g. law on land tenure, water user groups, forest management, mining, labour law etc.

Customary norms and practices can also discriminate against women and other groups and even 'overrule' and contradict the gender-sensitive Laws.

The indifference or bias of government officials can also lead to the discriminatory application of laws and policies, or to their lack of enforcement altogether.

Laws, policies, and regulations that are apparently gender neutral can inadvertently disadvantage or harm women and other social groups.

The gender equality aspects in climate change policies are important as they represent a question of equality and equity: both women and men need to be equally and meaningfully involved in planning and decision-making.

Monitoring the gendered outcomes of climate change policy responses is important in pinpointing reforms to the climate protection system so that adaptation and mitigation responses promote gender equality, poverty eradication and sustainable development.

Furthermore, different implications for women and men of planned legislation, policies and programmes need to be assessed because climate change and climate policy might otherwise exacerbate existing inequalities.

It is a question of effectiveness and efficiency. If climate change policies are not targeted at all relevant consumers, they are likely to be less effective. 'Only inclusive and gender-sensitive climate policies will be able to reach a majority of citizens.'

It is important for FONERWA to know the general legislation and policies pertaining to gender

¹¹ <https://eige.europa.eu/gender-mainstreaming/policy-areas/environment-and-climate-change>

equality and non-discrimination, in addition to knowing those that are specific for the fields of research, climate change and environment and all sectors of the FONERWA 'Windows'.

Reviewing the legal and policy frameworks will allow understanding where FONERWA stands. It will back up the rationale to support FONERWA actions. This knowledge can also support some of the measures of the FONERWA gender action plans.

Some laws and policies originally adopted to protect women, particularly in the area of labour regulation, can substantially limit women's economic opportunities or their access to certain occupations. For example, if the labour laws prohibits or severely restricts night work for women or hazardous work, and those types of work are not properly defined, the job and income opportunities in mining or waste management or factory night shifts, or night work in entertainment will exclude women or not be safe for women nor make it possible for them to be insured or organized in labour unions etc. These restrictions are being re-examined in Rwanda, and the Government has now, e.g., a target of 30% women in the mining-related leadership and labour market.

Various gaps and weaknesses in law and policy frameworks can undermine their effectiveness in promoting equal treatment of women and other social groups. These gaps and weaknesses relate to the substance of the law/policy, the gender inclusiveness and quality of the consultative process for drafting it, the institutions or mechanisms for implementing it, and the social and economic context in which it operates.

Gaps in policies can include any of the following:

- **Gaps in the coverage** of the law/policy such as exemptions from labour laws for export processing zones, agricultural enterprises, and domestic workers and the general **lack of legal protection** to migrants;
- **Lack of an enforcement mechanism**, for example, for constitutional or statutory guarantees of equality and non-discrimination;
- **Inadequate funding and staffing** of existing implementation and enforcement agencies, such as labour inspection departments, ministries and departments of women's affairs, and women's police desks;
- Complicated, time-consuming, and expensive **procedures to assert legal claims** with administrative agencies and formal courts;
- **Lack of awareness, bias, or indifference** of government administrators and law enforcement officers;
- **Corruption and other forms of poor governance**, for example, demands by government officials for informal payments to issue identity papers, register land, prosecute claims, or perform other public services;
- **Women's lack of awareness and information about** their rights and of the relevant administrative or judicial procedures to assert those rights; and
- **Women's lack of time, financial resources, mobility, and power** to pursue claims or seek legal protection.

Other forms of deprivation and discrimination—related to **poverty, ethnic or religious identity, citizenship, disability, age, or other factors** - can raise similar barriers to equal treatment and access to justice. For those who suffer *multiple forms of deprivation* and discrimination, (such as poor, illiterate, minority groups, people with disabilities, or migrant women), the barriers are considerably higher.

Legislation that is drafted in universal terms, ignoring gender-specific situations and power relations between women and men risk underpinning sex-and gender-based discrimination,

including gender-based violence against women.

The scrutiny of *gender-neutral* or 'gender blind' laws that treat women and men alike is necessary in order to evaluate whether they will hinder or accelerate gender equality and eliminate sex- and gender-based discrimination

5.4.2 FONERWA strategy for gender mainstreaming in legal affairs & environment and climate change policies

This strategy addresses:

- **Gender audit and amendment of FONERWA-related legislation, policies, strategies**
- **Dealing with legal issues in contracting and in FONERWA-funded projects**

Gender review - also sometimes called gender audit - of environment and climate change policies and legislation of relevance to FONERWA operations can be based on the various dimensions underlying the gender differentials:

- Socio-psychological (e.g. Gender identities and roles);
- Socio-economic (e.g. Gender division of labour and access to resources);
- Socio-cultural (e.g. Cultural patterns and norms);
- Legal (e.g. Land and inheritance rights);
- Political (e.g. Power and participation); and
- Physical and biological dimensions.
-

When assessing a particular 'Window' or sector (environment or climate change-related) Law or sector Policy, - and also when dealing with legal issues related to the FONERWA project portfolio, - the FONERWA legal team will use the following checklist with key guiding questions on legislation, policy and legal context of FONERWA-funded projects and interventions.

Gender review of FONERWA-related policies and legislation: CHECK-LIST

Does the law and policy framework contain any *implicit gender biases* or provisions that could disadvantage women?

- Does the law/policy allocate rights or entitlements only to heads of household, landowners, full-time workers, members of particular user groups, or decision-making bodies, who are more likely to be men?**
- Does the law/policy condition rights or entitlements on a certain educational level, or on basic literacy or numeracy?**
 - Are these requirements necessary?
- Does the law/policy require identity papers or other documentation to access basic services?**
 - Are these documents necessary?
 - Do both women and men possess them, or are they easy and inexpensive to obtain?
- Does the law/policy require collateral to obtain credit?**
 - Are there alternative ways to provide security to the lender?
- Does the law/policy establish connection charges, user fees, or other financial requirements to access basic services?**

- a. Are provisions made for paying connection charges in installments?
- b. Are exemptions or lifeline tariffs for poor or female-headed households available?

f) Does the law/policy provide for a citizen complaint or dispute settlement mechanism?

- a. Is it well publicized?
- b. Does it provide for prompt and inexpensive resolution of complaints/disputes?

g) Does the law/policy establish educational credentials or entrance exams to qualify for employment in the sector?

- a. Are these requirements reasonably related to the positions in the sector?
- b. What are the minimum requirements for the positions?

Other *implicit or explicit formal or informal* legal or policy barriers to gender equality in the relevant sector and FONERWA project interventions:

CHECK-LIST

Could successful project or policy implementation be hampered by.....

- a) Discriminatory **inheritance laws**, e.g., **religious or customary laws and practices** under which land passes only to male relatives, assets are distributed unequally between male and female relatives, or widows have no ownership or use rights with respect to the family home and land?
- b) Discriminatory **land laws**, e.g., customary laws and practices under which only male household members can own or transfer land?
- c) Land laws and regulations restricting allocation and registration of land to heads of household?
- d) **Pay structures and wage orders** providing different remuneration rates for women and men?
- e) Lack of **equitable enforcement of land reform, land registration, or tenancy laws**?
- f) **Discriminatory banking laws and regulations**, e.g., bank procedures precluding women from obtaining loans; without the consent or guarantee of their husband or a male relative?
- g) **Excessive collateral requirements** for agriculture loans?
- h) Legal requirements that women obtain their husband's or a male relative's consent to **purchase, lease, pledge, or transfer real estate**?
- i) **Rigid educational or other qualifications for agricultural extension workers**?
- j) **High literacy requirements for managers of cooperatives or user groups**?
- k) **Limitations on membership in cooperatives or user groups** to registered landowners or heads of household?
- l) **Exclusion of agricultural workers from national labor law protection**?
- m) Exclusion of women from **local decision-making bodies, dispute settlement mechanisms**, or user groups that are relevant to the sector?
- n) Requirements that women need their husband's or community leader's permission to participate in sector activities?
- o) **Discriminatory citizenship laws**, e.g., restricting women's ability to obtain identification cards or passports?
- p) **Limitations on membership in community decision-making bodies** to registered landowners or

heads of households?

- q) **Delegation of government decision making to traditional leaders, councils, or tribunals?**
- r) **Different employment status, wage scales, allowances, or benefit packages** for work of equal value in male- and female-dominated in e.g. 'green' jobs?
- s) Gender bias in **laws on family and household responsibilities?**
- t) Lack of implementation of legal or policy requirements for gender balance in civil service positions or local government?
- u) **Lack of implementation of laws and regulations on birth and marriage registration, child marriage, and dowry?**
- v) **Lack of legal protection against gender-based violence, e.g., domestic violence?**
- w) **Lack of mechanisms for systematic gender analysis / audit/ review of proposed law and policy reforms?**
- x) **Lack of awareness among government officials of gender equality provisions** in existing laws and policies, or of the potential for gender bias in implementation of apparently "gender-neutral" laws and policies?
- y) **Gender bias on the part of government officials (including prosecutors and judges) and community leaders?**
- z) **Women's lack of awareness of their rights** under Rwandan laws and policies?
- aa) **Women's lack of resources and household/community support to pursue their rights** through administrative or court proceedings?

Alternatively or as supplement, a gender review of policies and legislation of relevance to FONERWA could be based on the below key guiding questions:

- **Are there any discriminatory provisions or implicit gender biases** in the policy framework (including the charters/bylaws of cooperatives and user groups), or other provisions that could disadvantage women? For example:
 - **Is membership in cooperatives or other user groups, or access to extension services or credit, seeds, or fertilizers limited to heads of households or landowners?**
- **Are management positions in these cooperatives or user groups limited to heads of households, landowners, or members with a certain literacy or numeracy level?** Are these literacy or numeracy requirements necessary?
- **Is there an insufficient number of female extension workers in rural areas?**
- **Are there any other formal or informal barriers to women's participation and gender equality** in the sector or the project/program? These might include:
 - Customary exclusion of women from owning land;
 - Social exclusion of women from extension programs;
 - Women's limited literacy or numeracy; or
 - Women's lack of time, resources, or mobility to attend extension programs.

- What is the **gender balance in key organizations** in the sector (such as the sector ministry, extension offices, local government, village development committees, and user groups)? What are the possible causes of any gender imbalance?
- **Are male and female extension workers and other government staff paid equal pay for work of equivalent value?**
- Do government offices provide **culturally appropriate facilities** for women and men?
- **What (other) changes in the law and policy framework are proposed under the project/program?**
 - **Will these changes address gender biases** in the law and policy framework?
 - **Could any of the proposed changes inadvertently disadvantage women** (e.g., changes related to the privatization of extension services, allocation of land or credit only to heads of households or landowners, or the promotion of commercial crops)?

Possible gender-responsive actions could include the following:

- **Development of a gender strategy for the sector** Amendments or supplements to the existing **sector law and policy** (including any standard charters or bylaws of cooperatives and user groups) to correct gender biases or gaps, or repeal of discriminatory provisions;
- **Development of policies that favour the use of local resources and labour intensity for rural infrastructure and managing rural landscapes.** Within these policies, support could be provided for **women-led enterprises and female employment**, e.g. for reforestation or road paving with locally produced bricks;
- **Enhanced incentives for female extension workers** to be posted in rural areas, such as safe housing and transport;
- **Setting and adopting sector targets for women's participation** in water and irrigation management and other *user groups and cooperatives*;
- **Training of line ministry staff on gender awareness** and gender-responsive implementation of the sector law and policy.

5.5 (Financial / revenue) Auditing (internal and external)¹²

5.5.1 Why gender matters in financial auditing



Photo © EIGE

Audits have been traditionally used by businesses to determine if established administrative and financial rules and regulations are being followed correctly.

Today, many large companies conduct also “*quality audits*” to measure how well internal and external demands are being met. These types of audit establish whether internal arrangements are appropriate and attuned to each other, whether the arrangements and their related rules are being followed, and how to improve and innovate in this area.

Quality audits evaluate the organization’s written policies, documents and handbooks and determine if members actually apply these – and if so, how well and with what results. They reveal not only if the job is being done the right way, but opportunities to improve and innovate.

For this reason auditors collect and analyse the perceptions of people working in the organization and its clients. Thus the audit report contains recommendations about potential improvements and how to affect these. Relevant and responsible actors then use the report to produce an action plan.

Participatory ‘gender audits’ belong to the category of *quality audits*, also known as social audits to distinguish them from financial audits.

Hence, ‘*gender-sensitive auditing*’ and “*gender audits*” are two different things, which are often confused and both call ‘gender auditing’.

This chapter, however, addresses gender-sensitive / gender-responsive financial auditing and is closely linked to the above chapters on gender-sensitive budget management (‘gender budgeting’) and gender-sensitive financial management.

Gender budgeting is the application of gender mainstreaming in the budgetary process. It means incorporating a gender perspective at all levels of the budgetary process and restructuring revenues and expenditures in order to promote gender equality.

Gender budgeting examines how budgetary allocations affect the social and economic opportunities of men and women. Reallocations in revenue and expenditure and restructuring of the budgetary process may be necessary in order to promote gender equality.

¹² “*Gender Audit*”. EIGE, 2019

A *financial gender audit* of a budget analyses the expenditures from a gender perspective and it investigates how resources were allocated and *what the outcomes were for women and men, boys and girls in all their diversity*, vis-à-vis what was actually planned.

A financial gender audit is normally conducted *after* the budget has been implemented.

The *financial gender audit* tracks the financial allocations to promote women's rights and gender equality, primarily, but also support to promotion of other groups – and social inclusion- can be included and assessed; the elderly, youth, people with disabilities etc. A financial (gender) audit should ideally be carried out by an independent and competent authority (central budget authority or other independent body).

A *gender-focused expenditure incidence analysis* focuses on *the distribution of expenditure between women and men, boys and girls in all their diversity*.

The process investigates the unit costs of a specific service, and then calculates to what extent the services are being used by women, men, boys and/or girls (more characteristics can be added depending on level of disaggregation needed, such as age, income-level, religion or rural/urban location).

This analysis of the 'gender-distribution of expenditures' can identify to what extent and in what way women and men benefited from expenditure on public services, such as green energy technology and infrastructure, land and forest or eco-system recovery and/or skill training for rain water harvesting, to give a few examples from the FONERWA project portfolio. It can identify if any sex or group have been left behind.

5.5.2 FONERWA strategy on gender mainstreaming in internal and external auditing

Please refer to chapter below, on gender budgeting.

Based on the above definitions, the financial / budget/ fund management within FONERWA will work together to implement gender-sensitive and responsive internal and external audits.

Gender-Responsive Budget Analysis Tools for analysing revenues:

- Sex-disaggregated tax incidence analysis examines both **direct and indirect taxes** to estimate the variation in taxes paid by various groups of households and individuals (subject to data availability). The analysis considers both **explicit and implicit gender biases**.
- Two aspects should be considered: (i) tax burden on women (as individuals, for their businesses, etc.) and (ii) general progressiveness/regressiveness of tax structure.
- **Sex-disaggregated analysis of user charges/fees** examines the incidence and impact of user fees on women and men, or particular groups of women and men. User fees for basic services can have a disproportionate impact on poor women, who are primarily responsible for the basic needs of their households.

Tools for Analysing Expenditures:

- **Gender-aware policy or program appraisals** consider the explicit gender goals and implicit gender impacts of a particular policy or program, the related resource allocations, and the likelihood that the policy or program will reduce gender inequalities (or alternatively the risk that it may maintain or even widen existing gender gaps).

- **Gender-disaggregated public expenditure incidence analysis** compares public expenditures for a particular program with household surveys or similar data to estimate the distribution of expenditures between women and men, or girls and boys. This analysis is usually most informative when gender analysis is combined with income-quintile analysis, since gender effects often differ according to income or class.
- **Gender-aware beneficiary assessments** ask actual or potential beneficiaries of a particular program—disaggregated by sex—whether the existing form of service delivery meets their needs as they perceive them. This information can be gathered through surveys, focus groups, interviews, and/or participant observation.
- **Sex-disaggregated analysis of budget impact** on time use considers the relationship between particular budget expenditures and the way time is used by households and individual household members. The objective is to account for the impact of public expenditures on caregiving and other unpaid work, which is typically carried out by women.
- **Gender-aware budget statements** provide a report from a particular ministry, or the government as a whole, on its audit of policies, programs, and related budgets, and the extent to which they fulfil the government's gender equality objectives. The process of developing a gender budget statement can involve several of the tools noted above.

The FONERWA leadership and the FONERWA auditors - and *finance officers, planners and budget and fund managers and accountants, and monitoring and evaluation team* - all together will use the above check-list in their efforts on gender budgeting, gender-sensitive procurement and gender auditing.

There is unavoidable overlapping in the mentioned disciplines and with project analysis and monitoring work.

Please also refer to the chapter on Monitoring and Evaluation, below.

5.6 Communication and public relations¹³:



Paper: "Each applicant must submit his resume"Woman: "Hmmm, I guess, this is not for me.....then"

5.6.1 Why gender matters in public relations and communication

Language is a reflection of the attitudes, behaviours and norms within a society. It also shapes people's attitudes as to what is 'normal' and acceptable.

Women play an active role in society, yet – all too often – we use language that ignores or minimises their contribution.

Words matter in shaping our worldview. For example the dominance of masculine words for general references can reflect assumptions about gender roles and influence readers.

In order to tackle gender inequality, we must look at the way we communicate.

By using *gender-sensitive and inclusive* language, we can:

- Make it easier to **recognize important differences** between the needs, priorities, positions and conditions of women and men, respectively;
- **Challenge unconscious assumptions** we/people may have about gender roles in society;
- **Lay a foundation** for greater gender equality at all levels;
- **Raise awareness** of how language affects our behaviour;
- **Make people more comfortable** with expressing themselves and behaving in ways that were once not considered 'typical' of their gender.

Key principles for inclusive language use:

- Recognise and challenge **stereotypes**.
- Be inclusive and avoid **omission** and making others **invisible**.

¹³ *"Toolkit on Gender-sensitive Communication: A resource for policymakers, legislators, media and anyone else with an interest in making their communication more inclusive"*. EIGE (2019)
https://eige.europa.eu/sites/default/files/20193925_mh0119609enn_pdf.pdf

- Be respectful and avoid **trivialisation** and **subordination**.

In practice it is not always easy to judge where our language falls on the inclusive/exclusive scale, so it may feel safest to avoid any mention of gender altogether.

Sometimes using gender neutral language can be a way of avoiding gender-discriminatory language. The logic is that if we are treating women and men as equal, gender is ‘irrelevant’ to the discussion and we should not state it explicitly. This is true in many cases, particularly when discussing occupations.

However, gender-blind projects, programmes and policies do not take into account the diverse roles and needs of, respectively women and men (gender differences in positions and conditions) and can maintain the status quo and discriminatory gender stereotypes.

By taking *men’s* views and situation as the basis for programming, gender blindness unintentionally fail to help transform the unequal structure of gender relations to gender equality.

Gender-discriminatory language is the opposite of gender-sensitive language. It includes words, phrases and/or other linguistic features that foster stereotypes, or demean or ignore women or men. At its most extreme it fails to treat the genders as equal in value, dignity, integrity and respect.

There are **three broad categories under which much gender-discriminatory language** falls:

- **Stereotypes:** assigning gender when gender is unknown or irrelevant as a result of stereotypes.
- **Invisibility and omission:** language, which casts the male as the generic norm and keeps women from being visible in public life. Using “man” as the neutral term should be avoided.
- It should be avoided using ‘he’ when referring to the generic experience of all people as this removes women from the common experience.
- **Subordination and trivialization:** language, which paints one gender, often women, as inferior, or belittles or insult them, and which reinforce men’s traditional dominance over women, - or make women appear less important and “small”, “cute” as compared to men.

These three categories are very closely related. In fact, invisibility, omission, subordination and trivialization stem from *gender stereotypes* and can reflect attitudes held across society.

Sexist language is the same as *gender-discriminatory language*, and may or may not be used with any sexist intention, un/consciously.

Gender-biased language implicitly or explicitly favours one gender over another and is a form of gender-discriminatory language.

Gender neutral / gender blind language is not gender-specific and considers people in general, with no references to women or men.

Subordination and trivialisation means always putting some pairs of words and phrases according to a fixed order, usually with the male version appearing first. This reflects and reinforces the cultural value assigned to each sex.

Gender-sensitive language is *gender equality* made manifest through language!

Gender equality in language is attained when women and men – and those who do not conform to the binary gender system – are addressed through language as *persons of equal value, dignity,*

integrity and respect.



Woman: "All is addressed "Dear Sir", so nothing to do with me...?"

Summary of gender mainstreaming in language and communication:

#	Type of language:	Definition:	Example:	Good practice / gender-sensitive language
1	Gender sensitive language:	<p>Gender equality made manifest through language.</p> <p>Gender equality in language is attained when women and men – and those who do not conform to the binary gender system – are addressed through language as persons of equal value, dignity, integrity and respect.</p>	<p>Providing sex-disaggregated data in documents;</p> <p>Mentioning both women and men (e.g. farmers) and addressing the differences between women and men (needs, positions, priorities, constraints etc.).</p> <p>Raising gender (in)equality concerns and risks of gender-based violence.</p>	<p><i>"According to the gender analysis, women have less access to finance than men, but are equally interested in skill training on ICS business investments. The project will ease women's equal access to services through....."</i></p> <p><i>"50% trainees must be female".</i></p> <p><i>"whereas women mentioned....the men mentioned....."</i></p>
2	Gender discriminatory language:	<p>The opposite of gender-sensitive language. It includes words, phrases and/or other linguistic features that foster stereotypes, or demean or ignore women or men. At its most extreme it fails to treat the genders as equal in value, dignity, integrity and respect.</p>	<p><i>"I will get one of the girls from the office to help me with the boxes.....".</i></p> <p><i>"Ambassadors and their wives were invited....".</i></p> <p><i>"I need to speak to the secretary, - is she in the office"?</i></p>	<p><i>"I will get a colleague to help me"....</i></p> <p>or</p> <p><i>"I will get one of the women in the office to help me...."</i></p> <p><i>"Ambassadors and their spouses / partners were invited"</i></p> <p><i>"... is the secretary there"?</i> or</p> <p><i>"I need to speak to the secretary; is she or he there?"</i></p>
3	Sexist language:	<p>The same as gender-discriminatory language and may or may not be used with any sexist</p>	<p><i>"Women cannot understand the technical details"</i></p>	<p>Avoid generalising about either sex and gender-based and avoid confirming and maintaining gender discriminatory</p>

		intention, un/consciously.	<p><i>"Women's brains are not made to make decisions",</i></p> <p><i>"Men are not able to look after small children, they simply do not have the caring feelings".</i></p>	<p><i>stereotypes.</i></p> <p><i>Challenge</i> gender discrimination and stereotypes and be gender-sensitive or gender neutral (where relevant) - and promote equal rights of all.</p>
4	Gender-biased language:	Implicitly or explicitly favours one gender over another and is a form of gender-discriminatory language.	<p><i>"Everyday each citizen must ask himself how he can fulfill his civic duties.....".</i></p> <p><i>"The village leader may own land, himself....."</i></p> <p><i>"The driver, himself, will be trained..."</i></p>	<p>Use either gender neutral language and plural third person:</p> <p><i>"all citizens must ask themselves how they can....."</i></p> <p>or use gender inclusive language:</p> <p><i>"every citizen must ask her/himself; how "she / he" (or "s/he") can..."</i>.</p>
5	Gender neutral / gender blind language:	Not gender-specific and considers people in general, with no references to women or men.	<p><i>"farmers do not fully appreciate the impact they have on the environment".</i></p>	<p><i>"farmers, neither women nor men" or "farmers, - women and men alike – do not fully appreciate the impact...." Or</i></p> <p><i>"female farmers, - as compared to male farmers – appreciate the..."</i>.</p>
6	Subordination and trivialization:		<ul style="list-style-type: none"> • <i>"King and queens"</i> • <i>"Husband and wife"</i> • <i>"Men and women"</i> • <i>"Boys and girls" or "guys" (male);</i> • <i>"Fathers and mothers";</i> • <i>"Ladies and gentlemen"</i> 	<p>Avoid repeating these word pairings in the order that they are heard.</p> <p>Consider switching the order of these phrases each time you use one.</p>

5.6.2 FONERWA Strategy on gender mainstreaming in Communication and Public Relations

This strategy will address:

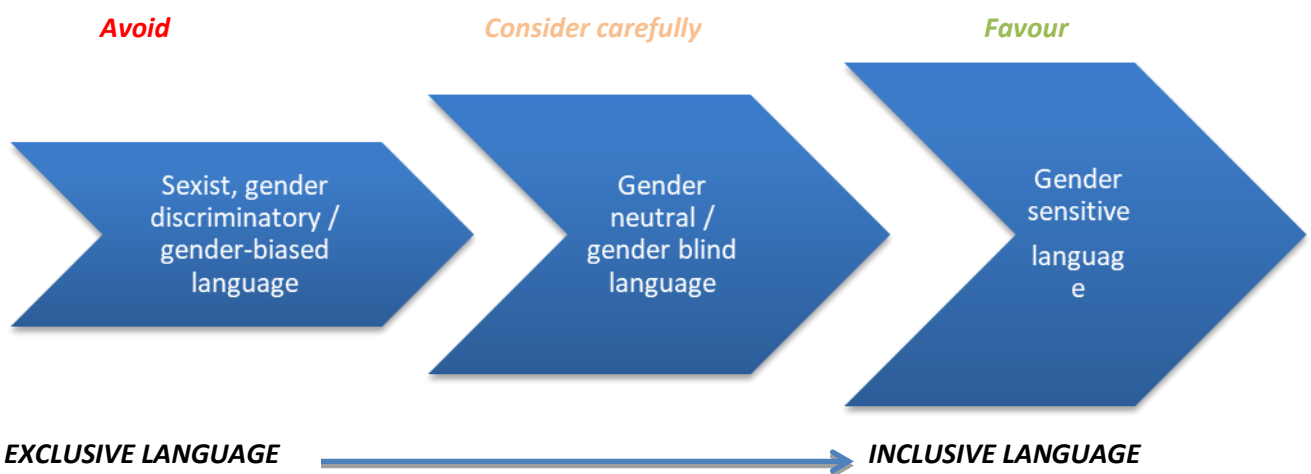
- **FONERWA public positioning**
- **Communication and information in all media**
- **User of Photos in information and communication**
- **Portraying of stakeholders**

FONERWA will position itself as a gender-responsive 'green fund' by using gender-sensitive and inclusive language and media in its communication at all levels.

In January 2020, the FONERWA developed a draft Communication strategy. The final draft strategy was briefly reviewed from a gender perspective by the Joint Technical Assistant (JTA) Gender Experts, who gave suggestions on good practice gender mainstreaming of communication and information, and hands-on inputs to the strategy. The suggested gender inclusion in the communication strategy (January 2020) is reflected in this gender mainstreaming strategy. **Please refer to the FONERWA Communication Strategy.**

The key strategy is to move from a rather unconscious and sexist use of language and audio-visuals to a gender-sensitive one.

The scale of inclusiveness and gender-sensitivity in language:



Thus, the strategy for gender mainstreaming in FONERWA Communication is, simply, to replace gender-discriminatory, sexist, patronising, exclusive, gender blind language, male-bias in photo streams etc. with gender-sensitive and inclusive language, and with gender-neutral language, where most appropriate, - as illustrated in the above table. (EIGE).

Guiding questions for choosing between gender-neutral and gender-sensitive language:

- **Will mentioning gender shed light on key aspects of the issue you are discussing?**

If so, use gender-sensitive language. If not, use gender-neutral language.

- **Are you referring to people in general or a specific group?**

If you are mentioning people in general, it may be acceptable to use gender-neutral language (in some cases), whereas if you are mentioning a specific group it is usually relevant to discuss gender.

- **Are you explicitly aiming to be inclusive to those of a non-binary gender?**

If so, you may wish to opt for gender neutral language (particularly the third person plural (they, them)).

There are number of different ways gender relationships can be expressed with accuracy, such as *avoiding the use of language that refers explicitly or implicitly to only one gender* and ensuring, through inclusive alternatives, the use of gender-sensitive and inclusive language.

How to adjust language and communication towards gender equality¹⁴:

Gender-discriminatory language or exclusion of women: to be avoided	Gender-neutral / gender inclusive language: good practice
Man in the street	Average person
Every man for himself	Everyone for themselves
Mankind	Humankind
Best man for the job	Best person for the job
Policeman / policewoman	Police officer
Businessman / businesswoman	Business executive
Female / male Lawyer	Lawyer
Repairman	Repairer, technician
Steward /Stewardess	Flight attendant
Salesman / saleswoman	Salesperson, sales clerk
Workman	Worker
Forefathers	Ancestors
Mother tongue	Native language
Manpower	Human resources
Manmade	Made by humans
Chairman	Chair or Chairperson
Fisherman	Fisher
Countryman	Patriot
Brotherhood	Kinship / community
Man hours / man month	Work hours / person month (or work month)
Englishman, Frenchman, Irishman	English, French, Irish persons
No-man's-land	Unclaimed territory
Gentleman agreement	Informal arrangement / deal
About women: <ul style="list-style-type: none"> ○ "Lady-like" ○ "Girly" 	Avoid all together – or replace <ul style="list-style-type: none"> ○ "with good manners" ○ "Childish/non-

¹⁴ “UNESCO, Guidelines on gender-neutral language:
<http://unesdoc.unesco.org/images/0011/001149/114950mo.pdf>

<ul style="list-style-type: none"> ○ “Hysterical, hormonal, ○ “Loose” / “easy” (women), ○ “hooker” / “prostitute” 	<ul style="list-style-type: none"> ○ emancipated/immature” ○ “Emotional/ passionate, ○ unbalanced” ○ “Sexually emancipated” / “sex-worker”
About men: <ul style="list-style-type: none"> ○ Bossy, ○ virile ○ “Charlatan”, “skirt-hunter” 	<ul style="list-style-type: none"> ○ Assertive, ○ energetic, ○ Charming, frivol.
Avoid using Mrs and Miss (judging women by their marital status	Ms
Miss Mary and Mr Johnson Avoid using first name for one gender and surname for another, when mentioning two persons.	“Ms Brown and Mr Johnson “ “Mary and Peter”
“Dear Sir” (avoid automatically using “Sir” when not sure whether writing to a woman or a man.	“To whom it may concern” or use the person’s name or “Dear Madam or Sir”

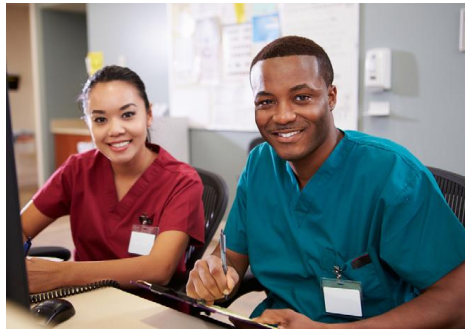
COMMUNICATION AND INFORMATION MATERIAL:

When designing *communication materials*, the colours being used may indicate gender stereotypes. It should be avoided using colour as a short-hand for gender. Colours are often arbitrarily connected to one gender, such as pink for girls and women and blue for boys and men.

In occupations, semantic non-equivalence should be avoided, such as:

Governor	Governess
Master	Mistress
Patron	Matron
Sir	Madam
Bachelor	Spinster
Host	hostess

Photos should be gender-sensitive and promote equality and equal positions. It should be avoided focusing on either one sex / gender when photographing events, in which both sexes are present as participants or speakers. E.g. meetings, group work, community gatherings or conferences where both women and men participate should show pictures of both women and men – if not together then a balanced number of photos with women/girls and men/boys. Also, people with disabilities should not be excluded but be included in photos.



Gender equality in photo portraying



Gender inequality in photo portraying (EIGE)

FONERWA online platforms will be gender-sensitive and present gender-sensitive case stories, news, lessons learned, photos etc.

- Websites:
 - [Rwanda Green Fund](#),
 - [REMA](#),
 - [Ministry of Environment](#), [Centre of Excellence Portal](#),
- Social Media:
 - Twitter ([@GreenFundRw](#)),
 - Instagram ([@GreenFundRwanda](#)),
 - Flickr ([Rwanda Green Fund](#)),
 - Facebook ([Rwanda Green Fund](#)) and
 - YouTube ([Rwanda Green Fund](#))
- FONERWA Newsletters;
- Press releases;
- Press conferences;
- Exhibitions, open days, study tours & field visits
- Awareness campaigns;
- Branded materials and merchandise / all printed / published information material such as leaflets, pamphlets and folders;
- *All appearances in public and speeches by FONERWA leaders or staff during FONERWA representation at national, regional, international forums and events, and media appearances.*

All key messages to the general public and the FONERWA key stakeholders (Government institutions, private sector, Civil Society, international partner organisations) giving due attention to *people in vulnerable situations*, and not using negative language about those groups.

- **FONERWA internal and external verbal and written communication will:**
- Avoiding using “*disabled people*” and instead using “*people living with disabilities*”;
- Avoiding using “*vulnerable people*” and instead using “*people living in vulnerable situations*”
- Avoiding using “*women, children, elderly and other vulnerable groups*” and insinuating that women are vulnerable. Being vulnerable is not a personal characteristic, but a label and stigma, just like “poor”. E.g rural, poor **women are not vulnerable; (they are strong)**, although they may find themselves *in a vulnerable situation* and their rights may not be fulfilled (a vulnerable situation of women may be imposed by men, society, community, or

by climate change or environment degradation etc.)

- Are **positively portraying** women, youth, and/or the poor, in vulnerable situations as active and competent and identifies them as ***agents of change and role models***. Men and women who challenge the traditional gender division of labour and gender stereotypes are portrayed as '***gender champions***', '***model couples***', '***model families***'.
- ***Challenging any existing negative perceptions and gender inequalities and constraining, persistent gender and social stereotypes***; and showing e.g. Husbands doing household work, child care, while wife is leading a community meeting or earning a salary, selling and installing cook stoves, leading the water user group etc.
- **All public events, facilitated by fonerwa, are gender-sensitive and inclusive.** Community and public hearing are planned to ensure maximum and meaningful participation by both men and women and women will be given 'a voice' on equal terms with men.

Please also refer to gender mainstreaming strategy for public consultations under ESM, below.

Please also refer to HR chapter below, on how to eliminate every-day-sexist language in the work place.



"Your Boss needs to know that he can rely on you" "Well... my Boss is a woman!" (EIGE)

6 Office of the Chief Finance Officer

6.1 FONERWA fund management ¹⁵

6.1.1 Why gender matters in fund management / Gender-responsive Budgeting

Gender budgeting is a way of advancing gender equality for women and men in all their diversity, - a basic human right. It is a tool to achieve gender equality. It means looking at the budgets through a gender lens, to ensure that funds and budgets serve the needs and rights of women and men, equally.

The term Gender budgeting refers to an application of gender mainstreaming in the budgetary process. It means a gender-based assessment of budgets, incorporating a gender perspective at all levels of the budgetary process and restructuring revenues and expenditures in order to promote gender equality.

Gender-responsive budgeting does not mean that there should be two different budgets; one for women and one for men.

Gender-responsive budgeting can create equal opportunities for women and men and equal participation in decision-making.

In an institutional context, gender-responsive budgeting can be used to monitor budget allocation with regard to gender equality. It is a very important method, particularly for institutions that work with a performance budgeting system.

Gender-responsive budgeting cannot be 'add-on' in the project cycle and must not be *detached* from the project cycle.

Most *gender mainstreaming* for gender equality do not cost money and needs a separate ear-market fund or budget line (gender-budgeting).

Gender mainstreaming, however, asks for gender analysis, gender impact assessments, sex-disaggregated baseline data and gender indicators.

Because *gender mainstreaming* means integration of gender in a given context it may not cost extra money to achieve gender equality and benefit women in e.g. training, user group leadership, water supply systems, green technology, – which all may be empowering and benefiting women, which all depend on the approach and methodologies (and indicators) being applied.

Gender Affirmative Actions / targeted actions for women's empowerment and gender equality mostly target women and girls (and/or men and boys) and may be activities, which are additional to the project key activities and cost extra money/ need a budget line and / or a separate 'earmarked' percentage of a fund.

Examples of gender budgeting / activities for gender equality, which need a separate budget line and fund:

¹⁵ <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting>

- Participatory, community interactive **gender analysis survey**.
- **Gender impacts assessments** (ex-ante and ex-post);
- Accommodation and transportation of the District **Gender Focal Officer** – for her/his participation in project meetings;
- **‘stand-alone’ training course for female farmers**, in processing and business management;
- **Gender sensitivity training** of project field staff;
- **Recruitment of a gender focal point** in implementing organization for two years;
- **Promotion of time-saving households technology** (ICS, rain water harvest tanks, water taps at household level, clean toilets, solar cookers, solar grinding mills);
- **Training course for young men and husbands** in household work and child care;
- *Gender-sensitisation training* of target community;
- **Awareness campaigns** on Gender-based violence and legal education;
- Awareness campaigns on the evil of teen pregnancies and sexual crimes against children.
- **Credit line for female farmers**.

Institutional gender–budgeting:

- **Recruitment of a gender specialist and consultancy** for gender surveys or research or mainstreaming;
- **Special infrastructure for women or men** (separate toilets with different facilities);
- **Gender capacity building of staff** / training on gender mainstreaming.
- **Paid parental leaves** (paternity leave and maternity leave);
- **Equal pension savings** for women and men;
- **Consultancy** to remove sexist and gender stereotypes from publications and communication etc.

Gender budgeting is good budgeting. Gender budgeting supports the implementation of modern standards of public financial and fund management principles. These include accountability, transparency, performance and results orientation, and effectiveness.

- **Accountability.** Gender budgeting is an important mechanism for ensuring accountability in how gender policy commitments are translated into the FONERWA Funds.
- **Transparency.** If applied in a systematic manner, gender budgeting can contribute to increasing women’s and men’s equal participation in the FONERWA project processes. This boosts transparency of FONERWA Funding processes.
- **Performance and results orientation.** Results-based budgeting brings strategic planning and fund management closer together by linking FONERWA Funds policy targets/ objectives more strongly with budgets. A true performance-oriented approach happens only when gender budgeting is integrated in performance budgeting.
- **Effectiveness.** Gender budget analysis improves our understanding of the different needs of women and men, alongside the distributional effects and impact of FONERWA Funds resources on them. Thus, gender budgeting provides the basis for more evidence-based decision-making — vital for ensuring that FONERWA finances are effectively used to meet real needs, bridge current gaps and curb continued inequalities. (EIGE – NIRAS Sweden AB, 2019)

Gender budgeting provides evidence on performance from a gender perspective. By doing so, gender budgeting enables the effective, inclusive allocation of resources and the implementation of objectives in ways that benefit both women and men in all their diversity.

6.1.2 FONERWA strategy for gender mainstreaming in fund management / gender-responsive budgeting

This strategy addresses:

- **Gender-responsive budgeting**

The FONERWA strategy for gender-responsive budgeting is to ensure that women and men get an equal share of the FONERWA funding, that FONERWA interventions leave-no-one-behind and do-no-harm on anyone group e.g. consolidates or worsen existing gender discrimination and gender inequalities in the environment and climate change fields.

Fully applying a gender-budgeting approach by mainstreaming gender perspectives throughout FONERWA funding and project cycles will ensure that:

- FONERWA Funds implementation is of **higher quality**, reaching both women and men in all their diversity; and
- FONERWA Funds' **objectives are reached more effectively**, because gender budgeting contributes to better planning, implementing and monitoring, while ensuring that inequalities are not perpetuated.

The Government of Rwanda, through the Ministry of Finance has enacted Organic Law No 12/2013 of 12/01/ 2013 governing state finances and property in Ministries, Agencies and Government Departments.

As a Government institution, the FONERWA is obliged to introduce and practice gender-responsive budgeting. Gender budgeting supports the implementation of FONERWA legal and political commitments.

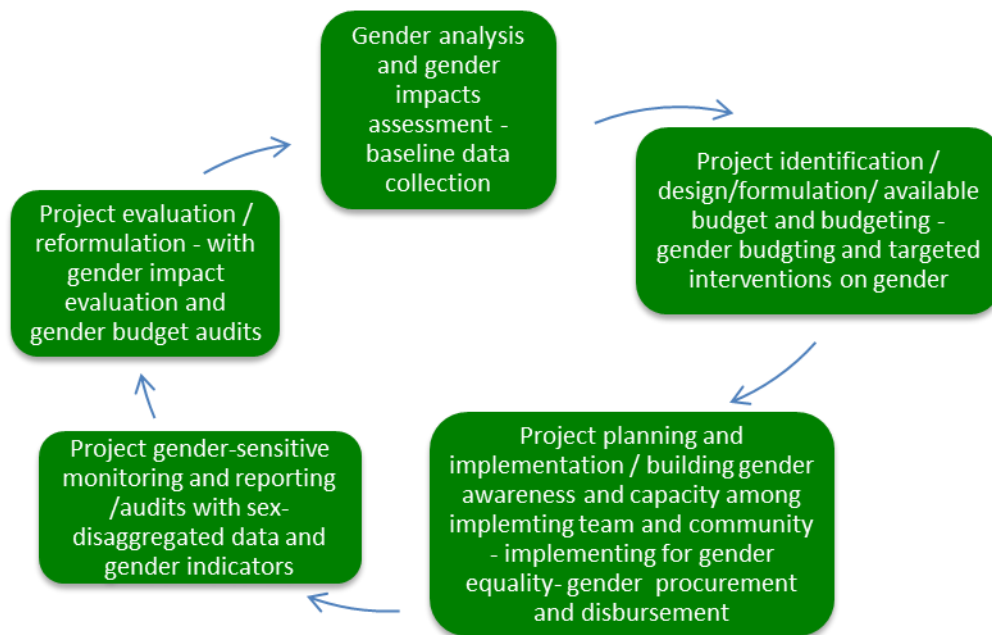
Hence, the FONERWA has a duty to promote gender equality and human rights, including by implementing the legal and political commitments to gender-responsive budgeting.

The FONERWA cannot promote inclusive, sustainable growth, climate change adaptation and mitigation and environmental conservation if the rights and needs of half of Rwandan population are being neglected.

- **FONERWA will ensure gender mainstreaming of the entire project and funding cycles, which will automatically lead to gender budgeting, where necessary (in case cost-requiring targeted and affirmative activities for gender equality and women's empowerment e.g).**
- **Project audits and financial performance indicators and fund disbursement reviews will be gender-sensitive and dive into how expenditures benefit women and men;**
- **Finance and budget teams will coordinate closely with the business development teams for gender-responsive projects and fund expenditure.**
- **FONERWA Gender budgeting will be based on gender analysis and gender impact assessments in the funding Window at question.**

This is why gender budgeting needs to be applied across the FONERWA funding and project portfolio systems, processes and programmes – and in human resources management; doing so means upholding commitments that tangibly advance gender equality.

The FONERWA gender responsive budgeting will follow **the project / funding cycle**, which can be illustrated as below:



6.2. Financial Management

6.2.1 Why gender matters in financial management

Financial management is not gender neutral. It is about people and how they benefit from any financial transaction within and by a fund organisation like FONERWA.

Financial officers are often ‘gender neutral’ in their work and purely ‘number-oriented’. However, they do have a powerful position and important tasks and functions, which very much ask for a human and gender dimension.

Financial management and finance officers play a key role in any contract negotiation, any staff or project decision, e.g. in recruitment and contract and salary negotiations, in selection of implementing partner organisations, - and they share the responsibility with HR Departments in maintaining compliance with the labour law and core-labour standards and occupational health and rights, and grievance redress modalities – within the organisation and in its external interventions.

Ensuring gender budgeting is also a responsibility of the finance team.

Please refer to above chapter on fund management and gender budgeting.

6.2.2 FONERWA strategy for gender-sensitive financial management

This strategy addresses:

- **Staff recruitment and personnel management**
- **Advertisement of Calls for Proposal (from implementing partners)**
- **Selection and contracting of implementing partners and consultant**

The FONERWA ‘financial team’ will ensure gender-sensitivity and help promote gender equality in their respective functions and tasks.

The main tasks for gender mainstreaming in the ‘finance Department’ are linked with staff recruitment processes, staff performance management, calls for funding proposals and contracting of implementing partners and partner performance on projects.

The following summarises good practices staff management.

Recruitment and personnel management: good practices gender mainstreaming check-list

- FONERWA will ensure **compliance with the labour law and equal opportunities and working conditions** for women and men in employment:
- **Public advertising** for job applicants will explicitly say that FONERWA is an inclusive, non-discriminatory employer, with will ensure equal opportunities and gender-sensitive working conditions;
- **All staff job-descriptions and Terms of References and staff performance contracts** will include tasks and responsibilities of gender-sensitivity and gender mainstreaming in the key tasks, assigned to each position. **Staff performance evaluation systems** will include performance on gender mainstreaming in daily work and key functions. This strategy suggests what and how.
- The **job interviewing** will call an equal number of female and male applicants for interviewing; (see also HR chapter below) and ensure **gender-sensitive communication**;

- There will be an **equal number of female and male CV reviewers** and **name of applicants** will be erased, during CV reviews;
- Gender sensitivity and capacity and/or willingness to learn and perform gender mainstreaming in daily tasks and functions will be included as **selection criteria** for recruitment of any new staff;
- **Recruitment processes and salary and contract formulation and negotiations** will comply with the Rwanda labour law, Government rules and regulations, and good practices equal opportunities, equal pay for equal value work and there will be no age or gender or any other bias or discrimination of any equally qualified applicants;
- **Applicants with minor disabilities or minority native language** will not be excluded from job opportunities;
- The financial and HR teams will set up a **staff grievance redress mechanism** which is available, accessible, acceptable for both female and male staff – at any level. **Confidentiality on HIV/AIDS, pregnancy and sexual harassment** in the work place will be guaranteed.
- FONERWA staff management team (financial and HR together) will proactively work to **raise awareness and eliminate any signs of every-day-sexism** in the office and take action, when complaints occur – or they witness sexist attitudes or behavior or speaking.
- All **staff complaints** about salary or working conditions will be kept in record, disaggregated by sex (female, male) of staff.
- There shall be **equal opportunities** for female and male staff for **promotion and leadership positions**.

CALL FOR PROPOSALS AND SELECTION OF IMPLEMENTING PARTNERS:

It is the (shared) responsibility of the FONERWA 'finance teams' to launce public calls for funding proposals and negotiate contracts with applicants and supervise the financial performance of implementing partners, once they have been granted a FONERWA fund.

Calls for proposals and contracting of implementing partners: *gender mainstreaming*

- FONERWA will ensure that gender-sensitivity and proven record of gender mainstreaming and gender analysis **capacity** and promotion of gender equality in any sector context is announced as fund award and **application eligibility criteria**;
- FONERWA will **explicitly encourage women-owned or women-led organisations** to apply for funds, - all other eligibility criteria fulfilled. There will be no discrimination or exclusion of female-owned organisations or organisations working for women's empowerment and rights of women and youth etc. FONERWA will aim at a balance of female-owned/led and male-owned/led organisations in its contracting of implementing partner organisations;
- Calls for proposal will **encourage gender balance** in project teams;
- Calls for proposal will ask for **budgeted activities** on:
 - Gender analysis and collection of sex-disaggregated baseline data;
 - Gender capacity and/or capacity building / training among project staff and/or communities;
 - Budgeted, targeted actions for the empowerment of women and girls, boys, targeted actions for elimination of women's time poverty (time-saving technology gender-based

violence and social evils / awareness campaigns etc.

- **All contract MOUs, contracts with partner organisations or contractors** for infrastructure will include clauses on obligations to comply with the Rwandan labour law, equal opportunities etc. and comply with national strategies for gender equality in the given sector of operations;
- All major infrastructure projects will be asked to include action plans for mitigation of social risks such as spread of communicable diseases, human trafficking, child labour etc. (**Social safeguards**);
- **Financial (and other performance) audits** of implementation partner organisations/ projects will assess the gender budgeting and more importantly the performance of disbursement – and impacts- of ‘gender budgets’ and targeted interventions for gender equality.

See also chapters on, respectively, project analysis, resource mobilisation, ESM, monitoring and evaluation, below, and on gender-responsive budgeting above.

6.3 Human Resources Management and Development

6.3.1 Why gender matters in HRM and HRD

In any institution, the department being responsible for managing the human resources of the organisation is key to promoting structural change towards gender equality. This department can promote unbiased and fairer procedures and measures that contribute to achieving a gender-balanced composition of the organisation's staff. In addition, it can implement measures that ensure an equal career progression and a balanced reconciliation of work and family life.

Within FONERWA, the HR and the financial management teams are jointly managing the Human Resources.

The role of human resources staff in a gender mainstreaming as organisational change is to:

- **Collect and report about sex-disaggregated data about the organisation's staff on a systematic basis.**
- **Develop gender-sensitive and gender-specific indicators to monitor progress towards gender equality in the organisation.**
- **Review and/or create recruitment and selection measures and procedures that contribute to a equal opportunities and a gender-balanced composition of the organisation's staff at all levels.**
- **Review and/or set up measures aimed at a better reconciliation of professional and family life, working and caring duties.**
- **Review and/or set in place an anti-harassment policy and complaints procedure.**
- **Assess training needs, plan and prepare capacity building / competence building on gender equality mainstreaming.**

RECRUITMENT PROCESSING AND STAFFING

Gender matters in staff recruitment processes. While it is generally accepted that 'merit' and 'excellence' are key criteria for the assessment of candidates for academic or public service positions, these concepts are not gender-neutral.

Ensuring equal opportunities in employment and a gender balanced staff team is a universal goal of all institutions and organisations, which aim at a dynamic and rights-based working place where gender and other diversity is an asset.

Women's and men's equal rights to employment and promotion and equal pay for equal value work are core values of any labour law and constitution.

Women are sometimes reluctant to apply for decision-making positions, even in Rwanda. Especially in male-dominated contexts like green technology and science related to environment and climate change, as well as leadership positions in sectors and thematic areas like mining and irrigation management, urban planning and waste management, to mention a few.

This can be explained by a variety of factors, such as the following, which indirectly are conveying the message to female job candidates that there is 'no room for women at the top post':

- The still very masculine image of STEM and within the sectors related to 'green technology development';

- Informal networks may continue to function in selection processes and
- The bulk of high-level positions remain occupied by men.

At the same time, it is worth supporting and encouraging women to apply for decision-making positions all along their career trajectories.

Establishing open, cooperative working relations and a culture of respect contribute to building a working environment in which everybody can have confidence.

When the top of the organisation explicitly supports gender equality, legitimacy is given to the issue and all can feel safe raising gender matters when decisions need to be taken.

CAPACITY BUILDING AND TRAINING FOR GENDER MAINSTREAMING¹⁶

Gender equality training is not a goal in itself, or a single tool to implement gender mainstreaming. It is part of a wider set of tools, instruments and strategies.

Recognising that no political or organisational practice is gender neutral is a learning process.
Gender equality training should be incorporated into a continuous and long-term process.

Gender equality training is a tool, strategy, and means to effect individual and collective transformation towards gender equality through consciousness raising, empowering learning, knowledge building, and skill development.

It is an important component of the gender-mainstreaming strategy, and is recognized as such by several international normative instruments on gender equality, including the UN Women.

Gender equality training and awareness provides participant(s) with the relevant knowledge, skills and values that allow them to contribute to the effective implementation of the gender-mainstreaming strategy in their field, organisation, institution or country.

Gender equality training is useful for both female and male leaders and staff.
Gender equality is not a 'women's problem' and it is a current 'trend' to ensure maximum male participation and leadership in interventions for women's empowerment, gender equality and against gender-based violence.

A well-designed legal and institutional framework as well as good organisational management is essential for gender mainstreaming to bring about the expected results.

But it is equally important to equip individual staff members with the understanding and tools that will enable them to perform their gender-mainstreaming duties well.

This is where gender equality competence development comes into play as one of the most essential components of a gender-mainstreaming strategy.

¹⁶ <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-equality-training>

CREATING A ALL-INCLUSIVE WORKING ENVIRONMENT¹⁷

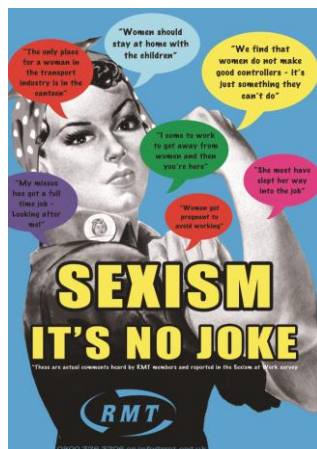


Photo © Australian Defense Force

Preventing, monitoring and mitigating any sign of every-day-sexism, mobbing, and sexual harassment in the workplace of any person of either sex or sexual minority, is one of the core functions of a human resources function in close cooperation with institution leaders.

Please refer to chapter on gender mainstreaming in leadership, above.

If not stopped immediately, - ultimately, such work place 'sexist practices', which may not really mean to hurt anyone, may force the targeted person to untimely resignations from her/his job, result in low self-esteem, alcohol or drug abuse, depression, and any other mental or physical illness unemployment, and even suicide.

Sexual and gender-based harassment is a problem that tends to be underestimated in research, financial institutions or any public organisations. Over recent decades, numerous global studies and data have revealed a persistent pressing need for action against this problem. The 'me too' global movement is a case in point.

Institutions may find it sufficient to treat sexual harassment and everyday hidden or explicit sexism under existing national policies and procedures or an institutional staff grievance redress mechanism, which is of course an important first step. Increasingly, however, institutions consider it necessary to set up dedicated structures and/or to issue specific procedures and instruments to fight those discriminatory practices.

.... In any case, the institution must make clear that it does not tolerate abuses in any form, neither physically nor psychologically.

Most organisations have some kind of frameworks in place to combat harassment. FONERWA has a paragraph in the HR Manual. However employees still experience sexism, and while some sexist behaviour may breach anti-harassment rules, some does not reach that threshold.

In dealing with the barriers to gender equality, we need to be open to all the forces at play. It's not all about policies and initiatives. Behaviour is also a big part of it.

¹⁷ <https://www.smartcompany.com.au/people-human-resources/leadership/its-time-to-be-taken-seriously/>

- What are the norms and relationships that we would like to see in our organisations?
- Are some of the barriers to do with how we work together and interact every day? Most certainly they are.
- Is everyday sexism just thoughtless banter?
- Is it real?
- Does it reflect views about the roles of women and men at home and at work?
- Does it matter? Some say it seems to be *'all about women these days'*.

We would all like to think that we have an environment that is respectful and inclusive, that gender is never a limiting factor, and when issues arise people feel at ease to talk about them.

The reality is, there is an undercurrent of behaviour that perceives and treats women differently. It often masquerades as a joke. So common in some organisations, this behaviour has become an accepted part of navigating workplace dynamics.

Everyday sexism affects everyone, but more frequently and to a greater extent, women. And gender is non-binary. Gender expression and gender identity influence people's experiences of everyday.

Unless we tackle everyday sexism, the best policies and initiatives aimed to achieve gender equality will not deliver the progress we require – there will be a limiting behavioural force holding people back.

It should not be raised this because it is 'on trend', but because it genuinely matters. It exists in every organisation, industry and sector. Organisations are paying a price for everyday sexism and it is taking a personal toll on our people.

There is a need to raise this issue because speaking out about everyday sexism can have consequences for reputations, relationships and careers. No one wants to be the person who cannot take a joke. Anyone who calls it out risks an accusation of 'political correctness gone mad'.

WHAT IS EVERYDAY SEXISM¹⁸?

Key guiding questions for handling everyday sexism in the workplace:

- Is everyday sexism readily **recognized**? Are staffs aware of it?
- How **can leaders and HR team involve our staff team in identifying the problems** and solutions by everyone when/if it occurs?
- Does it **disrupt traditional ways of operating**?
- **Do we all understand** it exists and does changing views about women matter?
- How do we **challenge people's thinking** about how women and men should be?
- **How good am I** at calling out everyday and reacting against sexism?
- What is **role model acceptable language** and what is sexist language?
- Do I personally **consent by silence**, when I witness it?
- What should I say, when I **witness it**?
- How do we talk about it, and **keep the conversation** going?
- How do I make it legitimate to **call it out** and not cause offence?
- How do I respond when I **experience it myself**?

¹⁸ <https://www.coe.int/en/web/human-rights-channel/stop-sexism>

EVERYDAY ACTIONS OF FONERWA AGAINST WORK-PLACE SEXISM

Achieving gender balance will go a long way to reducing everyday sexism, but generational change and more women in leadership is only part of the solution. All leaders know there is more they can do to eliminate everyday sexism and 'invisible and indirect discrimination' against female employees.

Below are some practical everyday actions that FONERWA leaders and their entire staff can take to eliminate everyday sexism in the office and among stakeholders and during any situation with FONERWA participation.

- Respond to 'jokes' (about women or men)
- Value women's voices
- Make role stereotyping a thing of the past
- Keep conversations focused on content and capabilities, rather than physical appearance.
- Support personal choices about caring and careers
- Challenge gender labelling
- Do not validate humour that is explicitly or implicitly sexist or offensive by laughing, staying silent, or making excuses.
- Call out the joke, for example, say: *"What did you mean by that comment?"*
- If you miss the moment to call it out, don't let it pass - ensure both the joker and those who heard it are aware of your stance.
- Ensure equal share of voice at meetings you lead or attend.
- Before closing a meeting or agenda item, ensure everyone has been provided the opportunity to comment or contribute.
- Ensure all contributions/contributors to a discussion or initiative are acknowledged – beyond the most senior and/or vocal.
- Ensure high profile discussions and forums include the voices and experiences of women.
- Ensure critical and ancillary roles at functions, meetings and in the FONERWA workplace are shared equally amongst men and women, for example rotate meeting note taker and chair.
- Question assumptions about the type of work, especially physical, that men and women can and cannot do.
- Be vigilant when introducing women for example, as speakers or at meetings where comments about appearance can undermine credibility.
- Check whether you are making assumptions about, or choices for women or men regarding how they value or prioritise their career.
- Ensure equal access to flexible work arrangements for women and men within FONERWA
- Recognise where gender *stereotypes* are being applied to assess performance or leadership capability.
- Reframe a discussion anytime an employee or candidate is assessed as 'too' anything – 'too bossy', 'too soft', 'too emotional'.

It occurs as the name suggests, in both the formal and casual interactions between people. It happens in daily life. It happens frequently in workplaces.

They are sometimes the little things, said or done in a moment, that play into stereotypes of gender. Perceived as too small to make a fuss about, we let it pass. At other times there is no question that it oversteps the mark.

Everyday sexism also comes into play at critical decision points affecting the progress and

careers of women and men, influencing who to appoint, develop, sponsor, reward or promote!

Everyday sexism is frequently invisible, and often accepted. Because it is hard to speak up when it occurs, it continues un-checked.....

CONTEXT, CULTURE, GENERATIONAL DIFFERENCES AND NORMS ARE AMONG SOME OF THE FACTORS THAT UNDERPIN EVERYDAY SEXISM.

Most people do not want to be accused, let alone guilty of sexist behaviour. Yet often, well-intentioned words, actions and decisions are not received that way. Worse, they can be outright offensive.

Why should you care?

We were told the impact of everyday sexism could be significant and lasting. By not tackling it you allow it to:

- Take a personal toll on your employees' self esteem, dignity, personal relationships and general health;
- Perpetuate unhelpful and out-dated gender stereotypes;
- Unnecessarily impede women's career progression;
- Prevent men from participating equally in raising their families.

Because it makes sense to care about it:

Everyday sexism impacts people, culture and performance. *Eliminating everyday sexism* will enable your organization to:

- Break down the barriers to different career pathways and opportunities for leadership for women;
- Tap into the full pool of talent available;
- Include diverse voices, thinking, perspectives and experience in your workplace.

Because you can make a difference:

When we react and stop sexist remarks or behaviour we help deflecting it. Deflecting it:

- Minimises the seriousness of the comment and the effect it has;
- Puts people in the uncomfortable social position of 'not being able to handle it', in addition to the original putdown;
- Perpetuates self-fulfilling myths about gender and stereotypical gender roles.

The consequence of silence:

- Gives consent to what is said and done – that it is ok ...
- Lends support to the transgressor and leaves the individual on the receiving end to deal with it alone
- Becomes an accepted part of workplace culture; and
- Discourages people from raising it as an issue;

What does everyday sexism look like?

Insults: The most frequently encountered forms of everyday sexism are remarks or jokes, and insulting terms, such as: *Make sure you wear your low-cut top to meet with that client! Or "You won't want to work on that machine... you might break a fingernail!", "You've got to let her know who wears the pants around here!"*.

Devaluing women's views or voice: Many women experience that **men are interrupting or talking over them; men explaining things to them** as if they have no prior skills or knowledge, when they

do; and/or **their views not listened to or supported until re-stated by a man!**

(Examples): ...*"If I really want to get an idea up I brief my male colleague to propose it in the meeting – I don't like it but it's a means to an end"...*

(..."The supplier said 'Can I speak to the manager, love?' referring to the man behind me. I was in fact the manager"...)

Role stereotyping:

(Examples): *"As the only female at the lunch meeting, I watched the men wait for me to take the plastic wrap off the sandwiches. And take the minutes"....*

"We'll get you to smile sweetly as guests arrive and hand out the name tags".....

"We won't rotate you to that part of the site...there is too much heavy lifting for a woman".

Preoccupation with physical appearance: Comments about body shape, size, physical characteristics or dress over skill and competence are frequent. This is amplified for women with a public profile or in the media.

(Examples): *"...I couldn't take her seriously in that presentation – did you see what she was wearing?"*

React: *"Do not comment as I walk down the hallway about the colour of my top, my shoes, or my hairstyle. My choice of style is not for others to comment on or rate".*

Assumptions that caring & careers don't mix :Both women and men encounter gendered assumptions about parenting roles, with women being:

- Subjected to comments that infer poor parenting for prioritising work equally with family
- Questioned about their commitment to work because they work flexibly
- Expected to explain why they don't have children...
- Men can be discouraged from or denied access to flexible work because everyday sexism assumes caring for children is not a man's role.

(Examples):

"When I fell pregnant with my second child, I was told that was the end of my career".

"When I said, I wanted to leave to pick up my kids, I was asked why my wife couldn't do it".

"It was assumed that because I had children I wouldn't want a role that involved travel. The man who got the role instead of me also has kids".

"I was asked why I had kids, only to have a nanny raise them".

Unwarranted gender labelling: Women are often described as being *too bossy* or *not assertive enough* – or the flip side – *too 'emotional'* or *'nice'*. Men can be told they are *too soft* and *not competitive enough*.

(Examples):

"I was told, I needed to be more feminine and less aggressive".

"Why do I need to 'man up' and be more aggressive – just because I am a man?"

"....a hysterical woman, hormonal" ..." he has a temper.....he is a defensive man"

."...can't talk to a women during her menstruation!"

"...a man got to do, what a man go to do...."...

6.3.2 FONERWA strategy for gender mainstreaming in HR

This strategy addresses:

- **Staff recruitment and staffing**
- **Job descriptions and performance evaluation**
- **HR development / capacity building and training**
- **Preventing and tackling everyday sexism in the work place**
- **Creating a gender-sensitive working environment**

RECRUITMENT AND STAFFING

Gender balance in leadership and decision-making positions is a key priority of the Rwandan Government, which has made remarkable progress on gender equality over recent decades.

Women and men shall continuously get equal chances to develop and advance their individual careers in the FONERWA.

The FONERWA HR team together with FONERWA leaders and financial managers will ensure that FONERWA remains an inclusive, equal opportunity and non-discriminatory work place. Recruitment, selection and career progression are crucial steps in this endeavour.

FONERWA will critically review the existing recruitment and selection processes and procedures at all stages, to address existing biases that act as structural discrimination against women along their career path.

Where existing processes fall short of satisfactorily remediating inequalities, positive action measures can be mobilised temporarily.

FONERWA will carefully check the legislative framework before positive action measures are introduced.

While quotas are generally seen as effective in bringing forward an improved gender balance, quotas tend to evoke significant resistance.

FONERWA will carefully consider the pros and cons of introducing gender quotas / quotas on percentage women or men must be assured in a given context, by taking into account cultural specificities.

The HR team, together with the FONERWA financial management team will *keep record* on gender balance in leadership and among professional staff and ensure that recruitment and contract negotiations are gender-sensitive.

The HR managers will use the following *gender baseline and monitoring* checklist for staff recruitment processes within FONERWA, - and take action, accordingly.

Indicators/ baseline gender data to be collected and analysed include (not limited to): CHECK-LIST

- **Staff** numbers by sex (female, male) at all levels, by disciplines, function (including administrative/support staff) and by contractual relation to the organisation;
- Average numbers of years needed for women and men to make **career advancements** (per grade);

- Number of women and men in **academic and administrative decision-making positions** (e.g. Boards, committees, juries);
- Number of female and male **job candidates**;
- Number of women and men having **left the organization** in previous years, specifying the number of years spent in the organization – and by reason for leaving (if possible);
- Number of staff by sex (female, male) **applying for/taking parental leave**, for how long and how many returned after taking the leave;
- Number of **absence days** taken by women and men according to absence motive;
- Number of **training hours/credits** attended by women and men;
- Number of female and male **students and apprentices** at all levels and for all disciplines.
- The number of **female candidates** for positions in which they are under-represented;
- The number of women and men in **selection panels** (for recruitment and promotion);
- **Horizontal sex segregation** in respective categories of occupation;
- The number of individuals targeted and **reached by gender awareness-raising or training** actions planned; - by sex and position;
- **Gender ratios** in accessing research grants and other resources, e.g. International study tours or participation in conferences; and
- The **gender pay gap** among different categories of staff.

Based on the baseline and staff ‘gender statistics’, the FONERWA will take bold steps to increase gender equality and gender balance within the institution; in recruitment and staffing and personnel policy.

FONERWA will initiate the following actions and modalities:

- **Gender-sensitisation training for those involved in selection processes** to avoid unconscious or implicit gender bias to interfere in the decision-making.
- **A reassessment of the way position vacancies are announced** and the language used; to ensure gender-sensitive and inclusive communication and language in job vacancy announcements;
- **Introduction of the use of applicant *search committees***, which are to look carefully for promising candidates (inter)nationally, prior to the filling of a positions;
- **Representation of women in all rounds of applications:** announcement processes for vacant positions, recruitment and assessment of applications:
 - Requesting at least one applicant of either sex (female and male) before a vacant post can be filled; **Challenging gender stereotypes in work positions and division**
- At least one person of each sex in all **appointment and review committees** (min. one woman and min. one man);
- **Blind assessments of candidates’ CVs** (i.e. omitting the name of the candidate) to avoid unconscious gender bias in candidate selection.
- Apply the so-called ‘**cascade model**’, which is build on the German experience and example. In this model, FONERWA set **targets for the proportion of women at each qualification level on the basis of the proportion of women at the level immediately below**. That way targets are

achievable and promotion feasible for the individual female staff, at any level.

- A **gender pay gap analysis** results from variances in contractual conditions and terms of employment, of which the effects are cumulative over time and most often disadvantageous to women.
- **Mainstream gender concerns in each and every job-description and performance contract** (all current and future staff);
- Extension of age limits for female researchers who have children under the age of 10. This means that all calls for applicants to FONERWA-supported scholarships, fellowships and grants or apprenticeship with an age limit, the age limit is extended by two years after each child under the age of 10 for female and male applicants, who can certify that they stayed with the child(ren) on parental leave. The same will apply to single parents. An attempt to **balance work and care work for the employees**.

CAPACITY BUILDING AND TRAINING

FONERWA will introduce basic (possibly mandatory) gender-sensitive and awareness training, in person or online, for all staff. This is to ensure a collective, shared understanding of the importance of gender equality and related work.

Moreover, FONERWA will ensure on-the-job training of individual staff on the implementation of this gender mainstreaming strategy, in each division/Function and task areas (e.g. auditing, ESMF, monitoring and evaluation, ITC, communication and public relations etc.).

Ensuring that time is allocated for this training in staff work schedules gives gender equality prominence within the FONERWA and frames it as an organisational priority.

Generally such gender mainstreaming training will make the FONERWA staff capable of:

- Identifying gender inequalities in their field of activity / tasks and Functions;
- Defining gender equality objectives in their area of operation;
- Taking account of gender when reviewing or preparing fund proposals, planning and implementing and monitoring policies and projects; and when selecting partner organisations and in contract negotiations;
- Monitoring progress on gender equality in the FONERWA Functions and the project portfolio;
- Evaluating projects from a gender perspective, etc.

All these actions require adequate theoretical knowledge, practical skills and sometimes also a change in attitude and behaviour.

HR and training planners will apply the following 'step-by-step' approach when planning a gender-sensitisation / gender capacity training for either FONERWA staff themselves or implementing partners.

Check-list for gender capacity training

Planning 'gender capacity building'

Step 1. Assess the need for (regular or one-time) *gender competence development* initiatives in FONERWA and among its implementing partners if possible; leave-no-one-behind.

Step 2. Ensure that sufficient resources have been allocated to implement the initiative and plan a follow-up strategy (institutional gender budgeting).

Step 3. Draft clear and relevant terms of reference for the trainers, which include gender analysis, gender impacts assessment, gender budgeting, gender mainstreaming, gender in legislation and policy, research and project and funding cycles e.g.;

Step 4. Select an external trainer (male or female) with competencies, skills and knowledge relevant to FONERWA and documented *gender analysis and gender mainstreaming capacity*.

Implementation phase:

Gender equality competence training that responds to the FONERWA needs and roles:

Step 5: Design the gender competence development initiative, keeping in mind the mandate of FONERWA. Make it specific to Windows and functions and tasks.

Step 6: Encourage people (including senior officials and managers) to attend the activity, tackling pre-training resistance to gender mainstreaming and gender analysis, within the organization.

Step 7: Plan and implement a training monitoring framework, which addresses 'gender capacity'

Step 8: Evaluation and follow-up phase: Securing long-term outcomes. Ensure implementation of the FONERWA Gender Action Plans and all good-practices in this strategy.

Step 9: Set up an evaluation framework to measure the outcomes of the initiative at the individual and organisational levels

Step 10: Assess the short-term and long-term impacts of training at the individual, organizational (performance, attitudes, results on gender inclusion in daily tasks, Functions).

Step 11. Give space and support to participants to implement new knowledge on gender equality and gender mainstreaming in their work. It may make a difference that makes a real difference.

The FONERWA approach to gender inclusion in all training and capacity building is summarized in the below box.

FONERWA CAPACITY BUILDING AND TRAINING GOOD PRACTICES: check-list

- FONERWA will **maximize the gender balance among *all trainees and among trainers*** in all capacity building activities, and in gender-sensitisation training of staff and implementing partner organisations.
- All FONERWA capacity building and training activities will include ***a module on gender mainstreaming in the respective thematic training area.***
- In other words, the HR training planners will review training plans and curricula and ***mainstream gender concerns in the curricula, where relevant.***
- HR training planners will ***include gender perspectives in the TOR of external and internal trainers,*** whatever the training subjects.
- All FONERWA capacity building training and workshops will include ***a module on how to apply a rights-based approach along with gender mainstreaming.***
- All staff training and training of implementing partners will **include messages on gender equality, legal obligations, promotion of women's economical and social empowerment, human rights, a rights-based approach, elimination of gender-based violence and everyday sexism in the workplace, promotion of equal employment opportunities and participation in decision making and leaderships; compliance with labour law and *do-no-harm and leave-no-one-behind.***

PREVENTING AND TACKLING EVERYDAY SEXISM AND SEXUAL HARASSMENT IN THE WORK PLACE

MALE CHAMPIONS OF CHANGE, YOU SET THE TONE: *ELIMINATING EVERYDAY SEXISM!*

The focus of FONERWA actions on workplace sexism will be on informal mechanisms to foster cultural change and maintaining a workplace, where women and men can work free from the constraints of gender stereotypes. ***FONERWA will continue finding effective ways to prevent and deal with sexual harassment as an extreme manifestation of sexism.***

FONERWA will create cultural change to eliminate any behaviour, which negatively affects any female or male staff, and will aim at making all staff proud of being a FONERWA employee and build the individual's professional and human dignity.

Reframing the role of women in FONERWA

There are **unwritten rules about the role of women in any organisation** that are never stated and never questioned. Identify them. Change them!

- Unwritten rules says that ***a female professional's or female leader's role is to serve as hostess and care taker for her male colleagues***; to automatically serve coffee or run errands for her male (or female!) colleagues and male (or female!) leaders, and to 'assist' her male (or female) colleagues or leaders with practical or professional tasks, outside her own work area and mandate.
- No unwritten or written rule says ***female staff automatically can be asked to take the Minutes in every meeting and must only speak, when asked to.***
- All male and female staff are equal with equal rights and nobody has the right to impose a care-taker or 'servant' role on anyone female or male colleague of either sex.
- There are professional office support staff and secretaries to do that kind of assistance work, and such tasks are in their job-descriptions and they are being paid to do this.

When we put the throwaway lines people say centre stage we highlight the power of language to enhance or undermine inclusion at work.

- FONERWA will find innovative ways to prevent every-day-sexism in the office, such as an internal **'things-you-don't-say' campaign**; an innovative way to stimulate awareness and discussion about the power of language to create a feeling of inclusion or exclusion in the workplace.
- Introduce protocols, where the **role of chair and minute taker is rotated**;
- Giving staff the language and **license to have a conversation about everyday sexism** to promote understanding of the impact of what is said and provides an accepted way to ask for it to stop.
- Will eliminate assumptions that are made about suitability for roles and tasks on the basis of gender.
- **Eliminate any gender stereotype and discriminatory portraying or language** from the FONERWA Communication and public relations (see chapter on communication, below).
- **Create an effective sexism/harassment reporting mechanism and follow-up measures.**

Please also refer to Chapter on Gender and Leadership, above, and the Chapter on Gender in Communication and Public Relations, for more checklists and good-practice elimination of every-day-sexism and sexual harassment in the office language and behaviour.

6.4 Office support staff

6.4.1 Why gender matters in (office and work-related) driving

Drivers in institutions and projects are mostly men. They may or may not be educated in good practice gender equality and in equal behaviour towards and in providing equal quality services to men and women.

Often vehicles are mostly used by male staff and leaders, simply because men outnumber women in many organisations, and often drivers or administrators more or less unconsciously give priority to the vehicle use by male staff.

Vehicle use and driving services may build on gender stereotype perception and be discriminating against female staff or female drivers, who seek jobs in an organisation. It may be common sexist perceptions and attitudes, saying that:

- *‘Men are better drivers than women’,*
- *Few women have a driver’s license;*
- *‘Women are afraid of driving after dark and in remote places because it is dangerous for them’;*
- *‘Men are better in car maintenance than women’,*
- *‘Women are not strong enough to handle car break-down, change a wheel and not technically knowledgably’;*
- *‘Women can’t read maps or GPS and tend to get lost in the rural areas’*
- *‘Female drivers are more expensive, for male drivers can spend the night in the car, women demand expensive accommodation during field visits’;*
- *etc.*

Concerning field trips, e.g. by FONERWA staff and/or by its implementing partners or FONERWA guests, it is also the *common sexist perception that female staff are less suited for field trip than their male colleagues*; for example:

- *Female staff cannot move in the rural areas, due to the way they are dressed and their high heels;*
- *It is dangerous for women to travel in the remote rural areas and after dark;*
- *It is not safe for women to stay in primitive accommodation / hotels or in the villages, during field visits;*
- *It is too uncomfortable for women to drive on unpaved roads and pregnant women should not visit the field;*
- *Female staff cannot travel and move comfortably in the rural areas during their menstruation;*
- *Female staff will delay field visit plans, as they will ask the driver to stop many times along the way to find a toilet – or to shop at local markets;*
- *Female staff, who are mothers should stay home with their children (and husband) and take care of them;*
- *Local authorities are reluctant to speak to female staff and prefer to see and spend time only with male leaders;*
- *Communities will take female staff less serious and prefer to be consulted and visited by male leaders;*

- *Etc. etc.*

6.4.1.1 FONERWA strategy for gender mainstreaming in work-related transportation

This strategy addresses:

- **Driver recruitment and behaviour/ service delivery**
- **Project-related transportation and**
- **Use of office / project vehicles**

FONERWA will take the following step towards gender equality in project driving and transportation:

- FONERWA will explicitly mentioned in **job advertisements** that it is an inclusive employer and welcome female applicants for driver jobs;
- There will be **zero-tolerance of any sign of discrimination of sexist behaviour** towards female drivers or applicants for driver positions;
- FONERWA will include in driver job-descriptions and performance contract, that there is **zero-tolerance of sexist behaviour or sexual harassment in the work place or of female passengers, who-ever;**
- Code of conduct of drivers will include **zero-tolerance of drivers, engaging in prostitution, child abuse, human trafficking, (alcohol abuse, smuggling of illegal weapons, drugs, other goods),** - during field trips and daily work;
- Drivers' **performance will be evaluated on to which extent he/she provides equal services to female and male passengers, equally respond to requests and orders** from female and male passenger;
- **Logbooks** will include sex-disaggregated information on vehicle use (passengers, requests);
- FONERWA office managers and drivers together will ensure **equal access to use of vehicles** among female and male staff;
- No requests / booking of vehicles will be given priority on the ground of the sex of the person, requesting the vehicle (**no gender discrimination among vehicle request-makers**).

6.4.2 Why gender matters in office assistance and support

Common gender discriminatory perceptions against men say that men cannot clean, men cannot maintain office kitchen and bathrooms, – and that women cannot carry heavy items etc.

Gender stereotype perceptions say support and assistance staff should be female, who are the 'natural care-takers'. It is also commonly perceived, that there is a hierarchy among office support staff where the (male) driver has the highest position, and the youngest female cleaners have the lowest position.

Apparently, the FONERWA provides equal opportunities for female and male applicants of office support staff jobs, and there appear to be gender balance among kitchen support staff and office cleaners.

Moreover, although such sexist perception are not true, there is a tendency in any mixed team, that male staff e.g. male office assistants and peons tend to 'boss-around' with their female colleagues and let women do most of the hard work, except carrying water bottles and other heavy items.

Also, male and female office assistants tend to give first priority to meeting male staff's request for support and errands, and second priority to female staff's requests.

Moreover, in some organisations with no monitoring of office codes of conduct, the unskilled staff, often young, coming from a poor family, or uneducated may fall prey to sexual harassment in the work place by their immediate or distant superiors, - and refrain from reporting such behaviour to anyone, in fear of losing a precious job and income.

6.4.2.1 FONERWA strategy for gender mainstreaming in office support

This strategy addresses:

- **Working conditions for office support staff**
- **Division of tasks**
- **Service delivery**

FONERWA consider the following strategy to ensure gender equality and safety for unskilled staff:

- FONERWA has codes of conduct for all staff, which will also apply to office, unskilled support staff, e.g. cleaners.
- FONERWA has **zero-tolerance of any sexual harassment in the work place** against any-one sex, of any rank in the 'office hierarchy', including unskilled, temporary office support staff without an explicit job description and any insurance against lay-off or accidents in the work place.
- **FONERWA will prepare job descriptions for office support staff (kitchen managers and cleaners)**
- FONERWA will ensure that all female and male office support staff will have **equal labour rights, such as equal pay for equal value work and guaranteed safety and protection against work related negative health impacts (from chemical use, climbing ladders, heavy lifting etc.) in the work place**, treatment and support if victims of work-related accidents within the office premises (or when running errands for staff).

7 Business Development Department: RESOURCE MOBILISATION

7.1 Climate financing

7.1.1 Why gender matters in climate financing

Increasingly, international and national funds and financial partners and donor organisations require that proposals in any sector and in environment and climate change mainstreaming capture and address gender inequalities.

In addition, some donors earmark funding specifically for gender activities and women's empowerment and on gender-related research.

If a situation analysis and strategic plan contain strong gender analysis, there is a basis for responding to this.

Some donors earmark specific funding for activities on the rights of women, youth, or minorities. These are very good opportunities for ensuring that funding is obtained for the gender or poverty-related aspects in each sector of the FONERWA Windows. (Association for Women's Rights in Development) ¹⁹

By strengthening the *institutional capacity* of FONERWA on gender mainstreaming and rights-based approach, and by *explicitly* demonstrating and documenting its 'gender capacity' in its fund applications and negotiations with the international and national *financial partner organisations*, the FONERWA will stand stronger and its capacity to attract funds will be significantly improved.

Rights-based, gender-sensitive and gender-responsive FONERWA proposals for 'green funding' and environmental and climate-related financing will be highly appreciated by multilateral and bilateral development partners; including the Rwandan Government, itself, - as it is already a 'must-do' and explicit requirement in global and national partnerships.

Leaders at all levels in the environment and climate change related sectors need to be familiar with how to access funding mechanisms that can support the sector responses to climate change and environmental degradation.

It is important that FONERWA works with national partners to support coordinated resource mobilization efforts to ensure that national gender mainstreaming responses are funded.

FONERWA fund raising can benefit from international or national partnerships already during the proposal preparation.

Likewise, when FONERWA calls for proposals from implementing partners, the donors make calls for 'green proposals' to which FONERWA has an interest.

The role of international partners in gender-responsive resource mobilisation / funding cycle:

¹⁹ https://www.awid.org/sites/default/files/atoms/files/building_a_feminist_resource_mobilization_strategy_2.pdf



All aspects of a good resource mobilization strategy require investments in terms of time and money such as:

- Staff development,
- Information technology (especially as it relates to financial management), financial expertise,
- Governance/board development,
- Communication strategies and materials,
- Fundraising skills,
- Travel budgets to meet donors,
- Peer learning and alliance building,
- Strategic planning and evaluation processes,
- Investments in programming

7.1.2 FONERWA strategy for gender mainstreaming in climate financing

This strategy addresses:

- **Situation analysis**
- **Analysis of resource gaps**
- **Mapping of donors**
- **Resource mobilisation plan**
- **Preparation of proposals**

The effective mobilisation of funds for climate change and sustainable environments – whether for the implementation by FONERWA itself or for disbursing to implementation partners (through Calls for Proposal from local Government, private sector or CSO) is a *fundamental requirement* for the very *operation and survival* of FONERWA.

Future resource mobilisation by FONERWA will be gender-sensitive and gender-responsive.

The climate finance and resource mobilisation team will use the below *summary checklist* on gender-responsiveness for the funding cycle:

Gender responsiveness in funding cycle: KEY GUIDING QUESTIONS

- a) Does FONERWA **advocate with the national and international ‘Gender machinery’**: e.g. Ministry of Environment Gender Machinery and Ministry of Gender Equality and Family Promotion, Gender Monitoring Office and other national stakeholders (and international stakeholders e.g. UN Women, SIDA (Swedish Embassy), KfW, DFID) - for the promotion of gender equality in participation, decision-making, leadership, access to ‘green jobs’, training and financing, access to time-saving technology, natural resources etc. and for gender equality in benefits from the proposed FONERWA interventions on climate change and environment ?
- b) Are **gender analysis and gender impacts assessment / gender indicators** and the FONERWA *gender mainstreaming action plans* for addressing gender-related issues that appear in the FONERWA strategic plan carried through to resource mobilization?
- c) Do funding proposals include clear **resource allocations to gender equality (gender budgeting)** as well as indicators to track progress on them?
- d) Are organizations, focused on gender and women’s rights, such as the GMO included in FONERWA work to prioritize the gaps and needs, in order to ensure that gender equality perspectives are included in planning for resource mobilization?
- e) Has FONERWA identified and pursued **funding opportunities that are gender-focused** and that will enable the FONERWA and its implementing partners to learn and develop its work in this area?
- f) Are all FONERWA proposals **aligning and supporting** national legislation and international commitments – including the CEDAW and Beijing Plan for Action (+25), the Agenda 2030 / SDGs and the including the national gender strategies and policies and those of a targeted donor organization?

FUND / RESOURCE MOBILISATION FOLLOWS A STEP-BY-STEP APPROACH:

Gender matters in each step of a Resource mobilisation cycle.

The following guide will help the integration of a gender equality dimension in FONERWA fund raising / climate and other resource monitoring, it is a step-by-step guide and each step will be dealt with separately, which would make the strategy more ‘user-friendly’.

Concerning Step 1: Resource mapping and gap analysis is best carried out in collaboration with the key actors in the climate change and environment ‘sectors’. This will help to ensure that your mapping is as exhaustive as possible.

Start by brainstorming all of the sources of funding for climate change and environment programmes and *funding sources for gender equality and women's empowerment* that are currently active in the country²⁰.

²⁰ <http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/ED/pdf/EDUCAIDSpractical%20guidelines-%20chap%205.pdf>

Then ask the following questions for each funding source / actor on gender and climate change and environment (FONERWA's three funding Windows and the 15 thematic areas/sectors). (UNESCO)

STEP 1:

SITUATION ANALYSIS, RESOURCE MAPPING & GAP ANALYSIS: *gender mainstreaming*

Analyzing the landscape for *gender-sensitive resource mobilization*: where is the money?

- a) Which actor(s) are involved in implementing which interventions – in the FONERWA thematic Windows/ sectors? **Are actors within the national or international gender 'machinery' planning or currently implementing projects on climate change and environment-related (or any of the 15 Window sectors of FONERWA)? (see above)**

What is the **geographical and thematic coverage** of their work is – for instance, which districts are covered by a given intervention, what sector- **are gender integrated in the interventions?**

Which geographical regions are most underserved by climate change response and **have most gender inequality and poverty?**

Is a gender analysis in the thematic area available? (See the FONERWA Gender Analysis Handbook)

- b) What level of resources is currently being expended on these interventions? **Is gender budgeting included in the resource allocations and expenditures?**
- c) What is the **funding process and cycle** for each interesting funding source / donor organisation?
- Calls for proposals, or invitations to apply for funding? **Are calls/invitations gender-sensitive?**
 - How often are proposals accepted? When is the next opportunity?
 - How often are funding decisions taken?
 - Are the funding decisions taken at country level or outside?
 - How does FONERWA apply – direct to the funder or through another entity (e.g. a ministry, a UN agency or CSO)?
- d) Does FONERWA have to be involved in any processes in order to get an opportunity (e.g. being part of sector and/or national Transformation and Strategic planning processes is an important precursor to being able to obtain funding)?
- e) What are the implementing actors' future plans:
- Do they currently have resources to expand coverage? If so, when and where to?
 - Are any of their interventions currently likely to scale down or cease? If so, when and where? **Could FONERWA add-value to those projects, and add a gender dimension / gender expertise?**
- f) Be aware of many different sources of revenue, from different funding sectors to individual donations, membership fees and income generation, to **organisations working uniquely for gender equality and women's empowerment;**
- g) Be clear on **who FONERWA WON'T take money** from and why, i.e. spending conditionality, unethical businesses, and GENDER BLIND ORGANISATIONS etc.
- h) Internet searches: look at funders listed on websites of like-minded organizations, **women's**

funds, or *google* searches of foundations, trusts, bilateral, which have funds for research or projects on gender and climate change, and gender in any of the FONERWA Windows / sectors.

- i) Ask the FONERWA peer organisations abroad or in Rwanda where their income comes from, who their contacts are, how they have had success. If they **pay due attention to gender, age etc.?** In the same way, share that information with others.
- j) Ask FONERWA's existing donors (e.g. SIDA (Swedish Embassy), KfW, DFID, WBC, GGF) of other funding sources about **available funds for projects or research addressing gender equality and climate change, gender and environment and any of the FONERWA Window sectors;**
- k) **Be creative; Look beyond women's rights portfolios, such as community development, human rights, civil society, economic justice, etc.!**
- l) What levels/amounts of funding are available? Do they have minimum and/or maximum funding amounts?
- m) Do they have specific technical priorities for funding, e.g. **empowerment of women or youth?** If so, which?
- n) Do they have restrictions on what they fund – for instance, some donors do not fund equipment or building projects, others fund only these things?
- o) Have they funded **gender equality in climate change responses** in the past?
- p) What other important information can you obtain about this funder? (...**gender capacity, publications, previous conferences/ workshop on gender and climate change or gender in any sector etc.**)?

Step 2

PLANNING FOR REVENUE GROWTH AND INCOME DIVERSIFICATION: *gender mainstreaming*

- a) How does the FONERWA strategic plan align with / relate to other actors in the climate change and environment 'sectors'?
- b) **How does this FONERWA gender mainstreaming strategy align with the national gender mainstreaming strategies of e.g. Ministry of Environment, Ministry of Energy, GMO's plans and indicators?**
- c) Is FONERWA clear about its planned outcomes and ways in which it intend to have an impact? **What are the expected outcomes and impacts on women, youth, marginalized communities, people with disabilities and the poor, most exposed to climate change and environment degradation?**
- d) Has FONERWA developed its OWN means to measure its impact (**also social and gender impacts**), be proactive: don't want to be left doing it according to how the donors say!
- e) Learn from the 'best' by talking to peers, studying different approaches and concepts. **Any gender analysis or gender budgeting or transformative actions for women and girls, you want to copy?**
- f) Consider growth projections for the next say, five years, based on growth opportunities and organizational goals, e.g. your organizational revenue and expense budgets grows;
- g) Don't be fearful of asking for larger amounts: Think big and long term.
- h) **Remember:** there is money out there – and **gender mainstreaming will be awarded:** It is a matter of getting it, of convincing others that **without women's rights and meaningful participation and benefits, there can be no social justice, no development, no social transformation, no successful climate change adaptation and mitigation, no environmental sustainability etc.**
- i) **Diversify!** Seek the optimum balance of many sources of revenue to ensure FONERWA independence while taking into consideration the administrative burden of different reporting and spending requirements and income stream management.
- j) Autonomy from donor-driven agendas and conditionality is possible if income comes in through many channels.
- k) **Maximize resources that already exist, add the gender dimension to add-value.**

From donor and fund mapping and gap assessments, resource mobilisation moves to the next step: planning.

From gender-sensitive planning the Resource Mobilisation/fund raising section moves on to building 'win-win' alliances for fund applications. FONERWA is not the only actor in 'the green agenda', but with this gender mainstreaming strategy, FONERWA has a comparative advantage among many 'gender blind' actors.

Step 3

LEVERAGING RESOURCES FOR AND WITH ALLIES AND BUILDING CONSENSUS AND COLLABORATION: *gender mainstreaming*

The more FONERWA works from a 'mentality of scarcity', the more it compete, and the more fragmented the interventions of FONERWA....

- a) Think beyond the financial sustainability of the FONERWA, think about the sustainability of the climate

change and environmental intervention and about mainstreaming gender, youth benefits, climate change and environmental management into the FONERWA Windows / thematic sectors.

- b) *How* FONERWA talks about gender mainstreaming in resource mobilization (internally in the office and with potential partners), and share key information and strategies, is central to how it strengthen women's empowerment and gender equality in the FONERWA projects and events.
- c) More often, organisations need to consider ways of working together, flowing funds to our allies, and other ways that democratize access to funding.
- d) Consider building into the budgets program components that will support gender mainstreaming, building activities, partnerships with gender machineries, alliances and complementarities with allies.

Coordinate with different actors:

- e) All of the actors within the FONERWA sectors and climate change and environment will benefit from resource mobilization opportunities (central Government and local Governments, private sector, CSO, and communities). Actors for gender equality and women's empowerment will benefits, since **climate change and environment are closely related with women, gender inequality and other social variables**.
- f) The advantages of coordination are obvious:
 - Duplication of work can be resolved.
 - Estimates of resource gaps will be more accurate.
 - **Partnerships can be developed that will make programmes more efficient, and partners can bring new knowledge and skills and competences, e.g. gender mainstreaming competences; competences for adding a rights-based approach to FONERWA proposals.**
 - All of the stakeholders will be able to have a say in how to prioritize resource mobilization efforts.

Once partnerships for climate Resource Mobilisation/fund raising have been considered and perhaps established, the lobbying and 'marketing' of FONERWA with donors is crucial and delicate.

After investigating options for collaboration and partnerships in fund raising, approaching potential donors is crucial, and also here, bringing the gender dimension to the talks is bound to benefit FONERWA's position as a holistic and innovative green fund.

Step 4

HOW TO ENGAGE AND COMMUNICATE WITH DONORS: *gender mainstreaming*

- a) FONERWA's capacity to engage with donors is political, not only as it relates to FONERWA's resources, but in relation to FONERWA's capacity as political actors and change agents, - capable of seeing 'the big picture' and **looking beyond climate change and environment as technical issues - for a human rights-based approach and promotion of gender equality**.
- b) How, where and when FONERWA talks with donors is a political exercise as FONERWA claims entitlements on one hand or influences their agendas on the other. **Whether donors are receptive of talking gender mainstreaming and human rights or not, and whether the 'climate change and environment technical staff' in donor organisations know 'their own' gender policies and strategies and requirements for funding is a global issue. Reminding them of gender issues and the SDG #5 on gender equality and empowerment of women and girls will be appreciated.**
- c) At least FONERWA should mention and try to bring the gender agenda to the communication with donors: **high table negotiations and events**. It will be appreciated by the biggest and most serious

among international or national donors.

- d) Without compromising the FONERWA mission, how is it that its goals can compliment the goals of the donor? Donors and grantees need something from each other.
- e) **Think through the implications of a donor condition before accepting the funds. If there is a condition on gender mainstreaming, FONERWA is equipped (with the gender analysis handbook and tools and this gender mainstreaming strategy). Otherwise, seek external assistance for fulfilling such conditions on gender mainstreaming (see below on technical assistance and consultants).**
- f) Most Green funds need multi-year core funding to support their entire program and institutional costs: ask for that first, before asking for restricted project funding (core funding does exist!)

Despite FONERWA's attempt to build 'gender competences' and despite this gender mainstreaming strategy and a handbook on gender analysis, it may still be required to strengthen the capacity of the Resource Mobilisation/climate finance team on good practice gender mainstreaming.

Step 5

BUILDING ORGANIZATIONAL CAPACITIES: *gender mainstreaming*

- Consider investment in FONERWA gender competences as a key responsibility to its longevity and an integral part of movement building. Liaison with the HR division and financial officers for an internal or on-the-job coaching and training by in-house or external experts.

Step 6

TECHNICAL SUPPORT FOR PROPOSAL DEVELOPMENT: *gender mainstreaming*

When deciding to use consultants or selecting them, keep in mind the following issues:

- a) While international consultants often have a lot of expertise and the ability to share experiences and problem-solving from other countries, bear in mind that they may not be familiar with Rwanda and that their involvement in working with FONERWA will be short term and intermittently. Often, combining an international and a national consultant can be a way of ensuring that both the technical experience and the country knowledge are present.
- b) Good consultants are normally booked several months ahead, so if possible, start looking for consultants at least two to three months before they are expected to begin working.
- c) As part of the selection process, ask candidates to comment on the draft TOR and to provide their opinions on how to clarify it and how to carry out proposal development. This way FONERWA can both improve the TOR and get a good sense of the skills of the candidates.
- d) **FONERWA consultancies on ensure that gender mainstreaming is clearly elaborated in the ToR and consultants has a proven record of gender mainstreaming and gender analysis and impact assessments from the relevant sector / climate change / environmental management.**
- e) **In a team of consultants, ensure gender balance.**

Good proposal writing depends above all on having a clear, credible vision and a well-defined plan. In other words, proposal development should not be about developing new plans. It should be about seeking funding for FONERWA's existing plans.

Step 7

BEST PRACTICES PROPOSAL DEVELOPMENT: *gender mainstreaming*

FONERWA should also always ensure that proposals:

- a) Explain in a specific, clear way the results that will be achieved. **Include gender targets, sex-disaggregated data and indicators.**
- b) Respond clearly and concisely to the questions being posed. Proposal forms often have many questions covering a range of topics, so focus on answering each question well rather than overloading it with information.
- c) Present what has been accomplished so far, while articulating why continued or additional support is needed. **Remember the gender dimension. Refer to the gender analysis, which form the basis for gender mainstreaming in the proposal.**
- d) Explain clearly how the submitting organization and any organizations that will be involved in implementation will manage the funds, providing adequate information on their systems and track record.
- e) Show how the different elements or components work together and complement each other.
- f) Emphasize the resources that are already in place, and that will complement the funds being asked for. **Draw proposal evaluators attention to the gender-sensitive budgeting / targeted actions for promoting gender equality and women's empowerment in the project.**
- g) Show how different organizations within the sector will work together, in a coordinated fashion. **Include representation of the Rwandan gender machinery (e.g.GMO, CSO working for women's rights and empowerment) as stakeholders.**
- h) Explain clearly how the project will be monitored and evaluated, both in terms of activities and impact. **Include a ex-post gender impacts evaluation of the project.**
- i) **Respond to gender-related inequalities and their effect on vulnerability, as well as their effect on the sector's ability to implement the programme.**
- j) Ensure the proposals are developed in collaboration with people affected by climate change or environment degradation; **show clearly how women and men will be involved in their implementation and what are the benefits of the project on women, men, youth, elderly, the poor and underserved households, people with disabilities – emphasize the approach to do-no-harm and leave-no-one-behind.**
- k) **Ensure that the voices and perspectives of affected women and men inform and shape project proposals.**

Given successful proposals, the role of the climate finance resource mobilization team is to 'hand over' the project analysis and monitoring to other staff in the Business Development Department.

However, the resource mobilisers should build a moment of reflection, monitoring and evaluation into regular organizational practices of resource mobilisation.

Step 8

MONITORING AND EVALUATION of resource mobilization: *gender mainstreaming*

At country level, FONERWA should also assess in a qualitative way the impact of its resource mobilization. Key questions to assess periodically among FONERWA colleagues and with its counterparts in the Ministry of Environment, GMO and its implementing partners include, but are not limited to:

- a) How successful has FONERWA been in filling the funding gap for the climate change response and other FONERWA 'sectors' / Windows? What was the gap at the beginning and what is it now?

- b) **Has FONERWA been successful in its advocacy** with the Government / Ministry of Environment and potentially other ministries – including Ministry of Gender equality and Family Promotion, the GMO, UN Women, SIDA (Swedish Embassy), DFID, KfW, WB etc. - **to increase the proportion of its own resources that are used to support gender-responsive climate change responses?**
- c) **Have any requests for funding for gender mainstreaming in the environment and climate ‘sectors’ received negative responses? If so, why?**
- d) **Have any requests been successful? If so, what do you think were the key ingredients of success?**
- e) Have you successfully ensured that all funding proposals addresses gender equality issues?
- f) **Are there barriers to obtaining funding for gender mainstreaming in climate change and environment ‘sectors’?** What are they? If your efforts to bring down these barriers have not been successful, why is this?

7.2 Environmental and Social Management & Social Safeguards



Photo © ICON

7.2.1 Why gender matters in environmental and social impacts assessments and social safeguards²¹

Please refer to the FONERWA Gender Analysis Handbook Vol.1 for a detailed gender analysis of all 15 sectors in the FONERWA 'Windows', including but not limited to eco-systems, biodiversity, forest, land, water, energy, mining, agro-forestry, urban planning, pollution management, disaster management, climate change adaptation and mitigation etc.

Please refer to the FONERWA Environment & Social Management Framework (2020), available at the ESM Specialist, the Resource Mobilisation/fund raising Division.

Adverse impacts on the environment / environmental degradation, due to any project intervention (or lack of project interventions) or due to (primarily), human behaviour - affects women and men differently, - let alone, it affects on biodiversity / flora and fauna and the climate (cause and effects).

Impacts of climate change – mainly adverse on the natural and cultivated environment and on people, and natural disasters, - affect women and men differently, as well.

Although the two (environmental impacts of human actions and the impacts of climate change, man-made although) are closely linked and inter-related, they are different subjects, challenges and topics, and require different actions, all together.

This chapter addresses both topics together in this 'why gender matters' section, but separately in the following FONERWA *gender mainstreaming strategy* for, respectively, 1) ESIA and 2) Social Safeguards and 3) Climate disaster management.

EIA and SIA:

Globally and in Rwanda, Environment Impacts Assessment (EIA) and Social Impacts Assessments (SIA) are formal requirements of national Governments or donor organisations (e.g. WB, AfDB, EU) for infrastructure and other projects (most commonly *roads, bridges, major irrigation schemes, energy*

²¹ <http://documents1.worldbank.org/curated/en/812241554967756481/pdf/How-to-Ensure-Better-Outcomes-for-Women-in-Resettlement-A-Toolkit.pdf>

infrastructure and other construction and civil works) of a certain size and volume and impact on the *natural environment, cultural heritage and the land and livelihoods and residential area* of individuals and communities.

Impacts and (infrastructure) projects are categorised according to severity of impacts, typically category A,B,C,D, where 'A projects' have the biggest adverse impacts and category 'D projects' only minor or none.

Typically, the EIAs are conducted along with *social safeguards surveys*. SIA is often part of social safeguards surveys / *due diligence* surveys. Social safeguards address Land Acquisition and involuntary displacements / resettlement and indigenous populations.

EIA and SIA/social safeguards due diligence surveys are commonly out-sourced and contracted to external consultants, - and separate surveys, which is unfortunate, – mostly, those surveys are planned with and involve local Government (technical but not gender) officials.

Often, public hearings linked with social safeguards surveys and EIA are male-biased, reports are gender blind and not recognising that any impact on the environment and/or man-made landscapes – from any intervention or climate change – affects women and men differently, and may have adverse impacts on especially pregnant women and small children, or elderly persons and other in a particularly vulnerable situation.

SIA and social safeguards due diligence surveys and reports and EIA reports are often mistakenly detached from each other. Women are often not –or too late- consulted about their participation in Public consultations. Grievance redress may be inaccessible to illiterate women, and women with 'no voice', too shy or not 'allowed' to speak in public.

PROJECT (OR CLIMATE CHANGE) ADVERSE IMPACTS ON THE NATURAL ENVIRONMENT (FORESTS, WATER SOURCES, AGRICULTURAL LAND, ETC.):

Women are (still) the key households care takers and managers of natural resources in their close environment (in rural and urban or peri-urban areas).

They often depend more than men on forests and scrubs for fuel wood and other NTFP such as medical herbs, berries, mushrooms and water sources for drinking water and irrigation. Natural products collected from forests and water areas are important contributions to household food security and women's income. Women may use small marginal land plots but may not have control of ownership of the land, they cultivate.

Any adverse impacts on the natural environment (by projects or climate change) may hinder women's access to resources and increase their time poverty and hardship, and put them at risk of sexual crimes in their environment, when searching for more distant, alternative sites to harvest resources. Ultimately, such environmental impacts may contribute to poor health, poverty, abuse, lost opportunities, and poor nutrition and food security for the women and their families.

PROJECT (OR CLIMATE CHANGE) IMPACTS ON CULTURAL HERITAGE AREAS AND RELIGIOUS WORSHIPPING SITES:

Globally, women, more than men, are dependent on access to – and more frequent visitors to - religious sites for daily worshipping and rituals and maintenance of family graves. If such sites are being disrupted, removed or demolished by infrastructure projects or climate change disasters, it has a severe impact on women's well-being and health.

Most often, big infrastructure projects are designed by men for men's (political or financial) interests primarily, e.g. roads/bridges giving access to or for industry and factories, access to forests and protected areas for logging or hunting or tourism, hydropower plants and dams etc. Adverse impacts on women's access to natural resources and environment risk increasing the feminisation of poverty and maintaining existing gender norms and inequality. Roads claiming to facilitate women's access to markets and health care often do not follow-through on mitigation women's financial limitations and barriers to accessing such services.

DISASTER AND EMERGENCY SITUATIONS:

During environment or climate change disasters women are often more affected and there are more women among casualties, especially elderly women, pregnant women, women with infants and women with disabilities, because women may be less mobile than men, may not drive, may have no access to 'get-away' vehicles, may not swim, may have to carry/ transport essential family assets and children and babies and help the elderly and people with disabilities to move / escape from the flooding, earth quake, storm, or draught etc.

Especially in emergency camps, women and small children (both boys and girls) are extremely exposed to sexual abuse and human trafficking and trauma.

ENVIRONMENT DEGRADATION AND POLLUTION (IN GENERAL TERMS):

Normally, environment impacts of poor waste and pollution management of industries, logging, roads, hospitals, and any major or small business or infrastructure affect women more than men, especially pregnant or lactating women, infants and people living with chronic diseases, e.g. HIV/AIDS or TB etc.

Air pollution affects women more, because their skin absorbs micro-particles and emissions more than men's. Generally, men pollute more, as they are more involved in polluting industries, but women are more adversely affected by any kind of pollution. Miners, mainly men, are extremely exposed to work-related health impacts. Plastic pollution and polluted water ways affects women more, since most 'unorganised' waste pickers are women and youth, where waste management is not formalized and licensed, and women are household water managers and do sometimes not have much other choice than to use unsafe water for household consumption.

Construction works may have negative impacts on both female and male workers' health and the surrounding communities, if contractors do not fulfil core labour standards and comply with labour laws.

Setting up workers' camps in local communities may increase the risks of sexual abuse of women and children, human trafficking, child labour, spread of HIV/AIDS and other communicable diseases (from community to workers or vice versa), and soil and water pollution from the camp.

WHY GENDER MATTERS IN RESETTLEMENT

- **Gender disparities that already exist** in society and the family tend to become aggravated at times of social and economic stress.
- Women may not have **landownership and property rights**.
- Women may have **lower levels of education, skills, health, and nutrition** than those of men.

- Women work in the **informal sector**, such as agriculture and collection of forest produce. They are equally concerned with sources of livelihood.
- **Restricted mobility and lack of exposure** to the outside world are two of the gender-specific factors resulting in lack of ability of women to adjust to new situations.
- Women tend to have responsibilities for **basic needs like fuel, fodder, nutrition, water, and sanitation**. Loss of these has a far greater impact on women than on men.
- **Breakdown of community and social networks** affects women more than men. Social networks are a source of help in times of crisis and provide security for the household.
- Gender disparities embedded in social practices and traditions render women vulnerable to **violence and stress**. Any situation of economic and social distress creates more scope for violence against women, adding to their vulnerability.
- **The nutritional status** of women is lower than that of men, while **mortality and morbidity** rates are higher. Economic and social distress can aggravate the situation and cause further deterioration of women's health.
- Adverse effects on women have a bearing on the **well-being** of the family, particularly children and the elderly.

LAND ACQUISITION, COMPENSATION AND RESETTLEMENT ²²

Women tend to be more involved in the informal sector and small IGA and businesses near their residence. Since women tend to spend more time at home than men, they are also more closely related to their community, socially, and more emotionally attached to their home, - especially, where men migrate for work for long periods of the year, or spend most of their time away from home for work.

Land titles may be in the name of men / husbands only (although Rwanda has taken bold steps to increase the number of joint / shared land titles and titles for single women). In such cases, women may be bypassed when compensation of lost land or access to land is being calculated and disbursed.

Traditionally, in any patriarchal and patrilineal society, land and property are passed from male head to male heir. In most parts of the World, women may have use rights over the land and forest, but are rarely allowed to inherit the land they use. Payment of compensation to those with legal title is intrinsically gender biased. Because land and property are mainly registered in male names, women are usually excluded from receiving compensation.

Provision must be made to ensure that women get legal rights to land and property allocated as part of the resettlement package. Women may have informal rights to property, water, and land through informal institutional arrangements. Creation of new formal institutions may undermine rights that are enshrined in customary arrangements. *Customary law and informal institutions can and have been known to be discriminatory to women.*

Experience indicates that some affected persons spend cash compensation quickly and become impoverished. Often the needs of women and children are not met if cash compensation is paid to the male head of the household. Some affected persons may need compensation to be paid

²² <https://www.adb.org/sites/default/files/publication/28731/gender-checklist-resettlement.pdf>

into a bank account.

Security of tenure is an important issue. It can even be more important for displaced women because they could become disenfranchised. Family members could potentially divest single women, widows, and women-headed households of land and property.

Adverse project or climate change impacts on housing and local infrastructure and ‘street vendors’ informal businesses affect women’s income, well-being, security, and social networks.

Involuntary resettlement / displacement may have severe mental and physical impacts on women and children, let alone, put them more at risk of gender-based violence.

Likewise and equally for both men and women, the adverse psychological or health impacts of displacement or resettlement (due to environment degradation, development projects or climate change) may be found in marginalized and native communities, and result in social up-rooting, loss of livelihoods, loss of dignity, abuse of alcohol and drugs, increased domestic violence and extreme poverty.

Women’s needs in civic infrastructure are governed by cultural and safety considerations or what they see as important for their children, especially girls. They are also governed by the need to provide water, fuel, and fodder. Maintenance of civic infrastructure often goes unattended, adding to the problems.

Involuntary dislocation and displacement can increase morbidity. It can affect people both physically and psychologically. Loss of land or livelihood can result in loss of self-esteem in men, which in turn sometimes leads to violence against women and children.

Environmental impact of projects can also affect the displaced persons if it is not managed from the outset. Dam projects are known to generate fluorosis and schistosomiasis, while thermal power plants may increase the incidence of tuberculosis or bronchial tract infections. Medical facilities, both preventive and curative, need to be carefully planned.

Decrease or loss of food resources may result in severe nutritional impact on women and children.

Internally displaced women are particularly vulnerable to gender-specific violence as the protection afforded to them by their homes and communities disappears and the stress of displacement becomes manifest in the family unit.

Such abuses include physical and sexual attacks, rape, domestic violence and sexual harassment, increased spousal battering and marital rape...*Displaced persons, in particular women, are frequently coerced into providing sexual favours in return for essential food, shelter, security, documentation, or other forms of assistance.*

Women should be involved in formulating selection criteria during resettlement:

- Continuity in employment,
- Ability to walk to work,
- Ability to return home quickly in case of an emergency related to the children, and
- Access to basic social services.

Reasons for selecting or rejecting a site can differ widely between women and men. For women, distance from the workplace, physical safety, availability of facilities, especially for children, and proximity of kin and other social networks are some of the key considerations.

Women's requirements should be integrated into housing design and the provision of other facilities. Habitability and safety of the site are important concerns for women; they spend much of their time in the home and are responsible for the care and safety of children.

Lack of appropriate and adequate toilet and sanitation facilities affect women and adolescent girls the most. Their inputs on such facilities must be obtained and incorporated in the resettlement plan.

In situations of involuntary dislocation, provision of free and compulsory education should be one of the first amenities to be developed, along with housing and sanitation.

Often, girls are unable to go to school because they have to look after younger siblings. Hence, the need to explore establishing child-care centres that would have the added benefit of enabling women to take up paid employment. Setting up crèches could also provide a source of livelihood for some women.

Some women may need special assistance for transportation and transit. For relocation to the new site, the transition period between dismantling of one home and resettling in the new is crucial. Temporary arrangements often do not provide for basic needs of women and children, such as sanitation, drinking-water facilities, and schools.

The needs and problems of women are likely to be different from those of men, particularly in terms of social support, services, employment, and means of subsistence for survival. For example, relocated women might face greater difficulty than relocated men in re-establishing markets for home industry produce or small trade items if they are constrained by lack of mobility or by illiteracy.

Income-restoration programs should address gender issues adequately.

The complex role a woman performs as a food collector, collector of fuel and water, as a mother of children and partner in agricultural activities gets a more than proportionate blow (vis-à-vis) men in the process of displacement. A woman has to be placed back in her original place, if not at a position of advantage. **After relocation women played a much larger role in re-establishing families and picking up economic links while men passively adjusted to changes and shocks.**

The executing agency responsible for planning and implementing resettlement and rehabilitation programs may not have sufficient gender-and-development (GAD) capacity.

Local government should be involved in project implementation to ensure sustainability and should have the appropriate institutional capacity to implement the gender aspects of the resettlement plan.

It is important to establish structures and mechanisms to ensure the involvement and participation of affected persons in resettlement planning, implementation, and monitoring. An elected committee or representative group could be considered.

PUBLIC CONSULTATIONS AND GRIEVANCE REDRESS MECHANISM AND MITIGATION MEASURES:

Gender matters because women are often not directly consulted and invited to participate in public hearing meetings or meetings are planned without consulting the local women first.

In many rural and urban areas, the single, young women/mothers are either too busy with household and childcare – and elderly single women are illiterate or too shy to speak in public meetings, and may not master the national language.

Communication and information materials around a public hearing or project are often written and printed pamphlets or folders, and too technical and 'academic' and not suitable for illiterate persons or non-engineers/ scientists.

Mitigation measures tend to be decided for men and by men, and grievance redress mechanism with the local Government or project contractors may not be gender-sensitive and keep records on and respond to women's complaints, - especially if women do not hold land titles on or own the assets, which are affected by the project, and for which compensation would be given.

Social and cultural factors may exclude women from participating actively in planning, implementing, and executing resettlement activities. Special efforts need to be made to ensure their inclusion.

Often, planners operate via male elite, who may not represent the community in its entirety and especially women. Unless women's participation is ensured, male biases in administration and legal systems might both undermine women's rights in customary institutions and disadvantage vulnerable women. Widows, the elderly, divorced women, and women-headed households may suffer as a result of this bias.

The key to participation is full information. If the affected persons are to exercise their rights to rehabilitation, they must be fully informed.

Compensation payments are generally part of legal domain and women may not be formally eligible to receive them. Compensation payments to household heads are not always equitably distributed within households. **Intra-household inequalities among women and men need to be noted.**

Experience has shown that men and women use compensation money differently and that compensation paid to male household heads is not necessarily solely used for rehabilitation and restoration of livelihoods.

Instances of injudicious use of compensation payments by males, such as for personal consumption or to gain prestige and status within the community, are not unknown. Options for direct payment of compensation to women should be seriously explored.

Complicated mechanisms that utilize formal legal structures are likely to work against women, because women are generally unfamiliar with formal institutions. The GRC must be adequately constituted to deal with gender issues that may arise and include mechanisms to provide specific services for women.

Unless the resettlement budget earmarks funds for specific entitlements and programs for women and children, such funds may not be available.

Studies across the world have shown increase in morbidity and even mortality rates due to involuntary dislocation. Age-specific death rates show higher mortality and morbidity rates for female children and of women up to 35 years, the most productive years. Given this, there is likelihood that if there is increase in morbidity induced by displacement, the first to be hit will be the females.

Similarly, the nutritional and health status of women is lower than men even under normal circumstances. Some studies have indicated an overall decrease in health status, often due to a significant drop in the per capita calorie intake.

Contractor selection / procurement processes are often gender blind and do not allocate resources and time for ensuring gender integration in infrastructure or climate change mitigation projects (any sector).

Female contractor companies may not be invited to bid or may be ignored....

The strategy to maintain gender mainstreaming in the environment and social safeguards for FONERWA projects is presented below, in check-lists and to-do-lists.

What apply of good-practices gender mainstreaming in ESIA also applies to Strategic Environment and Climate Assessment (SECA).

7.2.2 FONERWA strategy for gender mainstreaming in ESIA, Social safeguards

This strategy addresses:

- **Baseline data collection;**
- **Screening and scoping and ESIA**
- **Gender impacts assessment (ex-ante gender impact evaluation) and Vulnerability Assessment**
- **Public consultations/ hearings**
- **Social safeguards / resettlement**

The Rwandan Government promotes social inclusion and gender equity in every sector to achieve equal treatment of women and men, equal access to project benefits, resources and services provided and for social protection of vulnerable persons or groups.

Environmental and social impact assessments make up the fourth FONERWA ‘Window’.

There are guidelines to ensure that a FONERWA-funded project’s ESIA includes consultations at an early stage for Gender and Social Vulnerability Analysis to determine if:

- **Socio-economic benefits of the project are culturally appropriate and socially inclusive including for women and men;**
- **The project will generate different impacts and risks for women and men; and**
- **An action plan comprising measures to prevent, mitigate and/or compensate and impacts and risks is required.**

FONERWA will follow those basic directions for a social and vulnerability analysis and ensure that ESIA’s are *gender-sensitive and responsive*. The basis for gender mainstreaming is already well established in the ESMF of FONERWA, with the highly gender-sensitive staff, assigned with ESIA and social safeguards etc.

FONERWA will ensure that ESIA’s are conducted from a gender perspective and that EIA and SIA/ Vulnerability Assessments are not two separate exercises, which risk having contradictory findings and recommendations for mitigation measures.

First step of environmental and social/gender impact assessments is the collection of sex-disaggregated and gender baseline data.

(This is often postponed to the project implementation inception phase but should form the basis for project due diligence and design/formulation, and identification of target groups and activities for the people to implement).

Although all FONERWA projects aim at promoting the ‘green agenda’ and promote the shift to climate friendly technology and practices to reduce CO2 emissions and prevent or mitigate the ‘green house effects’ in a number of currently some 15 sectors / in three Windows, – or prepare for disaster management (as per the FONERWA Windows) there may be unintended adverse impacts from any such project interventions - on the very environment itself or on people, either or men and women, (and on biodiversity).

Moreover, FONERWA may also supports a project portfolio, which aim at *mitigating already identified and existing adverse impacts on the environment (and perhaps climate) from (poor) urban planning, of pollution, deforestation, major civil works, uncontrolled tourism etc.*

Also, such mitigation projects may have unintended impacts on women, or communities, (or the environment itself); e.g. projects to re-establish forests may prevent women to use the forest land for cultivation or NTFP collection, establishment of protected areas/ national parks for tourism may also impact negatively on the land and forest users and their livelihood and food security etc.

The results of the ESIA and subsequent gender analysis will form part of the project feasibility study, and relevant sections of the social analysis report will be incorporated in the environmental assessment report for the project.

In any kind of 'green' or 'mitigation projects' a social and gender impact assessment is necessary, to avoid that FONERWA projects, with positive impacts on the climate and environment will not, unintended, end up having negative impacts on people, - women in particular, because women are closely linked to – and depending on - the natural resources and environment, for household energy, water, land management and income and food security.

Collection of gender-sensitive *baseline* data on affected /targeted beneficiary communities:

Gender mainstreaming

Recognize the **multidimensional nature of welfare and poverty** (both income and non-income dimensions), select suitable data / indicators of welfare and poverty based on an understanding of the differences in female and male outcomes across a broad range of indicators.

For example, consider indicators that explicitly *address risk, vulnerability, capability, opportunity, security, and empowerment of both women and men*. Also consider **impacts on time use and household duties**.

All data to be sex-disaggregated and age-disaggregated (where relevant):

- Total population by sex and age;
- Total number of households/families
- % Single-headed households (by age and sex);
- Poverty rate (% identity poor households- by sex of household head);
- % Households with formal marriage registrations, birth registrations;
- Accessibility to wage jobs and/or improved employment opportunities
- Unemployment rate among youth (18-35 years?) – by sex and age.
- % Population/households living with disabilities or injuries- by sex of household head;
- % Population living with HIV/AIDS or other chronic diseases; - by sex of household head;
- Most common diseases in the affected communities – sex, age;
- Average education in population; - by sex / illiterate rate by age and sex;
- Primary and secondary school enrolment rate (drop-out rates/ completion rates);
- Main livelihoods / income sources by population; (specify agriculture by crop, jobs, tourism, services), - by sex of household head.
 - Crop production, diversification, and productivity
 - Livestock production, diversification and productivity
- Accessibility (travel time/cost)
- Average annual households cash income;- by sex of household head.
- % Population/households with min. one mobile phone, - by sex of household head.
- % Population/households with min. one means of private transport; - by sex of household head.
- % Households which owns production technology / machinery; - by sex of household head.
- Average land title/ownership size; - by sex of household head.

- % Households with formal land titles; - by sex of household head.
- % Households with joint husband-wife (formally) land and asset ownership;
- % Households with private or near-by water supply; - by sex of household head.
- % Households with private sanitation facilities; - by sex of household head.
- % Households access to irrigation; - by sex of household head.
- % Households connected to electricity grid- by sex of household head.
- % Households with alternative energy sources; (solar, biogas, wind, hydropower) - by sex of household head.
- % Households, lacking acceptable housing; by sex of household head.
- % Households with waste management / collection services; - by sex of household head.
- % Households with easy access to saving, micro-finance loans or banks and bank account; by sex of household head.
- Time spent on unpaid care work – by sex, age,
- Time spent to collect fuel wood- by sex, age
- Time spent to reach the nearest water source – by sex, age,
- Village / community distance (km) to nearest health post and hospital;
- Village/community distance (km) to nearest primary and secondary schools;
- Village/community distance (km) to nearest market place.
- Village/community distance to nearest public forest, lake, river, etc.
- Number of agriculture cooperatives in target villages, - sex-disaggregated data on membership and leadership, membership fee rate.
- Collect data on reported cases of gender-based violence / social risks in the targeted community / villages (human trafficking, domestic violence, rape / incest cases, early pregnancies, child labour etc.); - by reporter's sex, age, by victim's sex, age.
 - Existing forms of GBV.
 - Incidence and magnitude of gender based violence/ reporting on gender-based violence.
 - Existence of services to respond to GBV
- Other relevant socio-economic and demographical data on rights-holders/ stakeholder/beneficiaries.

STAKEHOLDER ANALYSIS:

A stakeholder analysis is also part of the 'must-do' preliminary work and due diligence for new projects. Stakeholder analysis can be a institutional SWOT analysis (strengths, weaknesses, opportunities and treats), a problem tree analysis and/or a 'Theory of Change' analysis.

Newly created formal institutions, to be set-up for a project implementation, such as irrigation committees, could potentially erode the minimal rights that women enjoy within existing informal institutions / water user groups, or e.g. new 'green energy' groups could overrule women's decision making power in existing forest user groups/ community forestry groups.

All such exercises and analysis must include a gender dimension and look at differences between men's and women's positions and conditions, barriers, constraints, decision making and ownership and control over resources, access to services etc. (gender analysis).

In identifying relevant stakeholders to consult and involve in the preparation of the program/ project, the preparation team should cast a wide net and ensure that representatives of both women and men are included.

Gender-aware stakeholder analysis and consultations: *gender mainstreaming*

In preparing a program/project, the ESIA team should try to meet with representatives of the following potential stakeholders:

- The Ministry of Gender equality and Family Promotion,
- The Gender Monitoring Office (GMO);
- The gender focal point(s) in Ministry of Environment, LODA, and/or other line ministries;
- Gender focal points in provincial/district offices and locally elected bodies;
- The national planning agency (to discuss national policies and priorities on gender),
- Any parliamentary committee on gender issues,
- Research institutes or other local experts working on relevant gender issues,
- Women's business associations (for business reform programs),
- Both female and male members of relevant beneficiary or user groups (e.g., water and sanitation committees, irrigation cooperatives / user groups, savings groups),
- representatives of both Female headed-households and male-headed households.
- Women's nongovernment organizations (NGOs) and other CSOs working on
- Relevant gender issues, and/or
- Other local gender experts.

Institutional arrangements, put in place for a project, should:

- (a) not aggravate existing gender disparities,
- (b) create flexible alternatives to deal with gender inequality, and
- (c) initiate processes that work toward enhancing women's choices.

Ideally, a genuine *gender analysis* of a given sector or community context (*gender differences in work tasks, access and control over resources and assets and public services, ownership, leadership, conditions and positions etc.*) should be conducted during project identification and design, thus, prior to impacts assessments and due diligence surveys.

(Please refer to FONERWA gender analysis handbook for gender analysis on all 15 sectors of the FONERWA three funding Windows).

However, often gender (or a location-specific gender analysis) does not '*set the agenda*' for project interventions in any sector, which require ESIA and require social safeguards measures and mitigation of risks. Rather *gender analysis* is conducted during project formulation / proposal making (ideally) or during early stages of project implementation.

GENDER IMPACT ASSESSMENT²³ :

A gender impact assessment is inherent in the SIA or can be conducted, separately, ad-hoc.

A gender impact and vulnerability assessment is one of the basis for good-practice *gender mainstreaming* in a project or funding cycle.

It is closely linked to a gender analysis in the relevant sector and targeted communities.

Check-list for SOCIAL / GENDER IMPACTS and VULNERABILITY ASSESSMENT

²³ "Gender Impact Assessment: Gender Mainstreaming toolkit". EIGE 2016

Key Guiding Questions

- a) Have women been included in the **socioeconomic surveys** such as screening and scoping for impacts on people and infrastructure, livelihoods and assets etc.?
- b) Has **information** been collected on women's land and property status?
- c) Does the survey include questions on household division of labour, women's livelihood sources, and women's contribution to family income, women's decision-making power and membership and leaderships, their access to services and technology etc. (**gender analysis**)?
- d) What is the **welfare measure** being assessed? Whose welfare is being analysed?
- e) How are **impacts channelled**? What and how will men and women, respectively benefit from the intervention? Children? Elderly? Poor households? People with disabilities?
- f) How do **institutions** affect outcomes?
- g) When and how do **impacts** materialize?
- h) What are the risks of an **unexpected outcome**?

Suggested Strategies

- **Collect gender-disaggregated data** for each affected household regarding: (see list of baseline data, above);
 - Ownership and use of resources;
 - Decision making regarding finance and resource use;
 - Women's formal and informal income-earning activities; extent of women's dependence on livestock, home garden, and forest use; and women's skills.
 - Explicitly consider different impacts on women and men, including relevant subgroups of women and men based on age, income, occupation/livelihood, location (e.g., urban/rural), marital status, citizenship status, disability, or other context-specific factors.
- Consider **differences, disparities, and relationships** between women and men with respect to:
 - Employment/livelihoods (e.g., women tend to be employed in lower-paying and more precarious jobs in the same sector),
 - Prices/wages (e.g., increases in prices of food, medicine, or other essential goods may disproportionately harm poor women as household managers),
 - Access to goods and services (e.g., restrictions on female mobility may limit women's access to markets, government offices, or other facilities),
 - Access to and control over assets (e.g., biased laws and regulations or gender norms may restrict women's direct access to credit, direct ownership of a business, or formal title to land),
 - Entitlement to and control over transfers and taxes (e.g., social security benefits may only accrue to full-time, formal sector workers or to recognized "heads of household," who are more likely to be men), and
 - Decision-making power/authority (e.g., gender norms often limit women's participation in public decision making).
- Consider which **institutions** will be directly or indirectly affected by the reforms (e.g., markets, legal system), and how women and men engage differently with these institutions.
- Consider the potential short- and long-term effects of the policy changes on women and men.

Social risk assessment:

Key guiding questions:

- a) Have any **social risks and unintended, indirect, negative impacts** (*do-no-harm*) that may occur due to project activities have been identified and mitigation measures decided; such as:
- Increased gender-based violence / domestic violence
 - Teen pregnancy as an emerging gender based violence risk?
 - Human trafficking?
 - Child labour?
 - Spread of communicable diseases?
 - Involuntary displacement / resettlement?
 - Violation of / non-compliance with labour law / decent employment and core labour standards?
 - Social / community conflict and violence?
 - Internal migration of labour particularly male labour force?

Key strategies:

- **Recognize that unexpected outcomes** could result in very different risks for women and men, based on their different circumstances and vulnerabilities.
- **Find mitigation measures** to prevent/ eliminate any of the above listed 'social risks' linked with major infrastructure construction and labour immigration in local communities:
 - Coordinate with CSOs working to eliminate social risks,
 - Include in contractors' contracts some budget for measures to prevent and mitigate such risks;
 - Ensure contractors sign a commitment to avoid and establish costed/ budgeted measures to prevent such risks – as part of budget and contract; - zero-tolerance of gender-based violence, human trafficking, child labour etc.
 - HIV/AIDS awareness campaigns and information material in affected communities and among workers; linking with local health authorities for prevention of spread of HIV/AIDS and STD (sexually transmitted diseases) and pandemics and other communicable diseases;
 - Rules of checking local labour and job candidates by age (formally) – to avoid child labour;
 - Include strong punishment of workers, getting involved with human trafficking, smuggling etc. in the local community;
 - Awareness campaigns among workers and local communities for prevention of gender-based violence in any form (verbal, physical / sexual) against women and boys, girls, - legal awareness on laws and punishments;
 - Establish childcare facilities or rotating arrangements among female workers-
- **Other indirect social risks may include – and require mitigation – but are not limited to:**
 - Exclusion of female contractors in the procurement for infrastructure project implementation;
 - Exclusion of female, local unskilled and skilled workers from project jobs;

- Exclusion of female technical professionals (engineers, researchers etc.) from project jobs;

Strategy to mitigate such ‘risks’: Work environment and compliance with labour standards

- Ensure equal pay for equal value work for women and men, all levels;
- Include an X % gender quota for construction workers / unskilled/skilled and professional
- Ensure compliance with Core Labour Standards and Occupational Health and Safety (OHS)- and labour law;
- ENSURE SAFETY AT WORK FOR BOTH MEN AND WOMEN- health protection measures when dealing with chemicals, waste, working along roads and other major infrastructure, in construction sites, dealing with electricity and technology; and
- and ensure zero-tolerance of sexual harassment in the workplace, complaints measures.

LAND ACQUISITION AND DISPLACEMENT / RESETTLEMENT AND COMPENSATION / SOCIAL SAFEGUARDS AND DUE DILIGENCE:

Resettlement plans should be monitored at two levels: (i) by project authorities (internally and externally) and (ii) by the community through the participation of affected persons and NGOs.

Indicators for monitoring and evaluation (M&E) should include gender specific questions and indicators. Project authorities, external monitors, and the community should do M&E jointly.

Also in case of resettlement projects, an essential aspect of resettlement planning is the collection of socioeconomic data about affected persons. This information is crucial for identifying them; establishing the nature and extent of impact, vulnerability, and risk; and ensuring that the needs and concerns of women are addressed in resettlement and rehabilitation. (*See above*).

FONERWA will recognize the equal rights of women (and men):

- Right to property;
- Right to use, plan, and manage local resources;
- Right to decision-making process;
- Right to participation;
- Right to information;
- Right to redress complaints and grievances;
- Right to development policymaking process;
- Right to decisions over how local resources will be used; right to negotiate;
- Right to fair and just compensation;
- Right to common property resources;
- Right to equal wages for equal work; and
- Right to employment.

The following is a comprehensive check-list on all aspects of resettlement:

All aspects of resettlement: *gender mainstreaming*

LEGAL PROVISIONS:

Key guiding questions:

- What is the relevant law for compensation?
- How does it define “persons eligible for compensation”?

- Does the law entitle compensation assistance equally for men and women?
- What are the compensation and resettlement options selected by women and men, respectively?

Key Strategy:

- Examine existing land and property laws to identify any provisions or entitlements for women.
- Review laws that apply to natural resources, such as:
 - Use laws—related to water, land, forest, mining, and other uses;
 - Conservation law—for protection of forests, wildlife, biodiversity, etc.;
 - Acquisition laws dealing with land both for rural and urban areas; and
 - Regeneration laws—relating to environment protection, pollution, and regeneration of lands and forests.
- Examine laws and policies that deal with:
 - Housing and construction;
 - Ownership, transfer, and inheritance of property; and
 - Resettlement and rehabilitation.
- If the law explicitly leaves out women in its “eligibility criteria,” develop assistance packages for women outside legal entitlements as part of the resettlement and compensation package.
- Include women in consultations on compensation options.
- Explore the option of making payments or giving land titles in the name of both spouses.
- Consider providing separate compensation to women for loss of income, even from informal sector activities and loss of assets like ponds, forests, rivers, etc.
- Develop separate options for livelihood restoration programs for women.
- Separately identify the socioeconomic conditions, needs, and priorities of women; surveys and entitlements criteria should recognize female-headed households. Impact on women should be monitored and evaluated separately. (See above).
- Ensure that the process of land acquisition and resettlement does not disadvantage women.
- Land/house titles and grants should be in the name of both spouses.
- Female staff should be hired by the resettlement agency to work with and assist women in all aspects of resettlement activities, including planning and implementation of income restoration programs. Involve women’s groups in resettlement planning, management and operations, job creation, and income generation.

Be innovative:

Compensation should not be in cash, if possible:

- Develop other types of compensation, settlement, and rehabilitation assistance that could be paid directly to women, or for which women may be eligible.
- Ensure transparent public distribution of compensation in the name of both spouses.

COMPENSATION IN PRACTICE:

Key guiding questions:

- What is the opinion of women with regard to the payment of compensation—cash, bank account, or check?
- Has the payment of compensation in joint names been considered?

- Do the women have bank or postal accounts in their name to receive compensation?
- Are there provisions to ensure that women have an account?
- Have men been consulted on payment of compensation in joint names?
- Is there any possibility of separate cash compensation payment for women?
- What is the likely risk to women of paying compensation and other cash assistance in joint names or wholly to women? Can the risks be minimized?

Key Strategies:

- a) Ensure that the process of compensation disbursement is transparent and that compensation is in the name of both spouses.
- b) Project authorities must ensure that the affected persons have bank accounts. If not, assist them to open bank accounts.
- c) Ensure that women are considered for:
 - Compensation for lost assets, incomes, and livelihoods;
 - Assistance for relocation; and
 - Assistance for rehabilitation.

SECURITY OF TENURE:

Key guiding questions:

- Is the resettlement land allocated as ownership title or lease?
- Have women been informed about the nature of title to the new land and housing?
- What provisions are made for women who do not have ownership rights over land/property taken over by the project?

Key Strategies

- a) Joint ownership or lease of land and housing by both spouses is crucial.
- b) Ensure that for women-headed households and for widows with adult sons who live with them (in case they are not treated as separate family), the ownership or lease should be in the name of the woman.
- c) Ensure that the transfer of rights is gender sensitive.
- d) In the urban context, vulnerability of *informal dwellers/squatters* is tied to lack of tenure status. Men and women are equally vulnerable. Efforts should be made to ensure formal tenure rights upon relocation

INCOME RESTORATION:

Key guiding questions:

- Do women contribute to household income?
- What are women's income levels prior to displacement?
- What are the activities from which women earn incomes?
- Will these income sources be affected?
- How many women will lose their livelihood sources?
- Are the women being thrust into a cash economy from a rural subsistence economy?
- Does it mean loss of subsistence?
- What are the ways in which livelihood will be affected? Will there be total loss of livelihood source or a decrease in income only?
- Does the new site provide the same or alternative opportunities for earning incomes?

- What are the existing levels of women's skills/training?
- Is there a need to upgrade women's skills and are the facilities available?

Key Strategy:

- Efforts must be made to protect women's existing livelihood sources and opportunities for income generation. Ideally, opportunities for augmenting existing income should be explored.
- Loss of livelihood sources and income opportunities will need restorative action.
- Assess women's requirements for skills training to facilitate income restoration.
- Consider including women among the group to receive any employment opportunities generated through the project.
- Include women in any retraining schemes included in the resettlement plan.
- Explore opportunities to link women to self-help groups and microfinance programs.
- Make provision for linking women to any other existing employment-generation schemes of the government.

Be innovative:

Ensure recognition of women's contribution to household income as the first step to designing income restoration programs for them.

SITE SELECTION:

Key guiding questions:

- Have affected women representing all socioeconomic groups been shown the alternative sites?
- How many alternatives were the women shown?
- How far is the site from their existing homes?
- Have women approved the site?
- Are schools and health centers easily accessible?
- Is the site close to the women's current places of employment or income generation?

Key Strategy:

- Ensure that at least 50% of the representatives taken for site selection and viewing are women.
- List women's concerns regarding site options.
- Take women's concerns into account before the site is approved and finalized.
- Address the need for civic amenities like health care centres.
- Ensure that details about the sites—location, issues of safety, adequacy, and appropriateness—are shared with all affected women.

Be innovative:

Safety and distance from income sources, schools, and health care centers are key concerns for women in site selection. Selection of site location of water tanks, toilets, or other facilities should be negotiated with women because issues of safety, privacy, and cultural norms tend to be of greater concern to women.

HOUSING

Key guiding questions:

- Were women consulted on the structure and design of the housing? What are the specific

needs?

- What kind of assistance is required by women?
- Do women prefer to undertake the construction on their own with money or materials from government or do they want the government to provide the housing?
- Are women willing to contribute toward housing finance?
- What measures are being taken to address women's concerns regarding housing?
- What are the women's suggestions regarding settlement design?
- Do women prefer cluster housing, e.g., people of one community housed together?

Key Strategy:

- a) Ensure provision of assistance to women for construction of houses in the new site.
- b) Ask for and encourage women's input in settlement planning and design, housing structure and plans, and location of amenities and facilities.

Be innovative:

- ***Encourage women's participation in the design and layout of housing. Infrastructure development within the site should ensure that women have easy access to basic social amenities like water and household energy sources. Women in subsistence communities often depend on forest for basic needs such as food, fuel or animal forage. These would need replacement***
- ***Involve female architects and representatives of the district gender equality office.***

HABITABILITY AND SAFETY

Key guiding questions:

- Have issues of habitability and safety been addressed?
- Are women more vulnerable to violence from outside forces in the new settlement?
- Are women concerned about safety?
- Does the new settlement restrict women's mobility?

Key Strategies:

- a) The site should not be in ecologically fragile areas, polluted areas, or very far from the natural resource base, if the relocation is in the rural area.
- b) Seek women's opinion on safety and habitability.

CIVIC INFRASTRUCTURE AND SERVICES:

Key guiding questions

- What infrastructure needs have women identified?
- Women and children in relation to civic infrastructure might require what services?
- How will the site and services be maintained?

Key Strategies:

- a) Ensure the establishment of community systems for maintenance of sites and services, especially all garbage disposal systems; and maintenance of sanitation facilities, especially common toilets, bathing or washing areas, and drinking-water facilities.
- b) Explore the need for a children's playground, community centre, place for waste disposal, electricity, and health centre.
- c) The following sections deal with some of the basic needs.

SANITATION

Key guiding questions:

- Is there a requirement for separate bathing places/toilet facilities/washing slabs for women?
- What is the best design and location for these facilities?
- Where are the community toilets located? How many families are there per toilet?
- It is important that the community takes responsibility for maintaining its toilets. What will be the role of the women?
- Should lighting of public spaces and areas around toilet facilities be included to ensure safety of women and girls?
- What are the mechanisms for waste disposal and sewage disposal and what is the role of the community?
- Will there be bathing areas within the houses or common bathing spaces? How many families will use each common facility? What are the mechanisms for maintaining these?

Key Strategies

- a) Plan and design toilet and bathing facilities in consultation with women.
- b) Ensure women's views are obtained on location of facilities.
- c) Obtain men's and women's commitment on maintenance of all facilities beyond the project period and establish mechanisms for it.
- d) Ensure that responsibility for garbage and sewerage management and disposal is shared between the community and government, and between men and women.
- e) Training or orientation in garbage management and disposal should include women.

EDUCATION

Key guiding questions

- How many school children are there?
- How far do children currently travel to attend school?
- Are there existing facilities in the relocation site, such as elementary or a high school?
- Is it physically accessible to the new settlers? Can girls and boys access, safely?
- Can existing facilities accommodate the children of the new settlers?
- If not, what are the requirements to meet their schooling needs?

Key Strategies

- a) Assess the schooling needs and level of education required
- b) Ensure that educational infrastructure is provided. Note: the cost of construction should be borne by the project proponents while regular running of the schools should be the responsibility of the government.

HEALTH:

Key guiding questions

- What are the common diseases of women in the area?
- Are they related to existing living conditions?
- What is the current state of medical facilities?
- Do they need upgrading for persons who do not need relocation?
- What facilities are available at the new site?

- Will they be sufficient for new settlers?'
- Is there any potential for introduction of new diseases in the relocation site?
- Are health facilities accessible to women and children?

Key Strategies

- a) Assess current health problems and interventions needed to address them.
- b) Link up with the government health system.
- c) Plan for reproductive health needs of women.
- d) Build monitoring mechanisms to track introduction of new diseases.
- e) Ensure proximity and availability of health care centers.
- f) Ensure adequate budget and resource allocation to maintain new health infrastructure

DAY CARE CENTRES:

Key guiding questions

- How many children are there in the 0–6 age group?
- What are the current child care arrangements?
- Will they be affected by displacement? How?
- What are the current cultural child rearing and caring methods? Are people willing to look for alternatives?
- Are women willing to place their children in day care?
- Are women in the community willing to establish or manage day care centres?
- Are women willing to pay for day care?

Key strategy:

- a) Assess the need for day care centres.
- b) Assess women's willingness to contribute and take responsibility for day care centres.
- c) Look into existing government programs and schemes.

Be innovative: Providing day care facilities serves multiple purposes:

- ***Cares for the crucial 0–6 age group.***
- ***Allows mothers to go out to work.***
- ***Provides potential self-employment to women in the community.***

TRANSITION ISSUES:

Key guiding questions

- Have women been consulted on transportation and transit issues?
- Is transportation provided? Are women aware of the transportation arrangements?
- Have women and other vulnerable groups, who may need special assistance with transportation, been identified?
- Is ample time provided for dismantling and resettlement, especially for female-headed households and the elderly?
- What arrangements have been made for ensuring access to basic facilities and access to schools for children in the transit phase?

Key Strategy

- a) Adequate provision should be made for transportation assistance for women, especially single, pregnant, and elderly women, and female-headed households.
- b) To facilitate smooth and painless transition, ensure that shelters and temporary housing are easily accessible to basic amenities.
- c) Ensure that families move out together.

INSTITUTIONAL CONSIDERATIONS:**Key guiding questions**

- Are existing institutional policies gender sensitive?
- What is the commitment and experience of the executing agency, local government, or the agency personnel in addressing gender issues?
- Do these institutions have the capacity to monitor progress?
- What is the local government's commitment to implementing the gender aspects of resettlement planning?
- Is there any existing GAD expertise?
- Is training or capacity building required?
- What is the gender distribution of staff?
- Have the gender initiatives been budgeted?

Key Strategies

- a) Ensure that the implementing agency has the necessary GAD and poverty capacity.
- b) If it does not, plan for GAD capacity building.
- c) Promote equal sex distribution of staff.
- d) Ensure proportionate representation of women in all committees.
- e) A gender specialist should be included on the team.
- f) Ensure that any NGOs recruited to assist with resettlement implementation have the necessary gender perspective and experience to deal with vulnerable groups. The NGO team should include female staff.
- g) Ensure that institutional arrangements
 - do not aggravate existing gender disparities or discrimination;
 - create flexible alternatives to deal with disparities;
 - initiate processes that work toward enhancing women's choices, even if it means being partisan toward empowerment of women; and
 - Include representation of women at all levels.

RESETTLEMENT BUDGETING:**Key guiding questions**

- Does the resettlement plan identify the financial resources required for gender-targeted activities?
- Are specific provisions to address gender issues included in the budget line items?

Key Strategies

- a) Ensure that the resettlement budget has allocated adequate funds for gender-related activities.
- b) If possible, include a separate budget to address gender concerns specifically.
- c) Try to provide a separate budget for dealing with the concerns and needs of women. Ensure that women are aware of the budgetary allocation to address their concerns.
- d) Trace expenditures and ensure that funds are used appropriately.

MONITORING AND EVALUATION:

Key guiding questions

- Do the M&E indicators include issues of women's livelihood restoration, safety, habitability, and other issues addressed in this checklist?
- Are the appointed agencies gender sensitive?
- Is the budget sufficient to address gender issues?
- Is the M&E baseline gender inclusive?
- Have appropriate mechanisms been developed for participatory monitoring and are women included?
- Are gender issues included in the terms of reference of supervisory consultants?

Key Strategies

- a) Promote participation of women in planning, design, and implementation of M&E.
- b) Ensure that the institutional mechanisms set up at both the level of the project authorities and the community include women in the team.
- c) Ensure that M&E include specific inputs from women.
- d) Ensure that community-based mechanisms have proportionate representation of women.
- e) Include gender in the terms of reference of consultants.
- f) Ensure that implementation of gender aspects is reviewed and reported by staff undertaking review missions.

Be innovative: *Monitor and evaluate impact on women separately.*

Public Consultations and information and communication

Ensuring both women's and men's active and meaningful participation in public hearings and consultations is essential for successful project implementation.

Project (or climate change or environmentally) affected communities must be consulted at different stages of the project cycle.

Typically, initially, during the project or research identification and design phase when the findings from an EIA or SIA / gender impact assessment have been identified, they will be communicated/informed and presented to the affected community and local authorities in participatory meetings.

PUBLIC CONSULTATIONS AND HEARINGS: GENDER MAINSTREAMING

Ensuring equal and meaningful participation of women and men, elderly and youth:

Key guiding questions:

- Have women been consulted during the planning of community meetings or public hearing?
- Have meetings been planned according to both men's and women's availability?
- Is there gender balance among meeting facilitators?
- Is there gender-sensitivity and competence among meeting facilitators?
- Is the information and communication material gender-sensitive and accessible for illiterate persons?

Key strategy:

- a) Ensure representation and presence of women from different socioeconomic groups in all meetings.
- b) Ensure that meetings/consultations are organized at a time - when women find it convenient to attend, so that maximum participation can be ensured. Consult the women during meeting planning.
- c) Take care to ensure that the *venue* for meetings is based on discussions with the women, so they can feel free and uninhibited in their discussions, so they have access to the venue and do not need long transportation;
- d) Ensure that the meeting is inclusive; that the facilitation, methodology and content and language is women-friendly, - including also illiterate, elderly women; people with disabilities and the poor, and the youth;
- e) Consider female facilitators or work through women's groups or networks—formal or informal.
- f) Involve women in the indemnification of affected persons.
- g) Consider separate meetings for women; separate meetings for youth, elderly, poor and most vulnerable households – if relevant.
- h) Ensure women's involvement in preparation and review of resettlement plans.
- i) It is important that women's associations are vested with authority, both within their communities and within wider regional and state processes. This will preempt situations where women are mere tokens in decision-making processes.
- j) Ensure women's involvement and participation in implementation and monitoring.
- k) Ensure documentation of the participatory exercise.
- l) Include both men's and women's recommendations in project design, mitigation measures.

GRIEVANCE REDRESS MECHANISMS

Grievance redress mechanisms are generally of two types: formal courts of appeal concerning land acquisition and compensation practices, or locally constituted grievance redress committees (GRCs) for dispute resolution involving resettlement benefits. Operational procedures for GRCs should be formalized and established clearly in the resettlement plan.

Grievance redress mechanisms: *gender mainstreaming*

Key guiding questions

- Is the grievance redress mechanism structured to address gender issues?
- Is the GRC gender sensitive?
- Does it take into account special problems faced by women?
- Are there any women members on the GRC or related group that has been or will be constituted?

Key Strategies

- a) Discuss the proposed grievance redress mechanism structure with women.
- b) Can women easily access and use this mechanism?
- c) Ensure the presence of women on any GRC or related group at the formal or informal level.
- d) Training GRC personnel in the handling of gender-sensitive issues should be included.
- e) As far as possible, mechanisms should be established that do not require women to go to court, because women generally find it difficult to access legal machinery.

8 Business Development Department: PROJECT MANAGEMENT DIVISION

8.1. Project Analysis

8.1.1 Why gender matters in (FONERWA) project analysis

Women's participation in the design and implementation (and monitoring) of development projects, including those in natural resource management, in particular, is essential in achieving project objectives at the community level, ensure that FONERWA supported projects leave-no-one-behind and do-no-harm on anyone group, e.g. women.

It is important that women's needs and concerns are determined and assessed as part of project design and that project implementation is gender-sensitive and responsive to the different gender roles, positions and conditions and identified during project design – and reflected in project descriptions, proposals and project documents.

Gender considerations have to be addressed as part of the (environmental) and social and *gender impact assessment*. **See chapter, above.**

If the initial surveys and gender impact assessment identifies significant gender issues, these must be examined further through detailed gender analysis in the design and formulation phase.

Even if a gender impact assessment is included in the preliminary social and environmental assessments and due diligence, a detailed and sector-specific gender analysis must be conducted in the targeted / affected communities, during the project design phase.

Please refer to vol.1 and vol. 2 of the FONERWA gender analysis handbook and tools (2020), which addresses gender analysis of all 15 sectors/ thematic areas, under the four FONERWA 'Windows' for funding.

Gender analysis is a framework for considering the impact of a development intervention on both women and men.

Gender analysis explores who does what, where, when, and for what time period. It assesses the differences in social roles between females and males and the constraints faced by females in gaining access to, and participating in, development activities. It evaluates the implications of such constraints in the design of development strategies, policies, interventions, and projects so that unequal access and opportunities between females and males will be avoided.

A gender analysis is a flexible instrument with the ultimate purpose of assisting in the design and implementation of programs and projects that maximize the productivity and participation of both men and women, and includes appropriate implementation arrangements for strategies, policies, interventions, and projects.

Gender is considered particularly relevant in climate protection policies and projects, specifically in the design and implementation of adaptation and mitigation interventions as responses to climate change. When considering climate change from a gender equality perspective, various aspects should be taken into account, for example:

1. Women's under-representation in environment decision-making institutions at all levels;
2. Gender differences in adaptation and mitigation strategies and practices;
3. Gender differences in the effects of climate change and environment degradation.

The gender perspective is relevant in all the different areas of environment and climate change policy and actions, well recognizing that environment and climate change are two different – but interrelated issues.

Gender relations between women and men, and girls and boys, play a key role in the access to and control of environmental resources, and in climate change adaptation and mitigation. Climate change impacts differently on women and men and may further increase existing gender inequalities in access to services and control over natural resources.

Climate change may lead to further feminization of poverty if climate change mitigation, adaptation projects and disaster management interventions are leaving women behind in research, policy making and decision making at the ‘grass-root’ and administrative levels ; if those areas are ‘gender blind’ or non-inclusive.

Already in the 70s, there was recognition of women’s role in sustainable development and natural resources management. “Eco-feminism” became a global movement.

The UN Beijing Plan for Action on women and the environment states (1995):

“Women have an essential role to play in the development of sustainable and ecologically sound consumption and production patterns, and approaches to natural resource management”.

Climate change is a complex environmental and social issue, affecting a world that is characterized by, and based on, deep-rooted unequal gender relations. *This is not just a question of women’s vulnerability and the fact that they generally hold less power and are, therefore, less able to mitigate and cope with climate change.*

It’s also a question of understanding how women and men relate to one another and how these relationships influence the ways that households, communities, countries and the global community are affected by, and respond to, climate change.

Women and men have different capabilities in terms of mitigating and adapting to climate change at the individual and group level. Options available to women and men to convert to low-carbon lifestyles and related technologies are shaped by their education, gender roles, division of labour and income.

Uncovering these power relations helps us understand why some groups are contributing differently to GHG emissions and why some are affected differently by climate change than others. It also enables us to analyse the ways in which climate change mitigation and adaptation may lead to different roles and responsibilities in the future.

Adaptive activities (e.g. climate-proofing agriculture and ensuring food security, promoting the conservation and efficient use of water, pest and disease management, fire management, integrated water resources management, ‘green energy technology’, and disaster preparedness etc.) are critical to sustainable development.

Climate change and environment adaptation efforts, which are daily issues for individual women and men, families and households, are likely to require more resources than such individuals currently have available and therefore require project support.

Climate change mitigation and adaptation are not gender or equity neutral.

Mitigation within the context of sustainable development can help to promote gender equity and women’s empowerment by addressing at least four issues:

- Women and men's energy, water, land, forest and eco-system needs and uses;
- Women and men's employment and entrepreneurship;
- Incorporating women and men's traditional knowledge and practices into mitigation strategies and policy frameworks and projects;
- Paying close attention to ensuring gender equity and equal opportunities and decision making in the use, conservation and management of forests, water resources, land and in 'green employment'.

Most of the projects, supported or implemented by FONERWA, such as the provision of new 'green energy technologies' or climate-adaptive cultivation practices, IWRM, eco-system rehabilitation etc. save both women and men time, reduce accidents and promote better health.

Those social and gender positive impacts must be reflected and documented in project design and monitoring and budgeted for.

Likewise, other climate change or environmental mitigation measures affecting e.g. land use or access to forests, water resources etc. can have negative effects on women's work load, socio-economic situation and create conflict among women and men or among communities, resulting in gender-based violence perhaps. Such potential unintended negative impacts on women must be identified early in the project cycle, during formulation and due diligence surveys, - and mitigated.

8.1.2 FONERWA strategy for gender mainstreaming in project analysis

This strategy addresses:

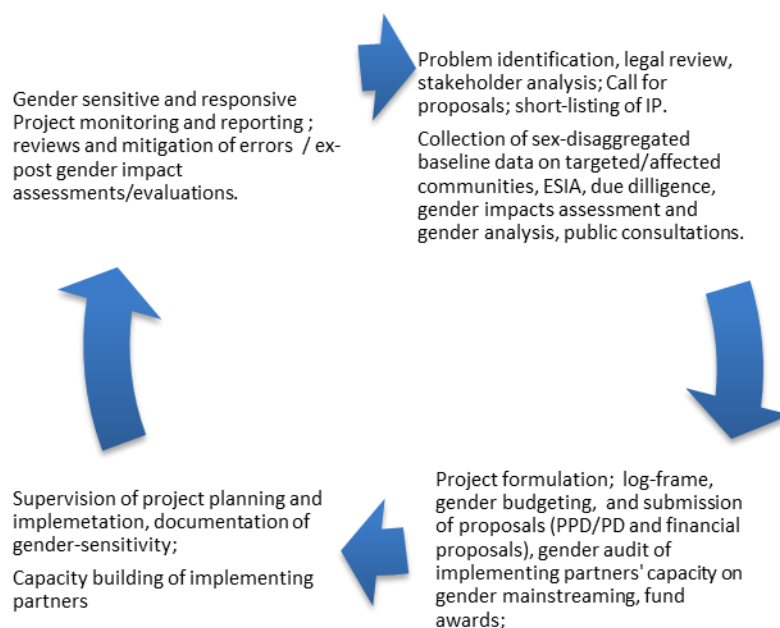
- **The project analysis (cycle)**
- **Assessment of project proposals**
- **Gender audit of implementing partners (and FONERWA)²⁴;**

The project analysis will be closely coordinated and aligned with the ESIA. The project analysis is seen as a natural 'next step' from and will be based on the results of and reports on the Environment impacts Assessments (EIA) and Social and Gender Impact Assessment.

The FONERWA project analysis will ensure gender mainstreaming in all stages of project cycle in the FONERWA project portfolio and assess 'gender competences' of the implementing partner organisation, as per mandate.

The 'project analysis cycle' can be illustrated like this:

²⁴ <https://eige.europa.eu/gender-mainstreaming/methods-tools/gender-audit>



Please note that there is synergy and overlap between the overall simplified ‘project cycle’, the ‘Financial Mobilisation cycle’, the gender budgeting ‘cycle’, the good-practices ESIA tools and the ‘project analysis cycle, above.

GENDER ASSESSMENT OF IMPLEMENTING PARTNER ORGANISATIONS

The FONERWA Project Analysis will include a *gender assessment* or ‘*gender audit*’ of the *implementing partners* organisations and the projects and intervention proposals, prepared by the implementing partners, and submitted to FONERWA for funding. Likewise, a gender audit of FONERWA is forming the basis of this gender mainstreaming strategy.

Please refer to Chapter 1, above, for more details on what is a gender audit – and the results of a rapid gender audit of FONERWA.

At the planning level, a gender audit analyses whether there are gender-specific objectives or if gender is mainstreamed in the project log-frames, general objectives of the project interventions (or policies), in order to guarantee that they contribute to close gender gaps, ensure that women and men benefit equally or in accordance with their gender needs and that inequalities are not perpetuated.

At an early stage, a gender audit will also assess the organisational ‘gender mainstreaming capacity and competences of (potential) implementing partners, and the staffing for gender mainstreaming / resource allocation for gender mainstreaming.

Similarly, a gender audit goes on to analyse how gender is mainstreamed into the implementation phase of the policy, programme or project. Finally, a gender audit of the monitoring and evaluation phase investigates whether targets and indicators include a gender perspective both in terms of sex-disaggregated data and progress towards gender equality.

The FONERWA project analysis will include essential elements of a gender audit and will address the following key questions, which apply to FONERWA itself as an institution when it prepares proposals for resource mobilization – and apply to FONERWA’s so-called *implementing partners*, which may or have been short-listed for fund awards by FONERWA:

In practice, the project analysis will be based and facilitated by the following checklist on *good practices gender mainstreaming in projects and implementing organisations and agencies*.

CHECK-LIST FOR ANALYSIS OF PROJECT IDENTIFICATION AND DESIGN AND FORMULATION:

GENDER MAINSTREAMING

INSTITUTIONAL GENDER AUDIT OF IMPLEMENTING PARTNERS:

Guiding questions

- a) **Local Government including District Gender Equality and Family Promotion Officers** have been consulted to identify women's concerns in your thematic area / sub-sector; agricultural value chain, irrigation, waste, forestry, energy etc. ?
- b) FONERWA-(supported) / proposed interventions are **aligned with National Gender Policy** with the guidance of Ministry of Gender and Family Promotion ?
- c) FONERWA-supported / proposed interventions **contribute to the development and strengthening of national and local gender sensitive environment and climate change monitoring?**
- d) FONERWA-supported / proposed interventions are **aligned with relevant national sector policies, strategies and plans and indicators / targets and with SDGs (incl. #5), Beijing Platform for Action for gender equality, CEDAW implementation?**
- e) **Implementing partners have a proven record of gender mainstreaming / 'gender competences'** and capacity to working with rural and urban poor women, poor households and people most exposed and vulnerable to climate change and environment degradation?
- f) Implementing partners have or are **willing to recruit a gender focal persons and train field staff** for gender-sensitive and responsive project implementation?

PROJECT / PROPOSAL ANALYSIS:

Guiding questions

- a) Project is based on **rights-based approach**. Specific human, constitutional and civil and economic rights are at stake, in the project: e.g. rights to safe water, rights to proper housing, rights to health, rights to livelihood and employment are explicitly mentioned in the proposal?
- b) 'Window' / **sector-specific GENDER ANALYSIS and Gender Impact Assessment** is conducted *before* selecting the technical topic of the project (energy, water, land, forest, irrigation, eco-system, biodiversity, pollution, mining, disaster management etc.)—OR after sector is identified?
- c) Climate change and environment **VULNERABILITY ASSESSMENT is gender-sensitive**, and women and men and youth and poor households (female-headed or orphan-headed households or people with disabilities, elderly) have been consulted to identify the problems and exposure to and impacts of climate change or environment degradation (sector/ 'Window' area)?
- d) Households / groups / communities identified, which are **most and worst exposed** to environment degradation and/or climate change impacts; gender-sensitive identification?
- e) **The results of the GENDER ANALYSIS and environment and climate change vulnerability analysis INFORM project design and selection of target beneficiaries / communities?**
- f) Project is designed to address both women and men's **problems and constraints** and the gender inequality in the given sector?
- g) **SWOT analysis among stakeholders is gender-sensitive?**

- h) **Project Problem Tree is gender-sensitive?** Problem tree is based on the Gender analysis; gender-specific constraints, problems and barriers and causes of problems?
- i) **Gender-sensitive (and gender-responsive) project LOG-FRAME** with gender equality outcomes, outputs, transformative activities for women's empowerment (economic, social, political/leadership); sex-disaggregated indicators, means of verification include gender impact assessment and evaluation reports; gender-responsive assumptions/risk assessments?
- j) **Project Gender Action Plan (GAP)** with gender indicators, quotas, responsible staff/ agency and timelines and costs has been prepared?
- k) **Any potential social risks and unintended, indirect, negative impacts (do-no-harm)** that may occur due to project activities have been identified and mitigation measures decided; such as:
- Increased gender-based violence / domestic violence?
 - Teen pregnancy as an emerging gender based violence risk?
 - Human trafficking?
 - Child labour?
 - Spread of communicable diseases?
 - Involuntary displacement / resettlement ?
 - Violation of labour law / decent employment and core labour standards?
 - Social / community conflict and violence?
 - Internal migration of labour particularly male labour force?
- l) Gender-sensitive **time use surveys** conducted?
- m) **Affirmative and transformative actions for women and adolescent girls** in the project context have been identified (social/legal, economic and political empowerment) and budget for it / earmarked activities for women and girls?
- n) **Relevant stakeholders** have been identified for project implementation; gender-aware and sensitive local enterprises, institutions, banks etc. ?
- o) **Representation of the local (government) Gender Machinery** in project steering committee or local stakeholder group; Gender balance in committees and leadership?
- p) Communities and especially **women's indigenous knowledge** of the environment (eco-system flora and fauna/ forest / water source etc.) is well captured during gender analysis and baseline surveys and reflected in project design and activities (training, design of irrigation system, forest management plans, water management systems, biodiversity protection plans etc.) ?
- q) **Technical surveys** are conducted in a gender-sensitive manner e.g. household energy consumption is differentiated by individuals and gender, and not as an entity; and e.g. irrigation water consumption monitoring is gender-sensitive. **Capacity and affordability surveys** are gender-sensitive?
- r) Provisions for gender-sensitisation training of **local extension workers** in the relevant sector on gender-responsive extension services; quotas for gender balance in training?
- s) Lobbying for **recruitment of more female extension workers**, related to project field / sector? **Quotas / targets** for women's participation in **user group leadership and memberships** (water, energy, land, forest, mining, waste, disaster management etc.)?
- t) Quotas /targets for gender balance in **events, awareness raising campaigns, community meetings**

and capacity building and training (speakers/ trainers and audience/trainees)?

- u) Activities to increase the number or percentage of **joint land tenure or water titles** (husband and wife) and lobbying for marriage registrations?
- v) Activities to increase the number or percentage of **single and/or married female farmers** obtaining land or water or mining licenses / titles in their own name?
- w) Promotion of **time-and-labour-saving, affordable technologies** in households or agriculture (or other) value chains?
- x) Promotion of women's and poor households' **access to affordable, flexible loans / credit** (with no requirement of land collateral)?
- y) Promotion of women and youth employment / '**green jobs**' with equal opportunities for employment and skill training?
- z) Promotion of gender-responsive measures for **conflict and complaints management** (natural resources, mining, solid waste jobs and water, land, forest, mining management etc.)?
- aa) Capacities of women and young people to carry out **innovation in harnessing natural resources** are identified and enhanced?
- bb) Promotion of women's **entrepreneurship** and young people's entrepreneurship linked with e.g. promotion of green energy and other technology?
- cc) Quotas / targets for involvement of **women-owned technology firms / contractors**?
- dd) Measures/ activities to ensure that no (poor) people or women suffer and lose traditional / customary access to natural resources (water, land, forest, mining) due to project interventions: **do-no-harm**?
- ee) Measures to mitigate any **potential unavoidable or unintended negative effects and impacts** on anyone person or households or community/group such as involuntary resettlement / displacement, restrained access to water for livestock, restrained access to land, or loss of informal jobs as waste pickers, miners: do-no-harm?
- ff) Measures to **defend and protect and promote the rights of people with disabilities**: measures for inclusion of people with disabilities in green jobs and training and membership and decision making bodies on water, forest, land, mining, waste and disaster management etc.: **leave-no-one-behind**?
- gg) Measures to **defend, protect and promote the rights of the child**: measures to eliminate child labour and slavery in agriculture, mining and quarries, forest, solid waste management, prevent child abuse and trafficking during disaster, evacuation and emergency situation management, child drop-out of school due to work etc.?
- hh) Measures to address and help **eliminate gender-based violence and sexual harassment** of women and girls in the work place (waste management, agriculture processing industry, mining and quarries etc.) or in the environment (forest, fields, streets and roads, home and community, schools, banks, markets) or in skill and other capacity building and training situations (skill training, farmer-field schools, user group meetings / training etc.) or during disasters, evacuations and emergency situations (in shelters and post-disaster)?
- ii) Measures to protect and **promote women's health and avoid negative impact** of project intervention on people's health (especially pregnant and lactating women, infants and elderly with chronic diseases)?
- jj) Measures to ensure project promotes **core labour standards and decent employment**, Occupational Safety and Health: do-no-harm – in 'green jobs'?

- kk) Measures to **deter men grabbing and ‘taking over’ women’s cash crop production, women’s favourite forest products, or water access or land** - due to project interventions and income opportunities?
- ll) Measures for cooperation with **NGOs and Civil Society** for women or minorities’ rights and empowerment and for community mobilisation?
- mm) Gender-responsive **Budgeting and earmarking of funds** / project budget for activities or measures for promotion of women’s rights and empowerment and entrepreneurship?
- nn) Measures to ensure **gender responsive planning and budgeting for sound natural resources** and climate change management within local Governments?
- oo) Provisions for **exchange-visits** for *community-led good-practices climate change resilience and adaption* among targeted communities and other communities, within or outside the country; (farmer-to-farmer knowledge sharing on climate change actions and environment conservation and protection); with gender balance among participants and team leaders?
- pp) Provisions to promote **villagers’ awareness about their rights** (legal education and awareness raising) and how and where to claim them, where and how to **raise complaints** by women and men; and compliance with the labour law (see below)?
- qq) **Participatory approach and transparency and accountability** and to understand, respect, promote all rights of all people, during project implementation?

PROJECT PLANNING AND IMPLEMENTATION:

Guiding questions

- a) **GESI focal persons** within the target communities are selected, to assist with mobilising their communities inclusively; e.g. a local women group leader, a gender-sensitive elderly man or woman/ village leaders, or among the youth, school teacher, health worker or any other respected villager etc.?
- b) Local female or male leaders and female or male role models, **‘gender champions’** identified and selected; who have demonstrated capacity to **challenge existing gender stereotype, change stereotype mind sets and conservative perceptions on women and the poor**, - in their home and community and work places; - and linked to the target communities?
- c) Consultations with both women and men, youth, and poor in planning of events and community meetings; and **planning the above events according to the different needs, priorities and availability of both women and men, youth and the poor; leave-no-one-behind and do-no-harm?**
- d) **Adjustment of the location, timing, duration, content, language and methodologies** of any community intervention and consultations, according to different needs, capabilities, priorities of different groups?
- e) Blue-print and one-fit-all interventions seem to have been avoided?
- f) **50-50% male and female participants** in local events; among audience, speakers; (community meetings or bigger events). Youth invited to meetings and events. People with disabilities included?
- g) Log-frame quotas and sex-disaggregated indicators are followed – for **gender balance in energy/water/land/irrigation/mining/waste and disaster management User Group and cooperative decision making and leadership?**
- h) Maximum gender balance and women’s participation and/or *gender equity* in participation in

technical training and extension, - (trainers and trainees)?

- i) **Training topics / content and training and extension location, timing, duration, methodology and language** decided jointly by female and male farmers, or by female farmers (depending on the relevance for either sex) ?
- j) All measures/activities for addressing **gender barriers and constraints** (access, control, ownership, leadership, finance, technology etc.) in the given sector and ensure equal/fair share of benefits by women, the poor, youth and people with disabilities etc. (mentioned under formulation, above) are being tested and implemented, according to project document? (See above).
- k) **Female extension workers mobilised** and facilitated by project?
- l) **Gender-sensitisation and rights-based approach training of extension workers** and local Government partners (female, male) facilitated by project?
- m) **Equal opportunities and recruitment** procedures for women and men and for youth in new 'green jobs', related to the sector and project?
- n) **Core Labour Standards and compliance** with the Rwandan Labour Law and Occupational Health and Safety, zero-tolerance of child labour, zero-tolerance of sexual harassment in the work place and gender-based discrimination – guaranteed and monitored by project?
- o) **Maximum participation of female contractors** / female-owned companies in technical contracts in project (infrastructure, technology); female researchers and female engineers etc.?
- p) Do **women lack the time or financial resources** to participate in sector activities?
- q) Do **women's limited literacy or numeracy skills** limit their participation in sector activities?
- r) Is literacy or numeracy necessary for women (or men) to participate meaningfully in these activities?
- s) Do **women lack confidence or experience** in public or market interactions?

SOCIAL INCLUSION AND LEAVE-NO-ONE-BEHIND: CHECK-LIST

Guiding questions

- a) Are **elderly women** in a worst position and condition than elderly men? Why (not)?
- b) **Among the poor**, living in remote areas / in the high-risk zones with limited access to services, - are women and men more unequal? Why (not)? Are poor women in a worse condition or position than poor men? Why (not)?
- c) Are **female headed households** given special consideration during identification, resettlement and follow-up phase?
- d) Are **single mothers** in a worse position and condition than single fathers? Why (not)? What are the different needs and priorities and constraints of males and females?
- e) What are the special needs of **young men**?
- f) Are there special programmes to empower **teen mothers**?
- g) Are women, **living with HIV/AIDS or disabilities** (e.g. women in a wheelchair) in a worse position and condition than men living with HIV/AIDS or disabilities? Why (not)?
- h) Are girls and women more exposed to **gender-based violence** in public and private spheres – than boys and men? Why (not)?
- i) Are **poor girls and boys and women** more exposed to gender-based violence - than well-off ones –

and than poor men? Why (not)?

- j) Are **women and girls with disabilities or e.g. HIV/AIDS** more exposed to gender-based violence than men and boys living with disabilities or e.g. HIV/AIDS? Why (not)?
- k) Are **pregnant teenagers** in a worse condition and position than adult women? Why (not)?
- l) Are **women and girls more exposed to gender-based violence during disaster and emergency situations** than men and boys? Why (not)?
- m) What are the measures that the proposed projects will take to mitigate social risks and ensure social inclusion and leave-no-one-behind?***

For project monitoring and evaluation, please see the following chapter.

8.2. Monitoring and Evaluation

8.2.1 Why gender matters in M & E ²⁵

Human beings are at the centre of concern for sustainable development. They are entitled to a healthy and productive life in harmony with nature and climate.

All FONERWA's projects and other interventions for climate change adaptation and mitigation and environmental rehabilitation are about *human beings (and other living creatures!)* and about their behavior and attitudes and relations with each other and with 'mother nature'.

Projects that seem primarily technical and scientific are still about people, but they are often monitored *quantitatively, according to their technical achievements* in e.g. numbers of x technology distributed, number of square kilometres of forest land having been re-established, number of trees planted, number of water tanks distributed, number of km of irrigation canals renovated etc.

Although projects do measure the *participation* of community members in meetings and project implementation (by sex-disaggregated data).

However, good practice gender-sensitive and gender-responsive monitoring is much more than counting number of women and men in a consultation meeting.

Women have an essential role to play in the development of sustainable and ecologically sound consumption and production patterns and approaches to natural resource management, as was recognised at the United Nations Conference on Environment and Development and the International Conference on Population and Development³ and reflected throughout Agenda 21.

According to Beijing Declaration and Platform for Action for Equality, Development and Peace (BPfA) 1995+25, women are often not equal participants in the management of financial and corporate institutions, whose decision-making most significantly affects environmental quality and they are often under-represented in formal institutions with policymaking capacities at the national, regional and international levels, - let alone in the user groups at the grass root level.

Much too often project monitoring fail to measure and document the gender dimension and gender differences in all aspects of project achievement and results and impacts. 'Gender blind' monitoring and evaluation is no useful tool to measuring the success and sustainability of any project, research or policy intervention.

Indicators are useful tools for measuring progress and impacts of project interventions. Indicators and progress of a project intervention are 'fed' and measured against qualitative and quantitative baseline data on e.g. targeted / affected communities in a project context. Such data include population / demographical data, socio-economic and a number of other data on memberships, participation, time-use, health, access to services, employment, migration, land ownership, etc.

(See check-list on gender-sensitive project baseline data in the above chapter on ESIA).

Indicators are statistics with a reference point (a norm or a benchmark), against which value judgments can be made. Indicators have a normative nature, in the sense that a change from the

²⁵ "Gender statistics and Indicators". EIGE, 2019

reference point in a particular direction can be interpreted as ‘good’ or ‘bad’.

For data to make sense from a gender perspective, and for ensuring the monitoring of gender equality, project-related data and indicators must be sex-disaggregated and gender-sensitive – to avoid any unintended negative effects or impacts of any intervention on either women or men.

Sex-disaggregated data means measuring according to female-male.

They serve primarily to measure so-called gender (im)balance / gender (dis)parity / gender (in)equality in e.g. women’s and men’s participation, membership and leadership in user groups and other decision making bodies, in training events and community consultations, in ‘green jobs’, among beneficiaries of new technology or other project components.

When looking at the impacts on or participation of targeted *households*, the gender dimension in indicators is distinguishing between *female-headed households* (FHH) or *male-headed households* (MHH).

***Gender-sensitive indicators* measure the level of gender equality, and to which extend project interventions have benefitted women and men; girls and boys, - and to ensure that both sexes benefit equally and equitably, fairly.**

Gender-responsive budgeting ensures that there are targeted activities for promotion of gender equality and women's empowerment – or men’s empowerment.

It can be any intervention (technical or business skill training, technology transfer, agriculture inputs, study tours, cheap loans, land tenure-related, awareness campaigns for either women or men etc.) which are targeted to benefit women (or men) and reduce gender discrimination and inequality in any areas, reduce gender-based violence, build men’s skill in care-work etc. - with ‘earmarked’ funds and budget lines.

Quantitative *gender (equality) indicators* measure such budgeted affirmative actions for women (or men), their success and effects and benefits (and auditors monitor the disbursement of such gender budgeting).

Gender-sensitive indicators can also be *qualitative* and allow for the measurement of *changes in the relations between women and men* in a certain policy area, programme or activity, as well as *changes in the status or situation* of women and men.

Besides gender indicators based on statistics broken down by sex (*sex-disaggregated data and statistics*) or based on gender budgeting and affirmative actions for gender equality, *qualitative indicators* can also measure women’s and men’s experiences, attitudes, opinions and feelings.

For projects to learn from monitoring exercises, project reporting must be *gender-sensitive* (use sex-disaggregated data where relevant) and *gender-responsive* and report on achievement for gender equality and women's empowerment, and how a project will use and take action to mitigate any gender disparity that sex-disaggregated on participation and benefits.

Gender-responsive monitoring means preparing actions to mitigate gender inequality and/ or involve women or other that have been left behind during or due to project interventions – as revealed during sex-disaggregated monitoring.

Gender-responsive reporting learns from lessons and mistakes and makes it up for any exclusion of women or other groups in project benefits and decision making and participation, - if such inequality has been revealed during monitoring.

8.2.2 FONERWA strategy for gender mainstreaming in M&E

This strategy addresses:

- Baseline data collection methodologies
- Log-frames and indicators
- Reporting
- Spot-check field monitoring
- Project reviews and evaluations

Please refer to the above chapter on ESIA and the list of baseline data and guide on (ex-ante) gender impact assessment that must be collected during project identification and selection of target beneficiaries / stakeholders at the implementation level.

Such baseline data must inform project and proposal formulation. The project log-frame formulation must reflect on the sex-disaggregated baseline data, the *gender scenario* in a given community (revealed by sex-disaggregated baseline data and the above mentioned gender impact assessment / gender due diligence and a context-specific gender analysis (if available).

FONERWA project interventions may be primarily or uniquely selected on the basis of technical, environment and climate change criteria but when selected also on population-related criteria, which is most likely, *gender equality/ inequality*, revealed during baseline and due diligence surveys and by sex-disaggregated data *will be part of such selection criteria*.

FONERWA overall monitoring indicators are primarily technical and gender is only once and briefly mentioned, but with major requirements.

The Law on Establishing the National Fund for Environment (FONERWA) and its strategic five year strategic plan (2018-23) include an indicator (5.3) saying:

“% of implementing projects that demonstrate (a) community participation; b) a gender focus”.

The current FONERWA log-frame (March 2020) mention one indicator 2.5 which has sex-disaggregated data:

“Number of people supported to cope with effects of climate change (Disaggregated by Male, female and Youth”.

Sector-specific project log-frames will be gender-sensitive and respond to gender and sex-disaggregated data (female, male) on gender (In)-equality, collected during project due diligence / ex-ante gender impact assessment and/or baseline surveys.

BASELINE DATA COLLECTION

There are numerous *methodologies for baseline data collection and monitoring surveys*, which can be applied during the earliest stage of the project cycle and throughout project implementation, during monitoring surveys, reviews and evaluation.

Baseline data, - as listed under the ESIA chapter - typically include *total population size and age distribution, household average size, household average assets, livestock, land size of tenure, average annual income and income sources/ livelihood, education level, employment situation, access to public services, time-use on care activities, level of technology used, agricultural and resource practices, needs, expectations to the project etc.*

CHECK-LIST FOR GENDER-SENSITIVE BASELINE OR MONITORING DATA COLLECTION:

METHODOLOGIES

a) COLLECTION OF *PRIMARY DATA* BY HOUSEHOLD SURVEYS, TYPICALLY INTERVIEWS WITH HEAD OF HOUSEHOLD – AND BASED ON QUESTIONNAIRES, CONDUCTED BY ENUMERATORS, (OFTEN STUDENTS), AND WITH DATA ENTRY INTO A SURVEY DATA-BASE:

Key guiding questions

- Has the **local authorities**, including the District Gender Officer been informed about the approach of the surveys? Have you taken their advice?
- Is there 'gender mainstreaming capacity and gender-sensitivity' among selected data collectors / **survey enumerators**?
- Is there *gender balance* among enumerators (equal number female and male)?
- Have enumerators been trained for gender-sensitive survey methodologies?
- Have **local women's NGOs/women groups** been contracted to help the survey?
- Are **Terms of Reference (ToR)** of enumerators / survey gender-sensitive: does it spell out that there needs to be equal participation of women and men, FHH or MHH, in the surveys;
- Have the enumerators understood that they may have to have separate interviews with women, alone, or join interviews with husband and wife, - in MHHs.
- **Are survey on any topic questions** based on **sex-disaggregated data** – where relevant?
- **Are survey questionnaires** gender-sensitive and do they address and reflect household gender division of labour, gender differences in ownership, control, access to services and natural resources, households and family assets, time use, employment level, education level, needs, demands, expectations to the project?
- Are **household surveys** planned together with local representatives of women; to ensure that the household visits by enumerators are timed and have a duration, convenient and possible for women to participate, and that the language of interviews and questions are easily understandable for all, including elderly illiterate women?

b) COLLECTION OF *PRIMARY DATA* DURING COMMUNITY MEETINGS, FOCUS GROUP DISCUSSIONS AND PARTICIPATORY RAPID RURAL ASSESSMENTS:

Key guiding questions

- Is there gender balance among **focus group** and meeting facilitators? Representatives from local women machineries, Government or NGOs?
- Like with public consultations and hearings, have women and men both been consulted during the **planning of the event**? Are both well **informed and invited** to the meetings?
- Are focus group discussions and community surveys taking place at a **venue, time, of a duration, with a methodology, content and topics and in a language and technical level** which are convenient to both women and men, and which reflect their respective needs and problems?
- Have you arranged **child-care for the event**, so that also young and single mothers can

participate?

- Have you considered **women-only focus groups**, for women perhaps too shy to speak in public?
- Make sure that the **reporting on focus group discussions or participatory village surveys** (transect walks, poverty or land use or infrastructure mapping, priority lists, agriculture calendar exercises etc.) are gender-sensitive and reflecting both women's and men's, elderly people's and youth needs, opinions, requests and concerns and grievances.

c) COLLECTION OF SECONDARY DATA FROM LOCAL AUTHORITIES, INTERNET, NATIONAL STATISTICAL BUREAUS AND INSTITUTES AND NATIONAL REPORTS:

Key guiding questions

- Have reports and **location-specific sex-disaggregated and gender data** been made available by the GMO or other national gender machineries / Gender Focal Group in Ministry of Environment or LODA? Has the **gender machinery** been consulted during collection of secondary baseline data collection?
- Has the **National institute for statistics** and relevant university Departments been consulted for sex-disaggregated thematic/sector/location-specific baseline socio-economic and population etc. data?
- Has the **local Government**, including the District Gender Officer been consulted for sharing local sex-disaggregated statistics and socio-economic, population and other data?
- Have local **CSO / NGOs** working for gender equality and women's empowerment, empowerment of youth and marginalized groups been consulted and have you taken their advice?
- Has **international donor organisations** been consulted (web-sites, reports) for sector-specific and location specific sex-disaggregated socio-economic and population data – perhaps report on previous or on-going projects in the targeted area?

Log- frames will include;

- Gender equality outcomes;
- Gender equality outputs;
- Transformative activities for women's empowerment (economic, social, political/leadership);
- Sex-disaggregated indicators in all project interventions, where relevant.
- Means of verification include *gender impact assessment* and gender surveys and evaluation reports;
- Gender-responsive assumptions/risk assessments including potential social risks and mitigation measures (see list above).

Please also refer to the above chapter on project analysis and good practice project formulation.

All the elements of a gender-responsive projects, listed in the above checklist are also indirectly good practice gender and sex-disaggregated monitoring indicators (qualitative and quantitative).

The above checklist is to be shared between project analysis and the M&E team.

Below is an *example* of a simplified gender-sensitive project Log-frame (any sector)

Achievement level: EXAMPLES	Targets: EXAMPLES	Indicators: EXAMPLES	Means of monitoring and verifications: EXAMPLES	Assumptions: EXAMPLES
Long-term goal Aligned with national strategies and targets <i>"Effective climate change adaptation and mitigation in rural areas"</i>	Aligned with national goals and policies and plans; including gender equality goals and targets. E.g. by year 2030 min. 30% of agriculture extension workers at district are women; Reduced CO2 emissions and soil pollution in X villages.	IMPACT INDICATORS: % FHH with increased food security in female-headed farmer households; Reduced rural female poverty;	Ex-ante gender impact assessment / SIA Collection of gender-sensitive baseline data; Ex-post gender impact evaluation	We assume that the achieved outcomes lead to impacts, We assume that no political unrest or natural disasters will jeopardize the achievements of intended increased gender equality etc.
Outcome: Increased application of 'effective and green agriculture and horticulture production technology' in x villages;	80 % of trained households, applying of 'green' fertilizers and pest management – disaggregated by sex of household head; 100% trained female farmers claim to have increased decision making in family land use and cultivation methodology.	% trained farmers, who report improved health / reduced cases of skin disease, time saving on crop production-disaggregated by sex and sex of household head;	Gender-sensitive Spot-check project monitoring visits; Gender-sensitive review and monitoring reports; Interviews with trained female farmers and male farmers.	We assume that women with land titles have more decisionmaking power over the land use and that they are environmentally aware and want climate-friendly solutions to production practices.
Outputs: (EXAMPLE) Increased gender equality in land-ownership in X area;	Min. 80 % female farmers have their name on private or family land certificates by year x.	As compared to baseline: % increase in female land ownership in the project area – by month, year, per location;	Project reviews against baseline data; Statistics with local land title office	We assume that women are interested in land titles and husbands are willing to share the titles with wife;
Activities: (EXAMPLE) Legal and rights training of male and female farmers in X	100 farmers trained (50% women) Gender balance among trainers.	No. farmers successfully trained in....by sex, age; (% women) % Female among trainers;	Training attendance registration; Training curriculum, Training evaluation by participants;	We assume that both female and male farmers are interested in the training topic and will attend the training; The training is planned

villages:		No. Training topics selected by female farmers Training includes women's equal rights and gender equality topics.	Interviews with trainers and trainees, female and male.	together with female farmers, and takes place in a location, at a time, with duration, methodology, language and topics, selected by also women.
Inputs: EXAMPLES	Gender budgeting: <ul style="list-style-type: none"> Earmark budget line for training female farmers and male farmers together, in women's equal rights and the Rwandan legislation on land tenure. Incentives and safe transport, and meal allowances for training participation; and/or training location selected by women and is village-based training. Budget for childcare arrangements, during training. Incentives and transport and allowances and safe accommodation for female extension workers or NGO staff, district gender equality or legal officers - to help facilitate the training in a gender-sensitive way. Safe transportation and allowances for gender focal point of implementing partner organization, to facilitate training. 			

Generally, when designing *gender statistics and indicators* in the FONERWA-supported projects, attention are paid to their *robustness and quality* of indicators, based on the following generic criteria:

- **Data relevance:** the capacity of data collected to meet the requests and needs of data users and its relevance to the intervention implemented/analysed. For instance, indicators should be clearly linked to an input, output or outcome of the policy, strategy, programme, project or initiative being measured.
- **Data accuracy:** the correct level of data collected.
- **Data timeliness:** the period of time between the moment of data collection and the phenomena that the data captures.
- **Data clarity:** data collected is presented in an easy-to-understand way for all users and accompanied by adequate explanations (for instance, on methods used for collection, tabulation, interpretation).
- **Data comparability:** enabling comparisons of results or effectiveness over time and in different
- **In the case of gender statistics, the status of women in a particular context is usually evaluated by reference to (comparison with) the situation of men in that context.** In a few cases – such as for maternal mortality or access to antenatal services – the norm is the situation of women in other communities or even other neighbouring countries.
- **Data punctuality:** the respect of deadlines for the analysis of and release of collected data;
- **Data accessibility:** 'the ease with which the existence of information can be ascertained, as well as the suitability of the form or medium through which the information can be accessed'. Cost also may be a factor affecting the accessibility for some users.
- When defining indicators, the following criteria are 'features of a good indicator':
 - Valid, measuring what the indicator is intended to measure;
 - Specific: measuring only the particular aspects of the initiative it is intended to measure;
 - Reliable: minimizing random error; and producing the same result consistently, given the same set of circumstances;

- Including the same observer or respondent;
- Comparable: enabling comparisons of results of effectiveness over time, and in different contexts;
- Non-directional: enabling a measurement of change in any direction;
- Precise: using clear well-specified definitions;
- Feasible: able to be measured, using available tools, methods, resources and skills;
- Relevant: clearly linked to an input, output, or outcome of the policy, strategy, programme, project or intervention, - being measured;
- Verifiable: able to be proven and tested empirically, - from a gender perspective.

FONERWA monitoring of projects will make use of the below good-practices checklist for gender-sensitive monitoring of project activities according to log-frame sex-disaggregated indicators and baseline data.

**GOOD-PRACTICE CHECK-LIST ON GENDER-SENSITIVE MONITORING OF PROJECTS:
GENDER MAINSTREAMING**

REPORTING BY PROJECTS AND INTERNAL FONERWA REPORTING ON PROJECT PROGRESS

- Are reports disaggregated all relevant data by sex?
- Is there reporting on the progress of gender affirmative actions and the disbursement of 'gender budget lines'?
- Do reports analyse the sex-disaggregated data they report? What is the reason for not achieving targets or exceeding gender targets for training or other project activities?
- Do reports analyse the effects and impacts of project activities on women, youth, children, elderly, people with disabilities, poor households?
- Are there any recommendations on mitigation of failed inclusion or any adverse and unintended impacts on any one sex or age group or social group?

SPOT-CHECK FIELD VISITS / MONITORING AT IMPLEMENTATION LEVEL

- When consulting the implementing partner and/or local authorities, are female staff equally included and do they have 'a voice' in the discussions?
- Are gender focal personnel consulted and are their advice noted?
- Has the district gender equality officer and machinery for women's empowerment been consulted and invited to join a spot-check visit to targeted communities. Is her/his advice noted?
- Are community consultations taking place at time, venue, with a duration, selection of topics, methodology and in a language, convenient to women, incl. illiterate women, - and do women and men share the floor and equally voice their opinions, problems, requests etc.?
- Is field visit reports gender-sensitive ? Do they report with sex-disaggregated data, and reflect both women's and men's opinions and needs?
- Do FONERWA female staff have equal access to, equal incentives and allowances and safety in transportation and accommodation during field visits?

EXTERNAL REVIEWS: (MID-TERM, ANNUAL ETC.) – TO DO LIST

TOR OF REVIEW TEAMS

- Review the project's positive, negative, direct, indirect, short-term, long-term effects on, respectively women and men, girls and boys, youth, elderly, poor households, people with disabilities and injuries etc.
- Review whether the project is on the right path; e.g. the appropriateness and relevance of project activities on women, men, girls, boys, youth, elderly etc.
- Ensure gender balance among review team and gender mainstreaming capacity in the review team;
- Ensure negative effects and impacts and social risks of project activities are identified and mitigated, e.g.:
 - Increase in women's unpaid workloads,
 - Exclusion of women or youth or people with disabilities in decision making bodies,
 - Restrictions on women's land, forest, water, energy access and control by men,
 - Child labour or trafficking,
 - Involuntary displacement of any person, household, group;
 - increased domestic violence, etc.
- Ensure gender balance in external **review teams**;
- Ensure gender mainstreaming and rights-based approach **expertise** in external review teams.
- Ensure project interventions are **adjusted according to results of review and monitoring** activities.
- Ensure that budget audits are sex-disaggregated / gender-sensitive – gender-sensitive budget audits;

PROJECT EVALUATIONS: TO-DO LIST

- Ensure that ToR of evaluations include evaluation of project positive, negative, direct, indirect, short-term, long-term impacts on, respectively, women and men, girls and boys, youth, elderly, poor households, people with disabilities and injuries etc.
- Evaluate relevance of project activities on women, men, girls, boys, youth, elderly etc.
- Ensure gender-sensitive evaluation of effectiveness, efficiency, sustainability of project activities.
- Ensure gender balance among evaluators.
- Ensure gender mainstreaming capacity in the evaluation team.
- Gender-sensitive audits / audit reports of project; % budget allocated and spent on transformative activities for women, girls, - other groups. (See below).

GENDER-SENSITIVE PROJECT EVALUATIONS:

The purpose of a specific evaluation is to assess the extent to which a project or another FONERWA or partner intervention has had an impact on gender inequalities within the intervention area; how well gender-relevant processes have been applied; and the extent to which combined funds or

projects were used to address gender-related issues.

There are different options for evaluating how projects have integrated a gender perspective, and what their gender-relevant outcomes are. These are evaluated and include:

- **Evaluation option 1. *Ex ante* gender assessment/evaluation** of the project's consideration of gender aspects (also called initial gender impact assessment – can be separate or during ESIA and due diligence in project identification and design phase.
- **Evaluation option 2.** Follow-up on gender-related projects results by integrating specific gender aspects in the project's main evaluations (**mid-term and *ex post* gender assessment / evaluation**), as well as in regular reporting;
- **Evaluation option 3.** Additional relevant evaluations, as suggested by managing authorities;
- **Evaluation option 4. Gender-budgeting evaluation / financial gender audits** and ex-post gender impact assessments, as described in the framework below.

STEPS TO INTEGRATE A GENDER PERSPECTIVE IN MONITORING AND EVALUATION PROCESSES

Evaluation options 1-3

- The evaluation should assess the project achievement of all specific gender objectives set out in the planning document, financial plan or other project documents. To do so, it should use the gender indicators defined by the project and included in the log-frame.
- If no specific gender objectives are defined, general evaluation criteria should be used, as outlined by international OECD / DAC evaluation guidelines: *effectiveness, efficiency, relevance, coherence and FONERWA added value, impacts, sustainability*.

Key questions

RELEVANCE

- Has the project effectively contributed to creating favourable conditions for advancing gender equality?
- Did the project respond to the practical and strategic needs of both women and men? (*see FONERWA gender analysis handbook*)
- Did it contribute to national, subnational and international/ regional or donor policy commitments and mandates on gender equality?
- Was the project's treatment of gender equality issues consistent and coherent throughout the implementation phase?
- Were adjustments made to respond to external factors (e.g. economic crisis, new government) that influenced gender relations?
- Was the project informed by relevant sex disaggregated baseline data?
- Was it informed by consultations with target groups and other relevant institutional stakeholders?

EFFICIENCY

- Did the project efficiently use resources to achieve gender equality results that benefited both women

and men?

- Did the project's monitoring, reporting and evaluation mechanisms ensure that gender criteria were included and that evidence on them was provided?
- Have reporting mechanisms been consistently used?
- Can links between resource allocations and outcomes be identified?
- Where resource allocations resulted in positive or negative outcomes for women or men, did this information inform corrective or 'next stage' action?

EFFECTIVENESS

- Has the project achieved its planned results/outcomes?
- Have the project's identifiable outcomes and results advanced gender equality and addressed local/subnational gender gaps?
- Have there been demonstrable benefits for target groups? Are there any differences for women and men in the outcomes secured?
- Were indicators and data on individuals disaggregated by sex to plan, implement and monitor the project?
- Have stakeholders (organisations, institutions, indirect target groups) benefited from the project interventions in terms of institutional capacity building on gender mainstreaming and the development of gender competence among their staff?

COHERENCE

- How have FONERWA Funds' finances been combined to address gender gaps and advance gender equality? For example, how have combined funds been used to improve the provision of infrastructure, address work-life balance, develop the local skills base, boost women's labour market participation, or increase diversity in SME leadership and in other industrial and occupational sectors?
- How have common gender equality objectives been articulated across FONERWA Funds, and how have these objectives been jointly monitored and reported?

FONERWA added value

- How does the project reflect the Rwandan national objectives on advancing gender equality?
- Has the project resulted in added value in terms of promoting gender equality compared with advances otherwise pursued? For example, has it led to advances as a result of different factors, such as coordination gains, legal certainty, greater effectiveness or complementarities?

EVALUATION OPTION 4 (GENDER FINANCIAL AUDIT)

A specific **gender-budgeting evaluation / financial gender audit** can be based on the following framework on four aspects of public finance. The evaluation may focus on one of these aspects, or address all four. It may evaluate the entire project budget, or a selected area or a specific project.

Assess the project for one or several of these four public finance aspects.

EXPENDITURES

- What is financed? Who is the beneficiary? What gender gaps are being targeted? How does expenditure reach both women and men in accordance with their needs? (For example, who is participating in which 'green jobs' or training of irrigation user groups?)

INCOME

- Who is paying tax, value added tax and/or fees? Who has to pay for certain services from their own pocket?

MACROECONOMIC EFFECTS

- What effects has the project had on the distribution of paid and unpaid work between women and men? What impacts has it had on local or subnational economic growth and sustainability?

DECISION-MAKING PROCESSES

- How have women and men been represented in the project's decision-making? For example, how has basic information been disseminated and made appropriate for a variety of stakeholders?

Assessing these issues can answer overarching questions such as the following.

- Have resources in the project budget reached both women and men?
- Have women and men been able to access services that meet their needs?
- Has the project been 'gender transformative'? For example, has it addressed underlying norms and values that perpetuate gender inequalities?

Analyse resource allocations within the project's core activity in relation to numbers, needs and preferences, taking into account the sex-disaggregated data gathered by the project — and, if possible, adding disaggregated data on other characteristics such as age, economic status, race, ethnicity, disability, time use, and the use of public spaces, facilities and resources — select a budget or activity to analyse. As part of your analysis, you can:

- Establish the total budget implemented;
- Ask 'who was reached? - identifying the groups targeted and specific data you have on these groups;
- Use data collected, existing studies, research and citizen inquiries to determine whether or not resources were used to meet the needs and preferences of the target group;
- Calculate resource allocations from a gender perspective, for example calculate the cost per group of women and per group of men separately and calculate the average cost per woman and per man;
- Draw comparisons and ask 'what would the impact have been on the project's total budget if women and men had received the same amount of support?'

Assess to what extent alternative or complementary resources and activities were needed

Beyond the project's resources, assess the extent to which alternative or complementary resources and activities were needed. These could include:

- Individuals' time or unpaid or voluntary work,
- Private funding for fees or other costs,
- Other public funding for premises, transport and other activities,
- Alternative private sector products and services.

It is important to ask

- What infrastructure investment accompanied the project activities?
- Who is using these resources? (Disaggregate the data/analysis between women and men and by other relevant characteristics.)

GENDER ASSESSMENT

- Analyse the results of the level 2 and 3 mapping (above). Are there differences in how resources were allocated (used) by women and men?
- What norms and values exist? Are these norms and values gender specific?
- Are women and men treated differently in the project? Are the activities dominated by women accorded a higher or lower value than those dominated by men?

OTHER ASPECTS OF GENDER-BUDGETING EVALUATIONS

What is an investment?

- Consider how investments in physical infrastructure have gendered dimensions: for instance, investments in the services and facilities that women and men access; or investments that can support work–life balance,
- Expanding the physical infrastructure of care facilities — such as nurseries and intergenerational social care facilities — can widen local labour markets and the tax base by generating new, sustainable jobs with significant returns on investment.
- Investments in the local care labour force and related skills are an example of investments addressing gendered occupational segregation; they mean investing in occupations wherein women are over-represented (and undervalued).
- It is also important to assess if ICT and digital infrastructure expansion efforts are addressing women's under-representation in higher paid, technical occupations.

9 Implementation and monitoring of the FONERWA Gender Mainstreaming Strategy

Preconditions for gender strategy application:

To ensure the effective *implementation of this gender mainstreaming strategy*, the FONERWA needs to pay particular attention to the following issues.

TWO MUST-HAVES IN GENDER STRATEGY AND ACTION PLAN IMPLEMENTATION:

- **Senior-level commitment** to implement the gender mainstreaming strategy is an important starting point. Staffs need to create a shared understanding of the value of gender integration within senior and middle management and amongst staff. This shared understanding can be created through training and workshops and consultancies.
- **Analysis of benefits and risks** in undertaking gender mainstreaming is important, particularly to mitigate identified risks. Risks may arise if the organisation does not follow through on its gender commitments, which in turn will affect its reputation. Another risk relates to a lack of commitment to use the gender analysis handbook and gender mainstreaming strategy, to improve gender equality in the organisation and its service and project portfolio.

‘Road Map’ for implementation:

Responsibility for ensuring gender mainstreaming across FONERWA Divisions and Functions will not be placed on a single person or small group, (e.g. a Gender Focal Point or Focal Group), - but be shared among *all* staff. Ownership of this strategy remains with all FONERWA staff.

The *implementation* of this strategy is a two-fold process; multi-dimensional. Firstly, to make this strategy operational and ensure its implementation, two Gender Action Plans (GAPs) have been developed: a *Strategic Gender Action Plan* and an *Annual Gender Action Plan (2020-21)*. The two GAPs can be considered as linked documents to this strategy, and are presented in Annex 2 and Annex 3.

Secondly, the Annex 4 of this strategy provides a tool (a matrix) for a *participatory exercise* on gender mainstreaming of all existing and current staff job descriptions (Functions and Tasks, assigned to individual FONERWA staff). The same job descriptions / key Functions have informed this entire strategy.

To mitigate the gender blindness in all existing / current job descriptions, this template can be filled in by the FONERWA staff in a close dialogue with the JTA team. As FONERWA job descriptions are being revised and updated, the gender mainstreaming will be *inherent / fully integrated* in the assigned Tasks and Functions – as guided by the Function-specific gender mainstreaming strategies, described in each above narrative chapter.

During 2020 and 2021, the JTA consultants will support FONERWA with the ‘roll-out’ of the strategy. The envisioned methodology for the implementation of the gender mainstreaming strategy will be *on-the-job training and coaching* of individual staff in integrating the relevant Function-specific strategies in their individual job-descriptions, with *learning-by-doing* approach to implementation of the strategy. Also, gender-sensitisation training and internal thematic group sessions or workshops may be relevant, as per FONERWA demand and needs, and on ad-hoc basis. Such training will be included in FONERWA’s capacity building plans.

Monitoring of the implementation of gender strategy will become part of / inherent in the staff performance monitoring and evaluation system, as well as inherent in the monitoring of FONERWA's strategic and annual plans.

This gender mainstreaming strategy can be considered a '*living document*' and shall be implemented gradually over coming years – as part of daily tasks of all staff and during the implementation of FONERWA's strategic and annual plans.

This gender strategy should *inform and be inherent in* the coming/next FONERWA Strategic Plan (2021-25) and its next Annual Action Plans and be further *merged* in such future FONERWA plans and strategies.

The implementation of the strategy will be externally monitored by the national GMO, in general and as part of FONERWA's coming enrolment in the on-going national Gender Seal Certificate programme, under the GMO.

10 Annexes

Annex 1: Literature consulted and useful links

<https://www.iisd.org/articles/gender-climate-change>

www.<https://gmo.gov.rw/index.php?id=188&L>

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http://www.gmo.gov.rw/fileadmin/user_upload/ANNUAL_REPORT_2018_2019.pdf

Ministry of Gender and Family Promotion (2018), Republic of Rwanda: “Strategic Plan for Gender and Family Promotion (2018-2024)”.

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Ministry of Infrastructure (2017), Republic of Rwanda: “infrastructure Gender Mainstreaming Strategy (2017/18-2021/22)”.

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“FONERWA Detailed Action Plan 2019-20”.

“FONERWA Monitoring and Evaluation Results Matrix (2018-24)”.

“FONERWA Strategic Plan 2018-21” (2019).

“FONERWA Operational Procedures Manual”. (2018)

African Development Bank Group (2014): “Investing in Gender equality for Africa’s Transformation”

UNDP-Rwanda (2018): “Gender equality Strategy: UNDP-Rwanda (2019-22)”.

<http://documents.worldbank.org/curated/en/820851467992505410/pdf/102114-REVISED-PUBLIC-WBG-Gender-Strategy.pdf>

<https://eige.europa.eu/gender-mainstreaming/toolkits/gender-institutional-transformation/step-4-developing-gender-mainstreaming-strategy-and-working-plan>

<https://www.giz.de/en/downloads/giz-2019-en-gender-strategy.pdf>

SIDA:

https://www.government.se/4acfa2/contentassets/3e6be18734b94807b98a7b4d4c970d81/strategy_genderequalityandwomensrights-002.pdf

<https://www.sida.se/English/partners/methods-materials/gender-tool-box/>

British FCDO:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/708116/Strategic-vision-gender-equality1.pdf

KfW:

<https://www.genderingermadevelopment.net/custom/images/contentBilderGalerie/bilderGalerie1000497/KfW-The-Gender-Strategy-of-KfW-Entwicklungsbank-2011-EN.pdf>

GIZ:

“Gender reloaded: Vision needs Attitude –Attitude meets Action”. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. (2019).

<https://www.genderingermandevelopment.net/gender-mainstreaming4.html>

Department of Environmental Affairs (2016): *“Strategy toward gender mainstreaming in the environment sector 2016 – 2021”*. Pretoria, South Africa.

https://malechampionsofchange.com/wp-content/uploads/2018/04/We-Set-The-Tone_Eliminating-Everyday-Sexism.pdf

International Labour Organisation, *“A Manual for Gender Audit Facilitators”*. The ILO Participatory Gender Audit Methodology. 2012.

“Gender in Resettlement: Checklist”. Asian Development Bank (2003).

“Gender Tool Kit: Public Sector Management”. Asian Development Bank (2012)

<https://www.adb.org/themes/gender/checklists-toolkits>

<http://www.oecd.org/gov/budgeting/gender-budgeting.htm>

<https://igvmiefh.belgium.be/sites/default/files/downloads/20%20%20Public%20procurement%20contracts.pdf>

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Annex 2: FONERWA Strategic Gender Action Plan

FONERWA 'Strategic Gender Action Plan / GAP (2018-2021) is aligned with the current FONERWA Strategic Plan (2018-21)

#	Core Pillars of Strategic Plan:	Suggested <i>gender mainstreaming</i> action:	<i>Gender mainstreaming performance indicators:</i>	Responsible person / group:	Timeframe :	Estimated Cost:
A	FONERWA Five-year Strategic Plan (2018-21): <i>RESOURCES MOBILISATION</i>					
A.1 Mobilize resources through private, bilateral and multi-lateral partnership and attract climate finance from domestic sources (STRATEGIC OBJECTIVE)						
1.	A1.1 Develop and update Resource mobilization / investment strategy	<ul style="list-style-type: none">Conduct resource and donor mapping from a gender perspective and identify ‘gender donors’ in environment and climate change / all sectors;Engage gender expertise / gender consultant in gender mainstreaming of the strategy;Ensure gender mainstreaming at all stages of the resource mobilization cycle in all relevant chapters of strategy;Ensure gender budgeting and auditing / disbursement sex-disaggregated and gender indicators.	<p>Number of ‘gender (machinery) organisations’ identified during resource and donor <i>mapping</i> includes;</p> <p>List of possible projects/ activities for promotion of gender equality in all ‘Windows’ with budget, and potential donors, - prepared;</p> <p>Gender-sensitive Resource Mobilisation strategy in place.</p>	<i>TBD and added by FONERWA during GAP implementation</i>	<i>TBD and added by FONERWA during GAP implem.</i>	<i>TBD and added by FONERWA during GAP implem.</i>
2.	A1.2 Implement strategy/Attend regional/COP forums	<ul style="list-style-type: none">Position FONERWA as a <i>gender-sensitive and responsive</i> ‘green fund’ at regional/COP forums;Bring Gender to the high-table discussions;Ensure <i>gender balance</i> in FONERWA team, attending forums/events;	<p>Number of events attended, during which FONERWA raised the gender issue in climate change and environment;</p> <p>Number of FONERWA staff participating in events, - disaggregated by position, sex, type of events, country of event;</p> <p>Number of gender equality / women's</p>			

			empowerment organisations approached for funding; - by organization, country; Number and amount of funds received from donors listed, belonging to gender equality machineries/ international, national, CSOs;- by amount of fund, by name and type organization and country % amount in raised fund allocated / 'targeted'/ ear-marked to gender (budgeting); - by type of activities, source of fund;			
A2.0 Prepare and submit for Accreditation to GCF						
3.	?	<ul style="list-style-type: none">Position FONERWA as a gender-sensitive and gender-responsive green fund / <i>share this gender-sensitive strategic plan and gender mainstreaming strategy 2020 (this) and the gender analysis handbook (2020) with potential donors/ partners.</i>	Accreditation documents reflect FONERWA's gender competences and gender mainstreaming in essential information and documents;			
B	FONERWA Five-year Strategic Plan (2018-23): FUND MANAGEMENT					
B1.0 Provide financial and technical support to public and private sector investors, Civil Society Organizations (CSOs) (STRATEGIC OBJECTIVE)						
4.	B1.1 Plan, program, monitor and evaluate Fund portfolio	<ul style="list-style-type: none">Ensure gender-sensitive project log-frames with gender outcomes, outputs, indicators and sex-disaggregated targets / indicators;Ensure gender budgeting (see below) targeted and budgeted project activities for women's empowerment, men's and youth empowerment and for promotion of gender equality in sector and project area;Ensure project formulation includes ex-ante	% FONERWA project documents that include gender-sensitive log-frames, gender budgeting; Disbursements for gender equality in each FONERWA project – per month/year and per activities- number of beneficiaries by sex, location; % FONERWA-supported projects with Equal / equitable participation and benefits			

		<p>gender impacts/risk assessment; gender analysis in the relevant sector and targeted area; gender action plan;</p> <ul style="list-style-type: none"> • Ensure project / fund M&E is based on sex-disaggregated data, gender data and indicators and all report formats are gender-sensitive asking for progress on disbursement and implementation of gender-affirmative activities; • Include ex-post gender impact assessment in all ToR of project review and evaluation teams; • Ensure gender balance in external review teams; • Ensure gender expertise among external consultants for reviews and evaluations. 	<p>to female and male members of targeted communities;</p> <p>% Female participation in every public meetings, community training and user groups/ cooperatives – supported by FONERWA projects / funds;</p> <p>% Sample project reports with sex-disaggregated data and information on progress on gender equality, impacts on women, constraints, risks and mitigation measures.</p>			
	B1.2 Coordinate and manage day-to-day activities of the Fund	<ul style="list-style-type: none"> • Ensure all project training and excursion activities have min. 30-50% participation of women; and gender balance among trainers; training content decided by women; • All community meetings and training activities take place in a venue, at a timing, duration, methodology, content, language decided by both men and women and convenient for women; • Coach project staff / implementing partners on gender-sensitive implementation; train them, if necessary; • Liaison with district Gender machinery and 	<p>No. of persons, participated in project training and excursion activities – by sex of trainees and trainers (% women) by location, time, venue, training subject, project name, duration, - per week/month/year;</p> <p>No. Community meetings and public hearings conducted per project, by number of participants – by sex (% men), by project name, venue, time, duration, meeting /tour subject, - per week, month, year;</p> <p>No. of project staff / implementing partners trained in gender-responsive project cycle ; _ disaggregated by sex and position of</p>			

		<p>CSO for successful project implementation;</p> <ul style="list-style-type: none"> Liaison with GMO and GFP in Min. Environment for successful project implementation. 	<p>trainers, trainees, time, duration, venue, - per project, month, year;</p> <p>No. of projects events, with participation of GFP (district level, - or CSO);</p>			
5.	B1.3 Provide regular (quarterly and annual) progress updates to BODs	<ul style="list-style-type: none"> Ensure all reporting templates are gender-sensitive and reporting is done with sex-disaggregated data and information on constraints, progress, impacts of project on gender equality and women's empowerment; Include gender expertise among review and evaluation teams; gender mainstreaming of ToR of review teams, and gender balance in team. 	<p>Gender-sensitive and gender-responsive quarterly and annual progress reports with sex-disaggregated data and analysis of progress on promoting gender equality, barriers, constraint to women's empowerment and inclusion of youth and suggested mitigation measures with budget lines.</p>			
6.	B1.4 Technical and financial reviews of project proposals (Targeted biannual call/Rolling PS)	<ul style="list-style-type: none"> Ensure Calls-for-Proposals (CfP) explicitly ask for gender expertise in bidding organization; and due attention to how the project will promote gender equality, women's empowerment, inclusion of youth, how activities will benefit women, contribute to elimination of poverty and gender-based violence; social risks. Ensure gender mainstreaming of all PPD and PD templates (done January 2020) Ensure bid eligibility criteria include <i>"proven record of gender mainstreaming"</i> Ensure proposal evaluation criteria include scoring points for gender-sensitivity in proposal and organisation's gender expertise and experience: award proposals with gender 	<p>% Women's organisations or women-led organisations among bidding agencies;</p> <p>% Budget in each proposal allocated for promotion of gender equality / women's empowerment, men's and boys' awareness, prevention of gender-based violence, include affordable and time-saving technologies; etc. Etc. (Gender budgeting);</p> <p>% Proposals with quotas for women's participation in leadership and decision making bodies (user groups, cooperatives);</p> <p>% Proposals that include skill-training activities for green jobs for women and youth, people with disabilities etc.</p> <p>% Proposals that includes a brief gender analysis in the respective sector areas; a</p>			

		<p>budget; sex-disaggregated information and baseline data, gender analysis and gender action plan, gender balance in project staff, GFP in place;</p> <ul style="list-style-type: none"> • Ensure gender balance in proposal evaluation team / external evaluators; • Ensure non-exclusion of women-owned/ women-led organisations / bidders; • Ensure representation of gender machinery/ GMO in FONERWA Board and fund award decision-making. • Ensure coaching and training of short-listed implementing partners. 	<p>gender impact & risk assessment with suggested mitigation measures;</p> <p>% Proposals with sex-disaggregated baseline data;</p> <p>% Proposals with proven gender expertise;</p> <p>No. Short-listed implementing partners that have attended gender mainstreaming training by FONERWA – disaggregated by sex of trainees, and trainers, and number of hours/days.</p>			
7.	B1.5 Develop and operationalize Environmental and Social Management Framework (ESMF)	<p>Done 2020</p> <ul style="list-style-type: none"> • Ensure gender mainstreaming in ESMF and/or implementation of this gender mainstreaming strategy for ESMF; • Ensure ex-ante gender impact assessment and risks assessment (below) as an integral part of ESIA – or as stand-alone surveys; • Ensure women and district gender machinery are invited and their meaningful participation in public consultations / hearings; • Ensure public consultations are planned with women and men, both, and take place at a venue, time, of a duration, with a methodology, content and language, convenient for women; 	<p>ESMF 2020 is gender-sensitive with all suggested gender mainstreaming actions (see column to the right);</p> <p>Gender balance in due diligence survey teams;</p> <p>Tor include paragraphs on gender impact / risk assessment,</p> <p>% Women among each public hearing audience;</p> <p>% Women in resettlement committees;</p> <p>Sex-disaggregated and gender baseline data include all data (see chapter on gender mainstreaming of ESIA above);</p>			

		<ul style="list-style-type: none"> • Ensure gender mainstreaming in social safeguards and due diligence surveys: <ul style="list-style-type: none"> - Gender balance among survey teams, - Gender mainstreaming of survey ToR; - Gender expertise in survey team; - Due attention to sex-disaggregated baseline data, social safeguards and risks (see below). - Ensure gender-sensitivity and women's equal participation in decision making on all aspects of resettlement. 				
8.	B1.6 Develop and implement risk management framework	<ul style="list-style-type: none"> • Include social risks / social safeguards such as: <ul style="list-style-type: none"> - Increasing gender-based violence and conflicts in targeted communities; - Involuntary resettlement; - Grabbing women's land plots; - Child labour; - Human trafficking and smuggling; - Sexual harassment in the work place / project implementation; - Violation of labour law and core labour standards and decent employment; - Exclusion of people with disabilities; - Exclusion of women in employment, decision making in cooperatives, user groups, and from benefits from project interventions, from public consultations; - Exclusion of the poor and marginalized, orphans, people with disabilities etc. - Bypassing women in skill training and business development; 	<p>Number / % of listed social risks included in risks management framework;</p> <p>Number of gender-responsive risk mitigation measures put in place;</p>			

		<ul style="list-style-type: none">- Adding to women’s hardship and work loads and increasing their time poverty;- Excluding female contractors; researchers, technical staff.• Ensure to include mitigation measures for any identified potential social risk.				
C	FONERWA Five-year Strategic Plan (2018-23): <i>PROGRAM DESIGN & CROSS-SECTOR COORDINATION OF ENVIRONMENT AND CLIMATE FINANCING</i>					
C1.0 Coordinate cross-sector green, climate finance and support design of programs that will successfully deliver environment and climate change results and benefits (STRATEGIC OBJECTIVE)						
9.	C1.1 Work with stakeholders in priority sectors to design programmes to implement high quality impactful flagship projects/programs	<ul style="list-style-type: none">• Select partners / stakeholders with proven ‘gender expertise’ e.g. CSOs;• Seek funds from organisations with a gender focus/ gender machinery in environment and climate change / all sectors; (see above, 5 year GAP)• Liaison with GMO, Environment Ministry GFP: donors (SIDA (Swedish Embassy), KfW, DFID, WB, EU etc.);• Ensure gender mainstreaming of ‘flag-ship’ project PROPOSALS– any sector and ensure:<ul style="list-style-type: none">- Gender impact assessment, (ESIA)-project impacts, climate change impacts, impacts on environmental degradation on women, men.- Gender Analysis (sector and place-specific);- Social risk and vulnerability assessment;- Collection of sex-disaggregated socio-	<p>% ‘Gender machinery organisations’ among selected financial partners/donors or implementing partners;</p> <p>% Gender-sensitive and gender-responsive proposals among all proposals developed per month/year; (see column on good practices proposal / project design);</p> <p>% Of each project budget / financial proposal that is allocated to ‘gender budgeting’ – see list of activities for gender budgeting / targeted activities for women, men and gender equality; youth etc.</p>			

		<p>economic and population and sex-disaggregated time-use baseline data,</p> <ul style="list-style-type: none"> - Gender-sensitive Log-frames with sex-disaggregated indicators and gender equality indicators / assumptions, etc. - Targeted activities /gender budgeting: e.g. a budget for gender mainstreaming training of implementing partners / field staff, - Budget for recruitment of GFP in implementing partner organization; include time-saving technologies, affordable technology; - Skill-training for both women and men, facilitate land tenure for women / legal and rights education, - Credit and entrepreneurship training for women, - Training on household work and gender equality for men and adolescent boys, - Ensure equal opportunities in ‘green employment’; - Awareness campaigns on gender-based violence; - Quotas for women’s participation and leadership in user groups and cooperatives (any sector); - Budget for involving District gender officer in project-related training / female extension workers; - Safety measure for women and adolescent girls in disaster management plans; 				
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		<ul style="list-style-type: none"> - Include budget and targeted activities for youth training and employment in the sector; - Ensure the project leave-no-one-behind and do-no-harm on any one group; - Ensure social safeguards and compliance with labour law and mitigation measures and budget for any social risks; - Do not exclude people with disabilities and marginalized communities and the poor / do-no-harm. - Ensure projects avoid involuntary resettlement/ ensure women's participation in all aspects of relocation, housing, and other mitigation decision-making. • Include gender expertise and ensure gender balance in all project survey and review, research teams + gender mainstreaming in ToR of consultants. 				
10.	C1.2 Support management and communication of results through knowledge management	See 12, below.				
11.	C1.2.1 Data & information management systems	<ul style="list-style-type: none"> • Ensure sex-disaggregated data entry and analysis (statistics and 'people' data disaggregated by sex/female-male, and where relevant also by age, youth- (green jobs); 	<p>Number of data bases / topical with sex-disaggregated data;</p> <p>Data analysis reports present sex-disaggregated data and analysis and mitigation actions, if gender inequality / male-bias;</p>			

12.	C1.2.2 Lesson learning & dissemination	<ul style="list-style-type: none">Select and prepare <i>good practice gender mainstreaming</i> case stories – from FONERWA project portfolio;Prepare a <i>gender-sensitive photo collection</i> from FONERWA projects;Review of existing photos and project sites on FONERWA Website and public info material and replace with gender-sensitive text and photos / eliminate gender stereotypes and male bias in texts and photos;	<p>Number of ‘gender case stories’ posted on FONERWA Web-site; with gender-sensitive photos;</p> <p>Gender audit of Website conducted and revising of text and photos;</p> <p>Number of public information material (pamphlets, folders, reports etc.) revised for gender-sensitivity;</p>			
D	FONERWA Five-year Strategic Plan (2018-23): INSTITUTIONAL AND ORGANIZATIONAL CAPACITY DEVELOPMENT					
D1.0 Strengthen the institutional and organizational capacity to deliver on fund’s ambitious mandate (STRATEGIC OBJECTIVE)						
13.	D1.1 Strengthen Human procedures and apply them to recruit competent staff	<ul style="list-style-type: none">Ensure job advertising is gender-sensitive in language and explicitly mentioning that FONERWA is an inclusive and gender-sensitive organization;Include “<i>proven record of gender mainstreaming / gender expertise</i>” in all job “Qualifications” and selection criteria for applicants / CV scoring points;Ensure equal opportunities for female and male applicants, ‘blinding’ names of applicants during CV/ application review;Ensure equal no. of female and male applicants, invited for interviews;Ensure gender-sensitive language or attitudes	<p>% Female among FONERWA staff – by position, age;</p> <p>% Female among FONERWA leaders / division managers;</p> <p>% Women among job applications- any position;</p> <p>% Women among short-listed and interviewed applications;</p> <p>% New technical staff with proven ‘gender expertise and experience/competence’;</p> <p>Budget disbursed for gender ‘audit’ and gender mainstreaming of FONERWA Website and Information and</p>			

		<p>and behavior during job interviews and equal treatment and evaluation of candidates;</p> <ul style="list-style-type: none"> • Aim at and lobby for gender balance in leadership and promotion within FONERWA; • Ensure equal pay for equal value work and compliance with labour law and Government public employment rules; • Development / elaborate on a policy- on for zero-tolerance of everyday sexism and any sexual harassment in the work place; and a confidential complaint modality; • Create measures for identifying and acting on every-day 'hidden' or obvious sexism; • Review HR manual and ensure gender-sensitive language and integration of any missing gender issue (e.g. provisions for longer paternity leave), if needed. 	<p>Communication material;</p> <p>Salary analysis among equal position male and female staff;</p> <p>Every-day-sexism topic included in HR Manual / staff policy on zero-tolerance of sexual harassment in the work place;</p>			
14.	D1.2 Develop and implement a staff capacity development plan	<ul style="list-style-type: none"> • Conduct training needs assessment on gender mainstreaming, • Include training on gender-sensitization and competence for key staff / engage consultants/ gender expertise in training on specific Functions or for each Division staff – in roll-out/ implementation of the FONERWA Gender Strategy (this); • Or engage consultants in on-the-job training of individuals in gender mainstreaming / strategy implementation; 	<p>Number FONERWA staff, having attended <i>gender mainstreaming</i> training and/or gender awareness training - in their respective Functions or as groups – disaggregated by sex, position of trainees / staff and trainers and month/year;</p> <p>Budgets allocated and disbursed for consultancy on gender mainstreaming capacity building training / on-the-job training for implementation of gender mainstreaming strategy (this); - per month/year;</p>			

15.	D1.3 Assignment of roles and responsibilities and development of staff work plans and KPIs, many and somehow confusing	<ul style="list-style-type: none"> • Prepare job-descriptions for office support/assistant staff (cleaners, kitchen managers, peons) and ensure gender equality in working conditions and pay; • Conduct or engage consultants for integration of the / this gender mainstreaming strategy in all FONERWA job-descriptions – in close dialogue with individual staff. 	<p>Number of job-descriptions for support staff, developed in a participatory manner;</p> <p>Number contracts signed by support staff, which includes paragraphs on zero-tolerance of sexual harassment in the work place and sexism;</p>			
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Appendix 3:

FONERWA One-year Gender Action Plan 2020/21

The below one-year GAP is *aligned with FONERWA's Annual Action Plan 2020/21*.

FONERWA annual ACTION PLAN 20/21:	Planned activities:	Suggested <i>gender mainstreaming</i> actions:	<i>Gender mainstreaming performance</i> indicators:	Responsible person / group:	Timeframe :
				<i>TBD and added by FONERWA during GAP implementation</i>	<i>TBD and added by FONERWA during GAP implem.</i>
Output 1: Conservation and management of natural resources strengthened and sustained as a result of the Fund					
Indicators: 1.1. Area (ha) of land secured against erosion 1.2. Area (ha) forest and agro-forest cover (disaggregated by afforestation / restored forest / agroforestry) 1.3 Area (ha) of watersheds and	01-To support Central Government approved projects 02-To support Districts approved projects	<ul style="list-style-type: none"> Ensure that women's private land is not excluded from security services; Ensure land, forest, water bodies that women and marginalized people frequent and <i>use</i> is not grabbed / seized but being secured; (ensure women's and marginalized people's access and <i>usu fruct</i> land and forest rights are not violated) or; Ensure that alternative land, forest, water plots are given to women and marginalized people, for use (compensation); 	Per project, location, month, year: % Secured (private) land – disaggregated by sex of household head (FHH/MHH) / belonging to woman; (land title in woman's name); No. of HH having been compensated for loss of access and <i>usu fruct</i> land, forest, water areas – due to 'security projects'; - by sex of household head (FHH/MHH), poverty level, type and size of compensation; No. of complaints over lost access to		

water bodies protected		<ul style="list-style-type: none"> • Ensure equal opportunities for women and men, and youth and poor, in 'green jobs' related to land rehabilitation; equal pay for equal value work; women-friendly working conditions; zero child labour, zero sexual harassment in the work place; • Avoid involuntary resettlement; if unavoidable, ensure women's participation in all resettlement decision making; 	<p>land, forest, water access, filed and responded to, - disaggregated by sex of HH head (FHH, MHH); poverty level of household; type of loss, complaint topic,</p> <p>No. of court cases filed against local or central Government by affected households (FHH, MHH);</p> <p>No. Local people employed in 'green job' by projects – disaggregated by sex, youth, type, duration, location, payment, - (% women, % youth);</p> <p>% Female members in local resettlement committee/groups.</p>		
• Output 2: Renewable energy and other environmentally sustainable, low carbon and climate resilient practices and approaches adopted, developed and/or improved for use in Rwanda, as a result of the Fund					
Indicators: 2.1. Number of low carbon and climate resilience related studies conducted and disseminated 2.2. a) Installed capacity (MW) 2.2. b) Number of households with improved access to	01-To support local companies approved projects 02-To support local NGO'S	<ul style="list-style-type: none"> • Ensure integration of gender perspective and actions (gender analysis / gender impact assessment) in survey ToR; • Ensure 'gender expertise' in survey teams; and gender balance in team (50% women in team); • Ensure equal participation of women and men in surveys – as informants; • Ensure technology services are 	Per project and location, per month, year: % Studies with gender-sensitive tor, % Women in survey teams; No. Of Gender Experts in survey teams; % Women among individual survey / interviews participants/ informants ; % FHH among all participating households; No. Households benefitting from improved access to clean energy – disaggregated by head of HH head / - no. ICS installed by		

<p>clean energy</p> <p>2.3. Number of green private businesses supported</p> <p>2.4. Tonnes of Co2 equivalent emissions avoided as a result of FONERWA funding.</p> <p>2.5. Number of people supported to cope with effects of climate change (Disaggregated by Male, female and Youth)</p>		<p>available, accessible, acceptable, affordable and convenient for women and FHH; - involve local communities and female users in testing and decision making on technology;</p> <ul style="list-style-type: none"> • Ensure and facilitate equal opportunities for women and men – and youth - in entrepreneurship training and equal access to business finances; • Ensure equal opportunities for women, men and youth and social inclusion in ‘green jobs’ generated; • Ensure gender dimension in training curriculum; • Conduct gender analysis of climate change impacts and resilience and coping strategies – by women, men, respectively, - • Design support services based on sex-disaggregated baseline data and information, gender climate change impact assessment and (Local / sector) climate change gender analysis; • Ensure gender balance in extension 	<p>women, young entrepreneurs;</p> <p>No. / % ICS installed in FHH;</p> <p>% (Women’s, girls’) time saved on energy (fuel collection, cooking, cleaning) –</p> <p>% Reduction in number of sexual violence cases, filed by women to local authorities; (gender-based violence during fuel wood, water, NTFP collection);</p> <p>% Reduction in smoke-borne eye, skin, respiratory diseases among women/girls, primarily – as reported by local health clinics / pharmacies;</p> <p>% Reduction in burn accidents (children, women);</p> <p>No. Clean technology introduced, tested and selected by women;</p> <p>% Female entrepreneurs among businesses, supported;</p> <p>% Loans and credits taken by/ given to female entrepreneurs;</p> <p>No. Local businesses trained and sensitized on gender equality; gender-based violence; - disaggregated by sex of trainees and trainers (e.g. % men among trainers and trainees);</p> <p>No. Local people benefitting from ‘green jobs’ / employment in clean energy promotion – disaggregated by sex, age.</p>		
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		<p>services and among trainers;</p> <ul style="list-style-type: none"> • Ensure gender balance in newly established irrigation, forest, water user groups/committees and in cooperatives – leadership and decision making bodies; • Ensure gender dimension in disaster management plans; 	<p>% Increased income per ‘green worker’ – discrimination by sex, age;</p> <p>No. Of gender analysis and gender impact assessments conducted in affected communities / sectors;</p> <p>% women and FHH, % youth, % people with disabilities and poor households among peoples, supported on climate change coping; - by type of support;</p> <p>No. Land titles facilitated for FHH,</p> <p>No. Rain water harvesting infrastructure facilitated for FHH;</p> <p>No. Alternative fuel made affordable and available for FHH;</p> <p>% Time saved on water collection, NTFP collection, irrigation etc. – discrimination by women, men; girls, boys;</p> <p>No. Trainings conducted for farmers in climate change adaptive agriculture methodologies, new crops, changing seasons etc. – by sex of head of households; by sex of trainees and trainers (% female farmers, % female extension workers/ trainers)</p> <p>% Agriculture technology and inputs distributed / purchased by FHH;</p> <p>% Women in newly established irrigation, water, forest user groups or cooperatives; - by positions;</p>		
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			<p>% Disaster management plans with gender-based violence prevention measures / safety plan;</p> <p>No. Awareness campaigns on risks during disaster: risks of gender-based violence and leaving women, pregnant women and children, elderly and people with disabilities behind in emergency situations.</p>		
Output 3: Environment and climate change issues mainstreamed into policies, programmes, plans budgets and activities for public and non-public agencies					
<p>Indicators</p> <p>3.1. Environment and climate Knowledge products produced and disseminated</p> <p>3.2. Number of programmes of action in the Green Growth and climate resilience Strategy supported</p> <p>3.3. Number of green jobs created as a result of the fund</p>	<p>01-To support Central Government approved projects</p> <p>02-To support Districts approved projects</p> <p>03-To support local NGO'S</p>	<ul style="list-style-type: none"> • Ensure gender audits and gender mainstreaming of policies, programmes – simultaneously with mainstreaming of environment and climate change issues; • Ensure gender-sensitive knowledge products and positive portraying of both women and men in photos, texts and case stories; gender-sensitive language; non-stereotypes or sexist documents; • Include case stories with women in knowledge projects (any sector); • Ensure FONERWA support to programmes is gender-sensitive with sex-disaggregated baseline data, participatory gender analysis, gender impact assessment, and gender-sensitive project documents (log- 	<p>No of policies, programmes, legislation reviewed from a gender perspective and amendments suggested by FONERWA;</p> <p>No. Knowledge products with a gender focus or gender dimension, produced by FONERWA;</p> <p>No. Programmes and actions based on sector / environment/ climate change gender analysis and gender impact assessments and sex-disaggregated baseline data- gender-sensitive log-frames.</p> <p>No programmes/projects, actions with <i>gender budgets</i>;</p> <ul style="list-style-type: none"> • Activities and technologies for reducing women work loads and saving time (water harvesting, irrigation, ICS , NTFP, land use/agriculture, processing/energy, 		

		<p>frames, surveys, gender budgeting);</p> <ul style="list-style-type: none"> • Ensure equal opportunities in green jobs; • Ensure implementation of green growth and climate change resilience actions is gender-responsive and equal participation in training and opportunities, and equitable benefits for women and men, gender expertise in implementing partners organization; training on gender mainstreaming of implementing partners; gender awareness and campaigns against gender-based violence etc. in communities; 	<p>child care, etc.),</p> <ul style="list-style-type: none"> • Activities for women's skill training and entrepreneurship; • Credit lines for women and poor households; • Facilitation of land titles for FHH or joint husband/wife titles; • Gender-sensitisation training of implementing partners and communities, • Awareness measures to reduce gender-based violence; • Activities and awareness for men and boys – households and care work, agriculture work; • Gender action plans for emergency / disaster management projects; • Quotas for women's participation in user groups, cooperatives leadership position, decision making bodies; <p>% Women and youth among 'green job' workers; salary – disaggregated by sex, age, work tasks.</p>		
Output 4: Resource mobilization and partnership strategy effectively implemented					

<p>INDICATORS:</p> <p>4.1. Number of bilateral, and multilateral partnerships/agreement signed to support green initiatives</p> <p>4.2. Number of proposals developed and submitted to partners for funding</p>	<p>1. Development of financial instruments</p> <p>2. Formulation of 2 projects proposals to be submitted to potential funders/partners</p> <p>3. Dissemination and implementation of strategy</p>	<p>FONERWA resource mobilization:</p> <ul style="list-style-type: none"> • Identify ‘gender machineries’ / organizations with gender focus and for women's empowerments in environment and climate change ‘sectors’ all sectors – during fund and donor mapping; • Include “gender mainstreaming” – “attention to and promotion of gender equality” in all MoU and partnership agreements; • Ensure all selected partners (selection criteria) have proven record of gender mainstreaming and expertise; • Ensure gender mainstreaming of all FONERWA project proposals; engage expertise where necessary; 	<p>No of gender-sensitive partner organisations, selected;</p> <p>Amount of ‘gender funds’ approached;</p> <p>Both FONERWA project proposals are based on:</p> <ul style="list-style-type: none"> - Gender review of relevant legislation and literature; - Gender-sensitive ESIA / Gender impact assessment in the relevant sector/intervention area / social safeguards and due diligence; - Gender analysis in technical area/sector, - Sex-disaggregated baseline data (female-male); <p>Proposals include gender budgeting (<i>see list of potential activities, above</i>) – i.e. budget lines for activities for promotion of gender equality and women's empowerment in implementing partners organisation and among project stakeholders + youth involvements – and awareness raising and elimination of gender-based violence, child labour, human trafficking, time and work reducing technologies, skill training and credit lines etc. etc.; (see above)</p> <p>Proposals include gender-sensitive log-frame with sex-disaggregated indicators and indicators for progress on gender equality;</p>		
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			<p>Proposals include a gender action plan – linked to gender budgeting - on how the project will ensure gender mainstreaming in project cycle;</p> <p>Partnership agreements / MoU include paragraphs where FONERWA and partners commit to gender-sensitive project / fund implementation and project cycle management (planning, monitoring, evaluation, capacity building, audits)</p>		
Output 5: The Fund is sustainable, cost effectively and transparently managed					
<p>INDICATORS:</p> <p>5.1.a) % of Project Profile Documents reviewed within 20 working days</p> <p>5.1.b) % of Project Documents reviewed within 90 working days respectively, and in accordance with agreed screening procedures</p> <p>5.2.1. Cumulative % of total funds committed to</p> <p>a) Private sector</p>	<p>1. Organization of call for proposals outreach/events</p> <p>2. Coordinate the selection of CSOs to be supported and entry point /programs for proposals development</p> <p>3. Support and assistance to the CSOs members in planning , delivering, monitoring and reporting</p> <p>Review and analysis of received proposals</p> <p>Disbursement to</p>	<ul style="list-style-type: none"> Ensure CfP announcements explicitly asks for gender-sensitivity and proven records of applicant organization in gender mainstreaming and promotion of gender equality; (eligibility criteria includes gender expertise); Ensure gender mainstreaming / integration of gender dimension in PPD and PD templates (done January 2020); Conduct gender mainstreaming training of short-listed potential implementing partners, coaching, Prepare training material, checklists and a gender analysis handbook (for implementing partners and FONERWA team); - <i>done March-April 2020.</i> 	<p>Increasingly gender-sensitive CfP;</p> <p>Gender-sensitive PPD and PD templates being launched among applicants;</p> <p>No. Applicants trained in gender mainstreaming of project cycle and gender-sensitive proposal preparation;</p> <p>No. Gender mainstreaming training materials and Window / sector-specific gender analysis handbooks prepared;</p> <p>% Gender-sensitive proposals received among all bidders;</p> <p>% Women among proposal reviewers, No Gender Experts among proposal reviewers and evaluators;</p>		

b) Government c) CSOs 5.2 2. Cumulative % of total funds disbursed to a) Private sector b) Government c) CSOs 5.3. a) % of implementing projects that demonstrate a community participation; 5.3. b) % of implementing projects that demonstrate a gender focus	projects to speed up the implementation 1. Gender review /audit of relevant sector specific national legislation 2. Consultation with key national institutions for women's empowerment and gender equality 3. Preparation of gender mainstreaming training material and guidelines and gender analysis handbook	<ul style="list-style-type: none"> • Ensure (external and internal) proposal review/evaluation ToR are gender-sensitive; • Ensure criteria for evaluation and external review include '<i>gender-sensitivity and responsiveness</i>' of proposal; • Ensure gender balance in review and proposal evaluation teams, and gender expertise; • Invite national gender machinery in FONERWA Board for decision making meetings for final award / proposal selection for funding; • Ensure equal and fair distribution of funds among implementing partners with and without woman leaders; and among gender-sensitive CSOs, Government and PS. 	% Women in FONERWA Board meetings on fund awarding / proposal selection; Gender expertise in FONERWA Board and decision making bodies for fund awarding. % Women's organisation among fund receivers; % Budgets in each successful bid which is allocated to gender budgeting and activities for gender equality and women's empowerment etc. (see above);		
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Number of projects completed.	1. Improvement of the M&E framework 2. Mid term, impact and projects final evaluations	<ul style="list-style-type: none"> • Ensure gender mainstreaming of M&E framework; • Ensure gender integration in ToR and evaluation questions of all project reviews and evaluation; • Ensure ex-post gender impact evaluation of all projects as part of evaluation; • Ensure gender balance in review and evaluation teams, and gender expertise in team; • Ensure stakeholders consultations and households surveys include equal numbers of women and men, and are conducted at a time , of a duration, in a language and with a methodology, - suitable for both women and men, including elderly illiterate women; include youth as informants; • Consult female extension workers and district gender machinery during reviews and stakeholders consultations; • Ensure gender balance among enumerators and Gender Expertise / awareness training of enumerators; 	FONERWA M&E framework is gender-sensitive; % Project reviews, spot-check field visits, evaluation which have a gender dimension; (ToR, reports, methodologies); % Women and Gender Experts among review and evaluation teams; % Women/ adolescent girls among enumerators for households surveys, focus group discussions, community meetings and consultations; % FHH among consulted households / informants; % women in MHH among informants; % Youth interviewed during surveys; % Female extension workers and district GFP involved in reviews and evaluations; % Gender-sensitive and gender-responsive review and evaluation reports- reporting with sex-disaggregated data and information and impacts on women and adolescent girls and social and gender impacts (see left column).		
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		<ul style="list-style-type: none"> • Ensure gender-sensitive review and evaluation <i>reports</i> – with sex-disaggregated data and information and evaluation of progress on disbursement of gender budgets and on promotion of gender equality; • Ensure review of and evaluation of projects' impacts on women's and girls' work load and time, safety, social, economic and political empowerment and dignity; impact on gender-based / domestic and sexual violence, unwanted pregnancies, social illegal practices in community, human trafficking, child labour etc. etc. 			
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<p>% projects reporting with sufficient and quality data</p>	<ol style="list-style-type: none"> 1. Accompany and monitor CSOs funded, with focus on improving their performance 2. Annual planning sessions for all projects implementers 3. Quarterly field visits for projects monitoring process 4. Semestrial learning meetings with projects implementers for assessing performance and experience sharing 5. Support in planning and budgeting process 6. Financial project management, procurement and reporting 	<ul style="list-style-type: none"> • Include a '<i>gender impact assessment</i>' in all project monitoring visits and coach implementing partners on gender mainstreaming in practice during project implementation; share <i>gender analysis handbook</i> with implementing partners. • Revise project progress report formats and include gender where relevant; coach implementing partners on how to report with sex-disaggregated data and on progress of gender equality / disbursement of gender budgets and impacts on women etc. • Integrate gender dimension in annual planning sessions / "<i>what is and how to do gender budgeting</i>"; • Ensure gender balance among participants and facilitators of sessions; ensure gender mainstreaming is on the session agenda; • Invite Gender Expert in semestrial learning meetings and all training of implementing partners / include gender mainstreaming modules in all meetings and trainings; ensure gender balance among meeting and training participants/trainees and 	<p>No. of Gender analysis Handbooks distributed to FONERWA implementing partners;</p> <p>No. Gender focused / gender-sensitive monitoring visits, agendas;</p> <p>% Monitoring visits, planning, learning and training events with participation of Gender Expert and equal participation of women and men among trainees/meeting attendants and among facilitators- and which include sessions/modules/ discussions on gender in project context;</p> <p>% Monitoring and progress reports with sex-disaggregated data and information, and which report on progress, impacts on gender / women and on disbursements of gender budgets etc.</p>		
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		<p>trainers/facilitators; ensure gender mainstreaming is included in agendas and budgeted for;</p> <ul style="list-style-type: none"> • Ensure gender balance and gender expertise in quarterly field visits; include gender in checklists and ToR; 			
Level of efficiency and sustainability of the fund	<p>1. Coordination and management of day-to-day activities of the Fund</p> <p>2. Facilitation of FONERWA's staff in their daily work by providing necessary materials and equipment</p> <p>3. Preparation and conduct external audit of the fund</p> <p>4. Development and implementation of staff capacity building plan</p> <p>5. Capacity building/coaching/TN A within Fonerwa and among its key</p>	<ul style="list-style-type: none"> • Ensure Gender Expertise for coaching and on-the-job-training on gender mainstreaming in their Job-descriptions and daily tasks assigned; - training staff in how to implement (this) FONERWA gender mainstreaming strategy; • Include 'gender financial expenditure audit' in external audit; • Ensure 'gender audit' is included in ToR for auditors, gender balance among auditors and Gender Expertise among auditors; • Include gender mainstreaming training of all staff or small groups of staff in capacity building plan; • Engage Gender Experts in training; • Ensure final gender mainstreaming of FONERWA Communication strategy 	<p>% Staff, who have revised their job-description to reflect FONERWA Gender mainstreaming Strategy; (disaggregated by sex, position);</p> <p>% External audits which address gender budgeting/expenditures; % female auditors, % audits with gender-sensitive ToR and with gender balance and expertise in team;</p> <p>No / % FONERWA staff, who have attended gender mainstreaming training in groups or on-the-job-training – disaggregated by sex, position;</p> <p>Gender mainstreaming of final version of Communication Strategy and roll-out of strategy by end of year;</p> <p>No. of FONERWA leaders and staff, who have attended national, international or regional events; - disaggregated by sex, position;</p>		

	<p>stakeholders</p> <p>6. Development, dissemination and implementation of communication strategy</p> <p>7. Organization of high level meetings for potential funders(decision making)</p> <p>8. Participation in international meetings and events related to Fonerwa mandate</p> <p>9. Sessions on experience sharing with other countries</p> <p>10. Co-organization of international events relevant to Fonerwa mandate</p> <p>11. Assessment of Fonerwa overall governance structure</p> <p>12. Development, dissemination and implementation of ICT strategic plan</p> <p>13. Development of</p>	<p>(done in January 2020 on first draft) – include strategy for elimination of any sexist language, gender blind language, and gender stereotypes in all FONERWA photos, media use and communication and information; ensure gender-sensitive language and photos etc;</p> <ul style="list-style-type: none"> • Ensure gender issues and FONERWA's gender-sensitivity is communicated and brought to the high table discussions with potential donors, international and regional and national events - by FONERWA leaders and staff; • Ensure gender balance among FONERWA representatives in national, regional, international events and/or high table discussions / equal opportunities among staff in equal value positions; • Position FONERWA as a gender-responsive and rights-based Green fund, internationally and among national stakeholders and funders; • Prepare cases and other information and communication material, demonstrating FONERWA's gender-responsiveness in all projects and 	<p>No. of national, regional, international events, during which FONERWA brought the gender equality issue in climate change and environment forward and/or to the high table discussions;</p> <p>Final ESMF is gender sensitive and responsive and includes all mentioned gender measures.</p> <p>No. work/month allocated to Gender Expert consultant (JTA) for coaching and on-the-job-training of individual FONERWA staff and training for implementation of this gender mainstreaming strategy and GAPs.</p>		
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	<p>Environmental and Social Safeguard Management Framework (ESMF) for FONERWA</p> <p>14. Dissemination and implementation of the ESMF product to potential stakeholders.</p>	<p>interventions, - horizontally and vertically – as an institution and project implementer.</p> <ul style="list-style-type: none"> • Ensure gender mainstreaming of the ESMF – for sex-disaggregated and gender baseline data collection, ex-ante gender impact assessments; gender analysis, gender-sensitive due diligence and mitigation of risks/vulnerability (studies); gender-responsive resettlement and other social safeguards – including gender-sensitive labour and employment rules and compliance with ILO and national labour laws and good-practices for equal opportunities in jobs, and decent employment, Core Labour Standards, zero-tolerance of child labour, sexual harassment in the work place, etc. • Involve national gender machinery from relevant line ministries (GMO, Environment, LODA etc.) for reviewing ESMF from a gender perspective. • Engage national Gender Expert consultant in the coaching and support to implementation of this gender mainstreaming strategy. 			
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Output 1: Cumulative volume of finance [US\$ millions] mobilized for climate and environment purposes.	01-Develop a comprehensive proposal to support the Green City Pilot 02-Develop a comprehensive proposal to support the E-Mobility 03-Set-up a Green Incubator & Accelerator Facility and Mobilize USD 15M Seed Capital for the facility. 04-Develop and submit proposal for Upper Nyabarongo catchment protection project to donors 05- Implement the Green Guarantee Fund/ lease facility in partnership with BDF 06-Develop and submit proposal on Volcanoes floods control project	<i>Please see above, concerning proposal preparation and good-practice gender mainstreaming of all FONERWA proposals, and proposals by short-listed implementing partners.</i>	<i>Please see above</i>		
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Annex 4:

Integration of the gender mainstreaming strategy in all job-descriptions/functions and tasks

Gender mainstreaming of FONERWA job descriptions / Functions and Tasks:

OPERATIONALISATION AND IMPLEMENTATION OF GENDER MAINSTREAMING STRATEGY

To create ownership of the implementation of the FONERWA Gender strategy in individual Functions, this matrix must be filled in by the individual FONERWA staff – through a dialogue with and coaching by JTA Gender Expert team and the JTA Task 5 team.

Office of the Chief Executive Officer (CEO)				
#	Functions (positions):	Tasks assigned position:	Suggested <i>gender mainstreaming</i> action:	<i>Gender mainstreaming performance</i> indicators:
CEO				
1.	Ensuring collaboration linkages between the FONERWA Governance Organs and effective implementation of Government policies and achievement of national objective.	<ul style="list-style-type: none"> Ensure linkage between FONERWA operational Departments, Board of Directors and Central Government. Supervise all activities of departments under supervision. Supervise the preparation and submission of annual activities report of FONERWA. Promote proper development, review and management of FONERWA Plans and strategies (Business and Strategic Plans). 	<i>Insert here based on the above gender mainstreaming strategy for leadership.</i>	
2.	Handling	Supervise the management of FONERWA		

	strategic and operational issues.	<p>resources (human, financial and assets).</p> <ul style="list-style-type: none"> ▪ Promote accountability and transparency in the management and delivery of FONERWA services and adherence to existing financial regulations and guidelines. ▪ Provide daily direction and leadership in the departments under his/her responsibility. ▪ Promote safekeeping of all properties, documents and records of FONERWA. 		
3.	Managing and guiding the implementation of all lawful Board and Central Government policies, plans and strategies, programs, laws and decisions.	<ul style="list-style-type: none"> ▪ Inform in writing, the Board of Directors the performance of FONERWA. ▪ Serve as Legal Representative of FONERWA. ▪ Ensure compliance with the appropriate legal and regulatory requirements of the organization. ▪ Refine documents to be examined to the Board of Directors. ▪ Supervise and follow-up the implementation of decisions of the Board of Directors. ▪ Act as Chief Budget Manager of FONERWA. ▪ Prepare and submit the draft annual Budget proposal and transmitting it to the Board of Directors for approval ▪ Report on the Budget execution for the previous year. 		
Advisor to CEO				
1.	Provide technical advice to the Chief Executive Officer	<ul style="list-style-type: none"> ▪ Examine all technical information (documents, files, reports, etc.) in line with core missions/business of FONERWA; ▪ Analyze the Memorandum of Understanding and Fund Agreements submitted to FONERWA and provide strategic advisor on all matters relating 		

		<p>to the policies, projects and programs;</p> <ul style="list-style-type: none"> Analyze the annual FONERWA performance and provide technical advice for improvement; Set up the tools and mechanisms for monitoring and evaluating the coherence between FONERWA policies and legal framework with national policies and strategies regarding Environment and Climate change. Liaise with stakeholders and other institutions involved in Environment and Climate change. 		
2.	Ensure the smooth running of the Chief Executive Officer's office	<ul style="list-style-type: none"> Coordinate the Chief Executive Officer appointment schedule; Follow up the implementation of FONERWA Management and Board of Directors' decisions; Follow up and ensure timely and confidential dissemination of documents destined for discussion during FONERWA meetings Ensure that approved FONERWA meeting decisions are disseminated timely to the Departments or staff for implementation; Assist the Chief Executive Officer in his/her administrative and work matters. 		
Deputy CEO				
1	Collaborate with the CEO to ensure collaboration linkages between the FONERWA Governance	<ul style="list-style-type: none"> Team up with the CEO in ensuring linkage between FONERWA operational Departments, Board of Directors and Central Government. Coordinate all activities of departments under his/her supervision. Coordinate the preparation and submission of annual activities report of FONERWA. Coordinate the development, review and 		

	Organs and effective implementation of Government policies and achievement of national objective.	management of FONERWA Plans and strategies (Business and Strategic Plans).		
2	Collaborate with the CEO in handling strategic and operational issues.	<ul style="list-style-type: none"> ▪ Coordinate the management of FONERWA resources (human and financial). ▪ Team up with the CEO in promoting accountability and transparency in the management and delivery of FONERWA services and adherence to existing financial regulations and guidelines. ▪ Team up with the CEO in providing daily direction and leadership in the departments under his/her responsibility. ▪ Team up with the CEO in promoting safekeeping of all properties, documents and records of FONERWA. 		
3	Collaborate with the CEO in managing and guiding the implementation of all lawful Board and Central Government policies, plans and strategies, programs, laws	<ul style="list-style-type: none"> ▪ Team up with the CEO in informing in writing, the Board of Directors on the performance of FONERWA. ▪ Team up with the CEO in ensuring compliance with the appropriate legal and regulatory requirements of the organization. ▪ Team up with the CEO in refining documents to be examined to the Board of Directors. ▪ Coordinate the implementation of decisions of the Board of Directors. ▪ Coordinate the preparation and submission of the draft annual Budget proposal for the Board 		

	and decisions.	<ul style="list-style-type: none"> of Directors approval ▪ Coordinate the drafting of the Budget execution report for the previous year. 		
Planning (Specialist)				
1.	Facilitate the planning process and assure participation and maximization of inputs from all units.	<ul style="list-style-type: none"> ▪ Assist FONERWA in developing key priorities, year and multi-year planning process (strategic plan, Business plan, action plan) to ensure a good quality planning and monitoring for the FONERWA programs and project; ▪ Consolidate key priorities and action plans from different Departments/Units in appropriate formats; ▪ Support the implementation and review of FONERWA strategic and action plans; ▪ Ensure quality of data/ statistics in project planning process; ▪ Assist in reviewing FONERWA strategic and action plans; ▪ Participate in programs and projects identification and design; ▪ Promote result based planning, monitoring and evaluation. 		
2.	Budget preparation	<ul style="list-style-type: none"> ▪ Consolidate budget from FONERWA Departments/Units and ensure the linkage between the plans and the available budgets; ▪ Collect, consolidate and analyze inputs from departments/Units and develop the MTEFs of FONERWA; ▪ Review the Action Plan according to the provided budget ceiling; ▪ Liaise closely with the Finance Unit, for validation of financial reports. 		

3.	Contribution to the Effectiveness of the program funded by FONERWA	<ul style="list-style-type: none"> ▪ Work collaboratively with different programs and projects for strengthening integration and cross-learning in programs and projects; ▪ Proactively volunteer for various team activities. 		
4.	Reporting FONERWA's action plans and implementation	<ul style="list-style-type: none"> ▪ Ensure that reporting tools are available and updated and shared with different departments; ▪ Develop guidelines and procedures to report on the implementation of action plans, impact of budget execution and procurement plan; ▪ Work with all Departments/Units and Programs/Projects to ensure reporting deadlines prior to final submission are met and consolidate the FONERWA monthly, quarterly and annually report. 		
Procurement (Specialist)				
1.	Assess and prepare the annual procurement Plans	<ul style="list-style-type: none"> ▪ Collect information on tenders to be issued in financial year; ▪ Prepare the quarterly and annual procurement plans in line with what have outlined in the budget; ▪ Submit the procurement plans to FONERWA management for approval; ▪ Submit the procurement plan to RPPA and publish on FONERWA website and media; ▪ Prepare all procurement activities including advertising, pre-qualification. 		
2.	Execute the procurement plans and	<ul style="list-style-type: none"> ▪ Follow up on the timely preparation of technical specifications/ToRs, advertising; review, of applications, reporting, contracting and 		

	ensure proper contract management	<p>management;</p> <ul style="list-style-type: none"> ▪ Prepare tender documents and notices; ▪ Deliver tender documents and receive bids from bidders; ▪ Evaluate in collaboration with the tender committee the bids before approved by the FONERWA Chief Executive Officer; ▪ Prepare notification letter for bidders and recommend contract awards; ▪ Organize and participate in contract negotiation; ▪ Provide information/support documents for contract drafting to the Legal affairs officer; ▪ Follow-up of contract execution and completion in collaboration with the user departments; ▪ Evaluate the contract implementation after the completion of the assignment 		
3.	Provide technical support to funded projects in preparation of their procurement plans and provide the required guidance or capacity for effective implementation	<ul style="list-style-type: none"> ▪ Participate in funding proposal preparation; ▪ Assess the funded projects procurements plan and provide non objection; ▪ Assessing the projects tender documents and check if they are is in line with the laws and gives go ahead. 		
4.	Report and file procurement documents	<ul style="list-style-type: none"> ▪ Produce and submit timely monthly report to RPPA on procurement plan progress; ▪ Produce procurement report as required by 		

		competent authorities; <ul style="list-style-type: none"> Facilitate Procurement Audit; Ensure a proper and safe filing system for procurement information; Submit periodical reports to the FONERWA Chief Executive Officer. 		
Legal Affairs (Officer)				
1.	Provide legal advice on all FONERWA interventions	<ul style="list-style-type: none"> Collect and keep in records all laws, funds and projects documents, decisions related to jurisprudence in the area of complaints of interest to the institution; Collect, review and keep legal documents, instruments or other materials relating to FONERWA programs and projects, and ensure its operationalization; Advise on the application of legal instruments concerning FONERWA programs and projects; Provide practical legal opinions to ensure that the appropriate legal approach is taken on arising matters in accordance with existing laws; Provide legal advice on tender documents; Review on-going cases and advice FONERWA management accordingly; Review and advise the management team on legal compliance of internal policies and procedures; Ensure proper recording of all legal documents and precedents where the institution was involved; Provide periodic reports to the management. 		
2.	Contract management	<ul style="list-style-type: none"> Participate in contracts negotiation; Draft contracts and get them signed by 		

		<p>concerned parties;</p> <ul style="list-style-type: none"> ▪ Communicate signed contract to all concerned parties. ▪ Preserve all documents relating to the contract (negotiation minutes....); ▪ Monitor contract execution to ensure contract closure, extension or renew ▪ Provide legal advice on contract disputes settlement. 		
3.	Draft legal instruments	<ul style="list-style-type: none"> ▪ Draft legislative instruments (laws and regulations, memorandum of understanding ...); ▪ Ensure proper legal compliance on documents produced within the institution with legal implications; ▪ Work closely with parliamentary commissions to speed up the adoption of legal provisions in process initiated by FONERWA; 		
4.	Liaise with the Ministry of Justice and other Institutions in legal matters	<ul style="list-style-type: none"> ▪ Work closely with other Institutions including the Office of Attorney General by providing necessary information on legal issues involving FONERWA; ▪ Represent the institution before the court in case he/she is entitled to do so; ▪ Attend regular coordination and validation meetings organized by the Ministry of Justice and other Institutions. 		
5.	Conduct legal research	<ul style="list-style-type: none"> • Carry out legal research and highlight potential problems that may engage the liability of FONERWA; • Propose new amendments and revision of existing legal instruments related to the mission and mandate of FONERWA; • Initiate new legal instruments drafting if 		

		necessary.		
Internal Audit (Auditor)				
1	Prepare annual audit plan	<ul style="list-style-type: none"> ▪ Consults FONERWA Departments/Units for collecting information regarding their annual activities; ▪ Identify and evaluate FONERWA risks in all auditable areas and prepares a risk based audit plan; ▪ Prepares a risk based audit plan; ▪ Designs the annual audit plan with clear timing and provide schedule for reports on the performance of the internal audit function; ▪ Ensures that the annual audit plan is approved by management of FONERWA and submitted to MINECOFIN for approval. 		
2	Carrying out financial review (Monthly and quarterly)	<ul style="list-style-type: none"> ▪ Conduct quality review of financial statement by carrying out audits that evaluate the controls over revenues, expenditures, assets and reliabilities designed to optimize the efficient use of resources and effectiveness of operations; ▪ Put much emphasis on the appropriateness of accounting records and reliability of financial reporting; ▪ Reviews all payment done during the period under review for example monthly, quarterly, etc...; ▪ Provides Findings to the concerned departments/units under audit; ▪ Provides final audit reports to the Chief Executive Officer; ▪ Gives advice on the appropriateness of 		

		<p>accounting records and financial reporting;</p> <ul style="list-style-type: none"> ▪ Where appropriate, assess any allegations of wrongdoing or breaches of government standards of conduct. 		
3	Carrying out annual systems audits	<ul style="list-style-type: none"> ▪ Assesses whether current internal systems controls are adequate to identify risk and provide assurance on adequacy and effectiveness of risk management practices; ▪ Review and make a judgment on the whole range of controls including those relating to achieving value for money and prevention and detection of fraud and corruption; ▪ Review the existing and new information systems to assess the quality of controls and the relevance and reliability of system output. ▪ Establish logical and systematic methods of identifying, analyzing, evaluating, treating, monitoring and communicating the risks associated with FONERWA activities, functions or processes in a way that will enable the fund to minimize the losses and maximize opportunities; ▪ Helps management to improve efficiency and to ensure that governance, risk management and internal control systems are operating efficiently and effectively; ▪ Assess risks to funded projects and advice the management on corrective actions; ▪ Carry out periodic spot-checks and audits to FONERWA funded projects. 		
4	Carrying out compliance audits	<ul style="list-style-type: none"> ▪ Conduct audits to assess controls, operational and technical efficiencies and compliance with national procedures; 		

		<ul style="list-style-type: none"> Examine adherence to any policy, contractual, regulatory and legislative requirements. 		
5	Providing advisory services	<ul style="list-style-type: none"> Participates in significant initiatives and priorities and providing solutions to financial and other internal controls issues; Safeguards his/her objectivity and ensure he/she is not playing management roles. 		
6	Following up audit recommendations	<ul style="list-style-type: none"> Reviews management responses to internal audit and Office of the Audit General recommendations; Prepare a monitoring reports including status of implementation of recommendations and corrective action plan (quarterly) and submit them to the Senior Management and to the Fund Management Committee. 		
7	Preparing consolidate Quarterly Internal Audit Report (QIAR)	<ul style="list-style-type: none"> Summarizes Internal Audit activities in a consolidated report to be submitted to the Fund Management Committee; Copies to the Chief Executive Officer and to the office of Government Chief Internal Auditor (GCIA); Represents internal audit in Fund Management Committee meetings. 		
Internal Audit (Officer)				
1	Prepare annual audit plan	<ul style="list-style-type: none"> Consults FONERWA departments/units for collecting information regarding their annual activities; Identify and evaluate FONERWA risks in all auditable areas and prepares a risk based audit plan; Designs the audit plan with clear timing; Ensures that the annual audit plan is approved 		

		by FONERWA management team and submitted to MINECOFIN for approval.		
2	Carrying out financial review (Monthly and quarterly)	<ul style="list-style-type: none"> ▪ Conduct quality review of financial statement by carrying out audits that evaluate the controls over revenues, expenditures, assets and reliabilities designed to optimize the efficient use of resources and effectiveness of operations; ▪ Put much emphasis on the appropriateness of accounting records and reliability of financial reporting; ▪ Reviews all payment done during the period under review for example monthly, quarterly, etc.; ▪ Provides Findings to the department/units under audit; ▪ Provides final reports to the Chief Executive Officer; ▪ Gives advice on the appropriateness of accounting records and financial reporting, ▪ Where appropriate, assess any allegations of wrongdoing or breaches of government standards of conduct. 		
3	Carrying out annual systems audits	<ul style="list-style-type: none"> ▪ Assess whether current controls are adequate to identify risk and provide assurance on adequacy and effectiveness of risk management practices; ▪ Helps management to improve efficiency and to ensure that governance, risk management and internal control systems are operating efficiently and effectively; ▪ Review the existing and new information systems to assess the quality of controls and the relevance and reliability of system output. 		
4	Carrying out	<ul style="list-style-type: none"> • Examines adherence to any policy, 		

	compliance audits	contractual, regulatory and legislative requirements.		
5	Providing advisory services	<ul style="list-style-type: none"> Participates in significant initiatives and priorities and providing solutions to financial and other internal controls issues; Safeguards his/her objectivity and ensure he/she is not playing management roles. 		
6	Following up audit recommendations	<ul style="list-style-type: none"> Reviews management responses to internal audit and Office of the Audit General recommendations; Prepare a monitoring reports including status of implementation of recommendations and corrective action plan (quarterly). 		
7	Preparing consolidate Quarterly Internal Audit Report (QIAR)	<ul style="list-style-type: none"> Summarizes Internal Audit activities in a consolidated report to be submitted to the fund management committee; Copies to the Chief Executive Officer and to the office of Government Chief Internal Auditor (GCIA); Represents internal audit in committee meetings. 		
Administration (Admin assistant to CEO):				
1	Managing the Chief Executive Officer Agenda.	<ul style="list-style-type: none"> Keep the diary of appointments of the Chief Executive Officer; Receive and orient visitors of the Chief Executive Officer; Prepare the Chief Executive Officer Travels, missions and meetings. 		
2	Ensuring proper filing and orientation of documents in	<ul style="list-style-type: none"> Filing both electronic and hard documents in the office of the Chief Executive Officer; Orient correspondences and monitor to ensure that feedback is provided. 		

	the office of the Chief Executive Officer.			
3	Receiving official mails and Calls of the Chief Executive Officer.	<ul style="list-style-type: none"> Receiving text messages or telephone calls for the Chief Executive Officer; Review and make corrections to the Chief Executive Officer correspondences and before their signature; Typewrite texts from the Chief Executive Officer. 		
Communication and public relations (Specialist)				
1.	Design and implement the annual communication plan to keep the public informed on the institution's activities.	<ul style="list-style-type: none"> Elaborates the annual communication plan and its corresponding budget; Maintains relationships with various public and private media; Collects complaints of internal services on needs of public in terms of institution's information. Elaborates corresponding communications/ messages based on targeted group and disseminate them via most appropriate media. 		
2.	Organize all surveys on public opinion about services offered by the institution on request of supervisors.	<ul style="list-style-type: none"> Develops methods, tools to be used and launch the surveys; Collects compiles and analyzes the results of investigations and complaints received in the suggestions' box and identify key ideas; Collects and processes information from users on their expectations, satisfactions, and type of disputes with the institution; Provides advice and recommendations to improve the image and quality of the services delivered by the institution. 		

3.	Organize and/or participate in seminars and press conferences involving the institution and ensure their dissemination in the media.	<ul style="list-style-type: none"> ▪ Writes speeches, messages and press releases from the institution; ▪ Organizes interviews regarding the institution; ▪ Covers hearings and press conference of the institution; and organize radio and television programs to disseminate the results of these events; ▪ Writes articles to be published in newspapers on the achievements of the institution. 		
4.	Inform the management team on the quality of the institution image according to the public and partners point of view.	<ul style="list-style-type: none"> ▪ Makes regular critical analysis of publications in the media (national and international) about the institution and produce summarized technical notes to managers; ▪ Writes and submits to managers monthly activity reports. 		
5.	Ensure internal communication of institution decisions.	<ul style="list-style-type: none"> ▪ Takes minutes of management meetings and communicate them to the staff; ▪ Supervises the translation of key documents to be communicated to all staff. 		

Business Development Department: <i>Resource mobilisation Division</i>				
#	Functions (positions):	Tasks assigned position:	Suggested <i>gender mainstreaming</i> action:	Gender mainstreaming Performance indicators:
Head of Business Development				
1.	Provide technical expertise on key issues related to environmental and social safeguard impact assessment and on sustainability risks in the design, preparation, implementation and supervision of FONERWA's operations and taking into consideration best practices and standards;	<ul style="list-style-type: none"> Manage and conduct environmental and social safeguard due diligence of new project proposals for FONERWA's consideration; Lead the identification of all key potential social and environmental impacts and risks of a project and ensure that their magnitude and significance are well understood; Supervise the designing and incorporation into the safeguard plans and project effective and feasible measures to avoid, minimize, and mitigate the adverse environmental and social impacts, and draft relevant project processing documentation. Ensure that the implement partner understands the applicable safeguard policies, guidelines and project-specific requirements, and has the necessary commitment and capacity to manage social and environmental impacts and/or risks adequately and supported by mechanisms that facilitate 		

		<p>implementation;</p> <ul style="list-style-type: none"> ▪ Supervise projects to ensure implementation of mitigation measures. ▪ Work with FONERWA other departments to mobilize technical and financial support to enhance the environmental and social sustainability of its operations, ▪ Conduct consultations with stakeholders in accordance with relevant policies and guidelines; ▪ Coordinate the preparation of Environmental and Social safeguard Plans and ensure that such plans are approved by relevant authorities before implementation; ▪ Coordinate the development process of an Environmental and Social Safeguards guideline in collaboration with the partners in environment to be used by FONERWA ▪ Supervise an environmental and social risk categorization of proposals submitted and projects under implementation. 		
2.	Supervise the design of new climate financing mechanisms such as revolving funds, bonds or other instruments in order to improve readiness	<ul style="list-style-type: none"> ▪ Coordinate and evaluate the identification of potential funding sources, determine finance requirements, and match sources to different resilience activities in the aim of expanding the FORERWA resources; ▪ Establish the new financing mechanisms/ instruments to finance 		

	to facilitate access to additional climate finance options	<p>FONERWA climate resilience projects and initiatives from other financial instruments, and promote access to these instruments;</p> <ul style="list-style-type: none"> ▪ Supervise the development of a practical and operational model for leveraging resources from public funders and private financiers ▪ Emphasize access to existing and untapped domestic revenue streams for resilience from central budgets 		
3.	Oversees the preparation of effective project funding proposals and mobilizing finance from different financial mechanisms and instruments	<ul style="list-style-type: none"> ▪ Coordinate the elaboration of project proposals ▪ Lead the screening of the projects and give recommendations ▪ Check the compliance of submitted project with all relevant legislation and professional standards 		
4.	Coordinate timely and effectively the implementation, M&E, and reporting on FONERWA activities	<ul style="list-style-type: none"> ▪ Prepare and supervise the activities of Business Development Department; ▪ Promote proper development, review and management of FONERWA plans, projects and strategies. ▪ Ensure the preparation and Departments submission of various periodic reports and provide regular updates on Department performance activities. ▪ Report on and disseminate good 		

		practices and generated knowledge.		
Resource Mobilisation Division Management (Manager)				
1.	Give orientation and Advise on key issues related to environmental and social impact assessment and on sustainability risks in the design, preparation, implementation	<ul style="list-style-type: none"> ▪ Supervise the preparation of Environmental and Social safeguard Plans and ensure that such plans are approved by relevant authorities before implementation; ▪ Coordinate the development process of an Environmental and Social Safeguards guideline in collaboration with the partners in environment to be used by FONERWA ▪ Supervise an environmental and social risk categorization of proposals submitted and projects under implementation; ▪ Ensure that appropriate environmental and social mitigation measures are proposed before projects are recommended for funding by the FONERWA; ▪ Follow up the integration of safeguard assessment information and completion of safeguards self-screening checklist during the project/program development process; ▪ Supervise social assessment analysis to ensure program compliance with the requirements of the social development concerns, ▪ Prepare report on the safeguard risks 		

		<p>with appropriate actions to be taken for all projects and programmes financed through FONERWA and ensure that timely actions are taken;</p> <ul style="list-style-type: none"> ▪ Advise FONERWA on safeguard issues to sectors in order to promote enhanced investment on building a climate resilient green economy; 		
2.	Guide, supervise, monitor and coordinate the designing of financial mechanisms such as revolving funds, bonds or other instruments in order to improve readiness to facilitate access to additional climate finance options	<ul style="list-style-type: none"> ▪ Conduct financing assessments to identify potential funding sources, determine finance requirements, and match sources to different resilience activities ▪ Evaluate potential funding sources at the country and civil levels including national budgets, institutional revenues, domestic financial instruments (e.g. bonds, loan, trust funds, transfers), and donors as well as the potential for expansion of FONERWA revenues ▪ Lead the creation of new financing mechanisms/ instruments for financing FONERWA climate resilience projects and initiatives from other financial instruments, and promoting access to these instruments as well as existing instruments; ▪ Monitor progress of program investments in terms of meeting compliance to social safeguards. 		
3.	Oversees the	<ul style="list-style-type: none"> ▪ Supervise the development of a practical 		

	preparation of effective project funding proposals and mobilizing finance from different financial mechanisms and instruments	<p>and operational model for leveraging resources from public funders and private financiers</p> <ul style="list-style-type: none"> ▪ Coordinate the proposals elaboration ▪ Reinforce access to existing and untapped domestic revenue streams for resilience from central budgets or funds if applicable 		
Climate financing (Specialist)				
1.	Support FONERWA in preparing effective project funding proposals and mobilizing finance from different financial mechanisms and instruments, including those associated with the public sector, donors, and private sector partners.	<ul style="list-style-type: none"> ▪ Develop a practical and operational model for leveraging resources from public funders and private financiers ▪ Mapping donors who intervene in the domain of climate change ▪ Developing proposals ▪ Strengthen access to existing and untapped domestic revenue streams for resilience from central budgets or funds if applicable 		
2.	Design and employ financial mechanisms such as revolving funds, bonds or other instruments and improving readiness (e.g. creditworthiness) to facilitate access to	<ul style="list-style-type: none"> ▪ Analyse potential funding sources at the country and civil levels including national budgets, institutional revenues, domestic financial instruments (e.g. bonds, loan, trust funds, transfers), and donors as well as the potential for expansion of FONERWA revenues ▪ Facilitate the creation of new financing mechanisms/ instruments for financing 		

	additional climate finance options	<p>FONERWA climate resilience projects and initiatives from other financial instruments, and promoting access to these instruments as well as existing instruments</p> <ul style="list-style-type: none"> ▪ Perform an analysis of a FONERWA's financial capacity which may include, but is not limited to, assessments of the local government financial system, financial performance, and the FONERWA's investment budget forecast ▪ Conduct financing assessments to identify potential funding sources, determine finance requirements, and match sources to different resilience activities 		
3.	Raise awareness and enhance the capacity of potential funders and financiers on FONERWA resilience, its importance, and opportunities.	<ul style="list-style-type: none"> ▪ Conduct institutional assessment to understand the ability for project developers to access, manage, and absorb climate finance; ▪ Propose the solutions to access, manage and absorb climate finance; 		
Environmental and Social Safeguards (Specialist)				
1.	Provide Analytical and Technical support on key issues related to environmental and social impact assessment and on	<ul style="list-style-type: none"> ▪ Assist in the development process of an Environmental and Social Safeguards guideline in consultation with the partners in environment to be used by FONERWA in the plan and implementation process of financed projects and programmes; 		

	<p>sustainability risks in the design, preparation, implementation and supervision of IIC's operations taking into consideration best industry practices and standards;</p>	<ul style="list-style-type: none"> ▪ Undertake an environmental and social risk categorization of proposals submitted and projects under implementation; ▪ Ensure that appropriate environmental and social mitigation measures are proposed before projects are recommended for funding by the FONERWA; ▪ Undertake follow up monitoring to ensure that proposed mitigation measures are implemented according to an agree upon environmental and social mitigation implementation plan; ▪ Engage with CRGE sectors to ensure that the safeguards guidance is fully understood by IEs and EEs through capacity building trainings at different levels; ▪ Closely follow up the integration of safeguard assessment information and completion of safeguards self-screening checklist during the project/program development process; ▪ Prepare Environmental and Social safeguard Plans and ensure that such plans are approved by relevant authorities before implementation; ▪ Lead on developing and delivering a series of spot checks to ensure safeguards policies are properly implemented at grassroots level in line with the guideline; 		
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		<ul style="list-style-type: none"> ▪ Prepare report on the safeguard risks with appropriate actions to be taken for all projects and programmes financed through FONERWA and ensure that timely actions are taken; ▪ Provide technical support during Project Design, Appraisal process and resource mobilization plan for the projects/programmes financed through FONERWA; ▪ Provide substantive advice on safeguard issues to sectors in order to promote enhanced investment on building a climate resilient green economy; ▪ Compile quarterly, biannual and annual reports on safeguards related issues and deliver to Climate Resilience Green Economy (CRGE) facility as part of the M&E report; ▪ Carry out social assessment analysis to ensure program compliance with the requirements of the social development concerns, this will include but not limited to: conducting social risks analysis and developing social risks mitigation plans related to the program; 		
2.	Operations, Management and Implementation:	<ul style="list-style-type: none"> ▪ Identify challenges, opportunities, priorities and needs for the development and implementation of the Facility's safeguard Plan and implementation at all levels; ▪ In collaboration with the FONERWA, 		

		<p>make sure that the terms and conditions set for projects/ programmes development in line with safeguard principles are adhered to;</p> <ul style="list-style-type: none"> ▪ Supervise consultancy works and review and assess products/services provided by consultants and experts counterparts and notify/advise the head of the secretariat on quality, and recommend appropriate actions to be taken for improvement as per the safeguard principles and guidelines; ▪ Advice on administrative measures and actions required for ensuring the Facility's uninterrupted compliance with requirements set regarding environmental and social safeguard measures prior to the validation and implementation of interventions and/or investment actions financed by the Facility; ▪ Analyse environmental and social developments and provide technical and substantive support in setting targets for the realization of the goal of building a climate resilient green economy; ▪ Check with contracts, memoranda of understanding and/or other necessary agreements required for the disbursement of funds for approved actions against the set standards for environment and social safeguard; ▪ Prepare quarterly and annual reports to 		
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		<p>be submitted to funders and other stakeholders with a special view to capturing lessons learned and best practices for improving the performance of the Facility portfolio and maintaining safeguard standards;</p> <ul style="list-style-type: none"> ▪ Undertake quarterly monitoring and evaluation of project activities against standards of the safeguard guideline ▪ Monitor progress of program investments in terms of meeting compliance to social safeguards 		
3.	Capacity building	<ul style="list-style-type: none"> ▪ Provide support and direct technical assistance to develop environment and social safeguard responsive climate smart strategies and plans; ▪ Provide technical support to sectors in Measurement, Reporting, and Verification(MRV) of Climate Change Mitigation and result based monitoring and evaluation; ▪ Carry out training on integrating safeguard principles in climate change projects/programmes. ▪ Closely supervise, provide assistance and deliver capacity building trainings to the sectors to close knowledge/skill gaps and minimize the likelihood of risks to happen to projects/programs financed through the FONERWA. 		

#	Functions (positions):	Tasks assigned position:	Suggested <i>gender mainstreaming</i> action:	Gender mainstreaming Performance indicators:
Project Management Division Manager				
1.	Plan the program and set the strategies	<ul style="list-style-type: none"> Plan the delivery of the overall program and its activities in accordance with the mission and the goals of the fund Develop new initiatives to support the strategic direction of the fund Develop and implement long-term goals and objectives to achieve the successful outcome of the program Develop a program evaluation framework to assess the strengths of the program and to identify areas for improvement Support Development of proposals for the program to ensure the continuous replenishment of the Fund. 	Add to “Competencies”:	
2.	Organize the program	<ul style="list-style-type: none"> Ensure that program activities operate within the policies and procedures of the fund and GoR Ensure that program activities comply with all relevant legislation and professional standards 		

		<ul style="list-style-type: none"> • Develop templates and records to document program activities • Oversee the collection and maintenance of records on the implementers of the program for statistical purposes according to the confidentiality/privacy policy of the Fund and Applicants. 		
3.	Control the program	<ul style="list-style-type: none"> • Write reports on the program for management and for funders • Communicate with funders as outlined in funding agreements • Ensure that the program operates within the approved budget • Monitor and approve all budgeted program expenditures • Monitor cash flow projections and report actual cash flow and variance to the Coordinator on a regular basis (monthly/bimonthly) • Identify and evaluate the risks associated with program activities and take appropriate action to control the risks • Monitor the program activities on a regular 		

		<p>basis and conduct an annual evaluation according to the program logical framework</p> <ul style="list-style-type: none"> • Report evaluation findings to the coordinator and recommend changes to enhance the program, as appropriate 		
Project Analysis (Analyst Specialist)				
1.	Plan, analysis, review, development, implementations, and monitoring of the project	<ul style="list-style-type: none"> ▪ Planning and designing the program and proactively monitoring its progress, resolving issues and initiating appropriate corrective action ▪ Defining the program's governance arrangements ▪ Managing the program's budget, monitoring expenditure as the program progresses ▪ Ensuring there is allocation of common resources and skills within the program and projects ▪ Managing third party contributions to the program ▪ Managing communications with all stakeholders ▪ Managing both the dependencies and the interfaces between projects ▪ Managing risks to the program's successful outcome ▪ Initiating extra activities and other management interventions wherever gaps in the program are identified or issues arise 		

		<ul style="list-style-type: none"> ▪ Reporting the progress of the program at regular intervals to the program manager if this role is also define ▪ Designs, develops and establishes key reporting standards for FONERWA. ▪ Proceed to management reports and performance indicators for management to review concerning certain projects. ▪ Works on overall project planning and formulates reports based on project scheduling and timetables for deliverables. ▪ Screening the projects and project analysis and make recommendations ▪ Cost analysis of the projects ▪ Develops mechanism by which to track project best practices in order to ensure these are leveraged into comparable future projects. ▪ Define key performance parameters and create regular variance reports to track progress 		
	Conduct a Quality assurance for the applicants	<ul style="list-style-type: none"> ▪ Provides critical data support to a technical team ▪ Research and analysis functions may include budget tracking and financial forecasting, project evaluation and monitoring, maintaining compliance with FONERWA and public regulations, and performing any data analysis relevant to project tasks ▪ Ensuring effective quality assurance and the overall integrity of the program - focusing inwardly on the internal 		

		<p>consistency of the program, and outwardly on its coherence with infrastructure planning, interfaces with other programs and corporate, technical and specialist standards</p> <ul style="list-style-type: none"> ▪ Creating, managing and disbursing reports related to the project ▪ Maintaining project assets, communications and related database(s) ▪ Evaluating and monitoring the overall project ▪ Reviewing and reporting the project's budget and finances ▪ Routinely performing complete or component analysis ▪ Notifying the entire project team about abnormalities or variances 		
	<p>Provides analytical support to the project and collecting and researching data, performing analysis, providing recommendations and presenting results</p>	<ul style="list-style-type: none"> ▪ Handles a full range of project components in an independent and autonomous manner. ▪ Organizes project tasks, structures information collection activities, and sets time lines for completion of required tasks. ▪ Develops reports on analysis conducted, provides recommendations and makes formal presentations to communicate results to various management levels. ▪ Develops new approaches for finding additional needed information. ▪ Demonstrates initiative in identifying alternative solutions to issues in the project which are reasonably complex and require an understanding of how the 		

		<p>outcome will affect multiple areas/departments.</p> <ul style="list-style-type: none"> ▪ Helps develop project plans to ensure timely deliverables and successful completion of project. ▪ Assists in assessing workforce needs resulting from project implementation. ▪ Assists in identifying and developing performance management and training tools. 		
Monitoring and Evaluation (Specialist)				
1.	Leading the Development of Results Management Framework at Fund Level.	<ul style="list-style-type: none"> ▪ Engage the relevant stakeholders; ▪ Define results framework (outcome, outputs, indicators and targets); ▪ Identify annual outcome, indicators and targets; ▪ Lead the validation meeting in collaboration with relevant partners. 		
2.	Support Project Applicants to Develop Results Management Framework at Project level.	<ul style="list-style-type: none"> ▪ Assist in designing logical frameworks (setting outcomes, outputs, indicators, targets), ▪ Assist in designing monitoring and evaluation framework (methodology for data collection, analysis and reporting), ▪ Screening proposal and provide technical guidance. 		
3.	Monitor FONERWA activities against settled results framework	<ul style="list-style-type: none"> ▪ Develop M&E framework and data collection tools; ▪ Ensuring data and information integrity through overall data management including data entry and verification; ▪ Carry out physical verification and spot- 		

		checks to guide implementation; <ul style="list-style-type: none"> ▪ Make a regular monitoring. 		
4.	Support Evaluation Process	<ul style="list-style-type: none"> ▪ Develop the terms of reference for the evaluators/ consultants; ▪ Coordinate the mid-term and final programs and projects evaluations; ▪ Facilitate access to information at Fund and project levels. 		
5.	Capacity building of implementing partners	<ul style="list-style-type: none"> ▪ Conduct needs assessment of implementing partners; ▪ Develop training modules; ▪ Organize training sessions; ▪ Evaluate the training impact for implementing partners. 		
6.	Reporting	<ul style="list-style-type: none"> ▪ Reviewing monitoring reports and provide feedback to implementing partners; ▪ Ensuring regular transmission of project reports through FONERWA database; ▪ Supervise periodical reporting process (monthly, quarterly and annual) for the projects; ▪ Generate FONERWA periodical consolidated Fund reports. 		
7.	Learning and sharing	<ul style="list-style-type: none"> ▪ Ongoing gathering of qualitative information, success stories, case studies, lessons learnt and other relevant information, ensuring that they are appropriately packaged, stored, and shared to promote the uptake of innovative technology and approaches; ▪ Identify best practices from within the FONERWA programs/projects and facilitate knowledge acquisition, sharing and 		

		<p>documentation on learning emerging from field implementation;</p> <ul style="list-style-type: none"> ▪ Develop and/or commission high quality knowledge outputs such as working papers, case studies, technical notes, research and implementation tools, policy briefs, etc...; ▪ Develop good working relationships with various government, NGO and private sector stakeholders in the districts to facilitate knowledge sharing through meetings, conferences and field exchange visits; ▪ Liaise with stakeholders from the Environment and Natural Resources sector and other relevant stakeholders from across GoR to coordinate knowledge sharing efforts, communicate knowledge gathered from FONERWA and disseminate knowledge gathered in its projects; ▪ Develop the capacity of the fund management team (FMT) in knowledge management; ▪ Promote a strong learning culture across the FONERWA programs/projects through awareness, training and engagement with the projects, FMT and fund management committee (FMC); ▪ Support partners in improving learning and sharing mechanisms in their projects. 		
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Office of the Chief Financial Officer

#	Functions / positions:	Tasks assigned position:	Suggested <i>gender mainstreaming</i> action:	Gender mainstreaming Performance indicators:
Head of Business Development Department				
1.	Collaborate with the CEO to ensure collaboration linkages between the FONERWA Governance Organs and effective implementation of Government policies and achievement of national objective.	<ul style="list-style-type: none"> ▪ Team up with the CEO in ensuring linkage between FONERWA operational Departments, Board of Directors and Central Government. ▪ Coordinate all activities of departments under his/her supervision. ▪ Coordinate the preparation and submission of annual activities report of FONERWA. ▪ Coordinate the development, review and management of FONERWA Plans and strategies (Business and Strategic Plans). 		
2.	Collaborate with the CEO in handling strategic and operational issues.	<ul style="list-style-type: none"> ▪ Coordinate the management of FONERWA resources (human and financial). ▪ Team up with the CEO in promoting accountability and transparency in the management and delivery of FONERWA services and adherence to existing 		

		<p>financial regulations and guidelines.</p> <ul style="list-style-type: none"> ▪ Team up with the CEO in providing daily direction and leadership in the departments under his/her responsibility. ▪ Team up with the CEO in promoting safekeeping of all properties, documents and records of FONERWA. 		
3.	<p>Collaborate with the CEO in managing and guiding the implementation of all lawful Board and Central Government policies, plans and strategies, programs, laws and decisions.</p>	<ul style="list-style-type: none"> ▪ Team up with the CEO in informing in writing, the Board of Directors on the performance of FONERWA. ▪ Team up with the CEO in ensuring compliance with the appropriate legal and regulatory requirements of the organization. ▪ Team up with the CEO in refining documents to be examined to the Board of Directors. ▪ Coordinate the implementation of decisions of the Board of Directors. ▪ Coordinate the preparation and submission of the draft annual Budget proposal for the Board of Directors approval ▪ Coordinate the drafting of the Budget execution report for the previous year. 		
Chief Finance Officer				
1.	<p>Coordinate the preparation, executions and monitoring of FONERWA's</p>	<ul style="list-style-type: none"> ▪ Supervise the preparation of FONERWA's Action Plans. ▪ Supervise the budget preparation process; ▪ Supervise reviews and finalizes Field Budget Plans, Initial Budgets and Final 		

	budget.	<p>Budgets/Mid-Year Budgets for all allotments including development of detailed justifications.</p> <ul style="list-style-type: none"> ▪ Participate in budget negotiation with FONERWA partners; ▪ Supervise the preparation of annual, quarterly and monthly cash plans of the institution in collaboration with other departments; ▪ Ensure the preparation of periodic fund requests ▪ Ensure the processing of commitments for different requests ▪ Ensure all invoices and various requests are well checked for payment; ▪ Verify and sign all payments; ▪ Ensure timely preparation of periodic budget execution and financial statement reports; ▪ Coordinate the budget revision process 		
2.	Oversee and guide the funds disbursement process in accordance with the GoR financial management procedures and Donors	<ul style="list-style-type: none"> ▪ Manage pay and compensations ▪ Monitor the preparation of the salary payroll lists, fringe benefits and other benefits; ▪ Ensure the employees complaints regarding remunerations are well received, analyzed and well resolved 		

	disbursement guidelines			
3.	Supervise the management of FONERWA's assets	<ul style="list-style-type: none"> ▪ Review and approve the list of office material to be purchased. ▪ Ensure the approval of office equipment by management; ▪ Approve material requests from staff; ▪ Ensure the preparation of monthly inventory report and monthly inventory review; ▪ Ensure regular update and inventory of FONERWA assets register; 		
4.	Coordinate staff recruitment process.	<ul style="list-style-type: none"> ▪ Ensure the vacant posts in the institution are identified. ▪ Supervise the elaboration of the job descriptions ▪ Ensure the vacant posts in media are advertised; ▪ Ensure the Laws and procedures of recruitment of staff are implemented; ▪ Supervise and assess the process of recruitment from advertisement to selection of successful candidates; ▪ Guide the appointed staff on orientations of the new job; ▪ Lead the probation process. 		
5.	Coordinate staff planning and	<ul style="list-style-type: none"> ▪ Oversee the initiation of training needs assessment for employees; ▪ Supervise the elaboration of training 		

	development.	<ul style="list-style-type: none"> plans; ▪ Monitor the implementation of the approved training plans; ▪ Supervise trainings impact assessment. 		
6.	Coordinate performance management of NWC staff	<ul style="list-style-type: none"> ▪ Lead the preparation and signing of the performance contracts; ▪ Monitor the implementation of the employees' performance contracts and their appraisals; ▪ Consolidate and submit the annual performance evaluation report of employees 		
7.	Ensure proper Labor relations	<ul style="list-style-type: none"> ▪ Advise the management and employees on compliance with public service laws and regulations in force; ▪ Manage staff leave plan and implementation; ▪ Monitor staff attendance, identify causes for staff absence and recommend solutions; ▪ Ensure and advice on health and safety at the workplace; ▪ Advise the management on human resource and work related issues; ▪ Participate in the organization of the general staff meetings; ▪ Ensure the staff complaints are well followed up 		

8.	Supervise management of the institution software systems, and its maintenance.	<ul style="list-style-type: none"> ▪ Oversee proper functioning of the institution server; ▪ Ensure proper management of ICT equipment; ▪ Supervise the administration of the institution website; ▪ Ensure proper functioning of the institution software; ▪ Ensure the security and proper functioning of the institution internet connection. 		
9.	Coordinate and monitor activities of the units within the institution.	<ul style="list-style-type: none"> ▪ Organize unit regular meetings. ▪ Ensure quality staff performance contracts are prepared and co-signed; ▪ Monitor the implementation of the unit employees' performance contracts and their appraisals; ▪ Prepare and submit the mid-term and annual performance evaluation report of the department staff; ▪ Ensure coaching and knowledge transfer of staff; ▪ Ensure proper contract management for operational services; ▪ Ensure preparation and submission of activity plans and periodic reports; ▪ Facilitate external and internal audit of the institution; 		
Fund management (Analyst)				

1.	Organizes, improves and implements FONERWA's approach the provision of funds management services	<ul style="list-style-type: none"> • Establishes the business processes of the Funds Management according to the Managing Agent and Administrative Agent function, covering the funds management cycle; • Identifies opportunities for process improvements within FONERWA; • Establishes, and regularly monitors and reviews key performance indicators; • Identifies and articulates lessons learnt on the operations of the funds and contributes to the formulation of guidelines, procedures and policies that would further improve the efficiency and effectiveness of such funds; • Ensures lessons-learned and review exercises relating to the operations of the Funds management. • Advise the CFO on policy issues relating to the Funds management 		
2.	Ensures effective funds cycle management	<ul style="list-style-type: none"> • Planning, management and monitoring of funds; • Preparation of budgets according to the funds strategy and the allocations approved by the management/steering committee; • Preparation and disbursement of allocations to implementers partners; • In collaboration with Funds partners, manage capacity assessments for implementer partners accessing the 		

		funds; <ul style="list-style-type: none"> • Support technical and financial project quality review processes; • Maintain regular contact with implementing partners and provide support and guidance throughout the project cycle; • Plan and coordinate required audits; • Coordinate and respond to audit observations made on FONERWA projects and ensure follow-up actions are taken according to agreed recommendations; • Assist in the development of a database to track project approvals, budget records, disbursements and statements of expenditure (including support costs) submitted by the implementers partners on an ongoing basis; • Manage and supervise the accounts and financial transactions, ensure timely monitoring and evaluation reviews as well as internal and external auditing including reporting to donors and Government counterparts; • Prepare consolidated analytical results-based progress reports based on submissions from participating funders within the timetable specified in the Memorandum of Understanding and Letter of Agreement of the Funds. 		
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3.	Provide technical support to implementing partners in preparing the project proposal	<ul style="list-style-type: none"> • Conduct a need assessment of implanting partners • Prepare training program modules • Organize training sessions • Evaluate the impact of implanting partners in preparation of the project proposal • Provide technical to all beneficiaries requesting support to prepare project proposals as required especially in designing project. 		
Fund Management Specialist				
1.	Organizes, improves and implements FONERWA's approach the provision of funds management services	<ul style="list-style-type: none"> • Establishes the business processes of the Funds Management according to the Managing Agent and Administrative Agent function, covering the funds management cycle; • Identifies opportunities for process improvements within FONERWA; • Establishes, and regularly monitors and reviews key performance indicators; • Identifies and articulates lessons learnt on the operations of the funds and contributes to the formulation of guidelines, procedures and policies that would further improve the efficiency and effectiveness of such funds; • Ensures lessons-learned and review exercises relating to the operations of the Funds management. • Advise the CFO on policy issues relating to 		

		the Funds management		
2.	Ensures effective funds cycle management	<ul style="list-style-type: none"> • Planning, management and monitoring of funds; • Preparation of budgets according to the funds strategy and the allocations approved by the management/steering committee; • Preparation and disbursement of allocations to implementers partners; • In collaboration with Funds partners, manage capacity assessments for implementer partners accessing the funds; • Support technical and financial project quality review processes; • Maintain regular contact with implementing partners and provide support and guidance throughout the project cycle; • Plan and coordinate required audits; • Coordinate and respond to audit observations made on FONERWA projects and ensure follow-up actions are taken according to agreed recommendations; • Assist in the development of a database to track project approvals, budget records, disbursements and statements of expenditure (including support costs) submitted by the implementers partners on an ongoing basis; • Manage and supervise the accounts and financial transactions, ensure timely 		

		<p>monitoring and evaluation reviews as well as internal and external auditing including reporting to donors and Government counterparts;</p> <ul style="list-style-type: none"> • Prepare consolidated analytical results-based progress reports based on submissions from participating funders within the timetable specified in the Memorandum of Understanding and Letter of Agreement of the Funds. 		
3.	Provide technical support to implementing partners in preparing the project proposal	<ul style="list-style-type: none"> • Conduct a need assessment of implanting partners • Prepare training program modules • Organize training sessions • Evaluate the impact of implanting partners in preparation of the project proposal • Provide technical to all beneficiaries requesting support to prepare project proposals as required especially in designing project. 		
Financial Management (Specialist)				
1.	Participate in Budget Planning, Formulation, Justification, Execution and Accounting	<ul style="list-style-type: none"> ▪ Develops and tracks the annual budget calendar, coordinates or develops budget submissions, coordinates with the service providers and heads of divisions on annual budget formulation activities, coordinates FONERWA workload data calls and develops FONERWA budgets. 		

		<ul style="list-style-type: none"> ▪ Initiates budget data calls for operating needs and program requirements to formulate a realistic budget. ▪ Coordinates reviews and finalizes Field Budget Plans, Initial Budgets and Final Budgets/Mid-Year Budgets for all allotments including development of detailed justifications. ▪ Share the approved budget with all staff for execution; ▪ Prepare cash flow plan in collaboration with other divisions. ▪ Monitors budget execution by comparing spending patterns and trends against financial plans through analysis of actual spending and projected spending through the end of the fiscal year. ▪ Recommends reprogramming, delay of projects, reduction of efforts etc. to meet other financial needs based on the operating budget. ▪ Reviews Purchase Orders for all allotments in the procurement system to assign appropriate fund; ▪ Monitors and follows up customer account details for non-payments, delayed payments and other irregularities. Follows up on a regular basis until the accounts are settled. 		
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		<ul style="list-style-type: none"> ▪ Establishes management controls using policy guidelines and generally accepted accounting standards for the prevention of waste, fraud and mismanagement. 		
2.	Performs or advises on work in any of the phases or systems of budget administration	<ul style="list-style-type: none"> ▪ Formulate and estimate the budget to support the FONERWA plans, programs, and activities. ▪ Reviewing and evaluating budget requests, control and reporting of obligations and expenditures. ▪ Exercising legal and regulatory controls over approved budgets. ▪ Providing advice on effective and the most efficient methods for the acquisition of funds to support the program and projects activities. ▪ Compiling, consolidating, reviewing and arranging funding data in the Standard Accounting and Reporting System; ▪ Maintaining Accounting Ledgers in in order to facilitate timely financial reports, budget and accountabilities; ▪ Perform ad-hoc financial analysis and deliver business guidance to CFO ▪ Analyze results to determine variance drivers and identify trends, while notifying CFO of potential risks ▪ Develop a financial report that 		

		<p>streamlines results analysis and provides CFO with greater insight into the account's financial performance</p> <ul style="list-style-type: none"> ▪ Present forecast and financials to CFO and partners ▪ Performs all additional financial duties as assigned CFO 		
3.	Conduct a financial analysis, report and advise the CFO on financial management	<ul style="list-style-type: none"> ▪ Advise the Chief Finance Officer on all financial matters including financial planning, year-end spending, financial policy, financial impact of FONERWA decisions, etc. ▪ Develops statistical comparison, narrative summaries and prepares various financial reports such as status of funds, budget vs. spending trends, training plans and spending, cost-benefit analysis and others reports and reports to the management. ▪ Ensures budgets are in compliance with all mandated spending restrictions and limitations. ▪ Conducts research into various budgeting and accounting issues that impact on financial management and recommends options and alternatives in revisions to financial plans brought about by changes in program priorities or changes to funding levels due to mandated 		

		<p>reductions, change in currency exchange rate, etc.</p> <ul style="list-style-type: none"> Conducts a zero base review of financial plan to ascertain how best utilize resources and to provide advice and assistance in reprogramming resources to meet operational needs. 		
4.	Organize an training and development of the staff in financial management	<ul style="list-style-type: none"> Assesses the training and development needs for the staff in the CFO office. Provides on-the-job trainings and conducts internal trainings related to the financial management operations. Conducts cross trainings and recommends other developmental trainings for the other Financial Analysts. 		
Financial Management (Officer)				
1.	Participate in Budget Planning, Formulation, Justification, Execution and Accounting	<ul style="list-style-type: none"> Develops and tracks the annual budget calendar, coordinates or develops budget submissions, coordinates with the service providers and heads of divisions on annual budget formulation activities, coordinates FONERWA workload data calls and develops FONERWA budgets. Initiates budget data calls for operating needs and program requirements to formulate a realistic budget. 		

		<ul style="list-style-type: none"> ▪ Coordinates reviews and finalizes Field Budget Plans, Initial Budgets and Final Budgets/Mid-Year Budgets for all allotments including development of detailed justifications. ▪ Share the approved budget with all staff for execution; ▪ Prepare cash flow plan in collaboration with other divisions. ▪ Monitors budget execution by comparing spending patterns and trends against financial plans through analysis of actual spending and projected spending through the end of the fiscal year. ▪ Recommends reprogramming, delay of projects, reduction of efforts etc. to meet other financial needs based on the operating budget. ▪ Reviews Purchase Orders for all allotments in the procurement system to assign appropriate fund; ▪ Monitors and follows up customer account details for non-payments, delayed payments and other irregularities. Follows up on a regular basis until the accounts are settled. ▪ Establishes management controls using policy guidelines and generally accepted accounting standards for the prevention 		
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		of waste, fraud and mismanagement.		
2.	Performs or advises on work in any of the phases or systems of budget administration	<ul style="list-style-type: none"> ▪ Formulate and estimate the budget to support the FONERWA plans, programs, and activities. ▪ Reviewing and evaluating budget requests, control and reporting of obligations and expenditures. ▪ Exercising legal and regulatory controls over approved budgets. ▪ Providing advice on effective and the most efficient methods for the acquisition of funds to support the program and projects activities. ▪ Compiling, consolidating, reviewing and arranging funding data in the Standard Accounting and Reporting System; ▪ Maintaining Accounting Ledgers in in order to facilitate timely financial reports, budget and accountabilities; ▪ Perform ad-hoc financial analysis and 		

		<p>deliver business guidance to CFO</p> <ul style="list-style-type: none"> Analyze results to determine variance drivers and identify trends, while notifying CFO of potential risks Develop a financial report that streamlines results analysis and provides CFO with greater insight into the account's financial performance Present forecast and financials to CFO and partners Performs all additional financial duties as assigned CFO 		
3.	Conduct a financial analysis, report and advise the CFO on financial management	<ul style="list-style-type: none"> Advise the Chief Finance Officer on all financial matters including financial planning, year-end spending, financial policy, financial impact of FONERWA decisions, etc. Develops statistical comparison, narrative summaries and prepares various financial reports such as status of funds, budget vs. spending trends, training plans and spending, cost-benefit analysis and others reports and reports to the management. Ensures budgets are in compliance with all mandated spending restrictions and limitations. Conducts research into various budgeting and accounting issues that impact on 		

		<p>financial management and recommends options and alternatives in revisions to financial plans brought about by changes in program priorities or changes to funding levels due to mandated reductions, change in currency exchange rate, etc.</p> <ul style="list-style-type: none"> Conducts a zero base review of financial plan to ascertain how best utilize resources and to provide advice and assistance in reprogramming resources to meet operational needs. 		
4.	<p>Organize an training and a) developme nt of the staff in financial manageme nt</p>	<ul style="list-style-type: none"> Assesses the training and development needs for the staff in the CFO office. Provides on-the-job trainings and conducts internal trainings related to the financial management operations. Conducts cross trainings and recommends other developmental trainings for the other Financial Analysts. 		
Accounting (Accountant)				
1.	<p>Planning and implementing accounting operations</p>	<ul style="list-style-type: none"> Ensure daily management of accounting operations; Ensure if the payment is done within reasonable time; Ensure quality of accounting records in accordance with accounting standards and 		

		<p>principles;</p> <ul style="list-style-type: none"> ▪ Implement audit recommendations; ▪ Verify and reconcile actions for all expenditures and receipts; ▪ Implement risk management strategies, by protecting accounting records from unauthorized access and inadvertent loss of information; ▪ Advise the Chief Finance Officer on proper way of fair management in accounting operations. 		
2.	Ensuring compliance with laws and regulation related to taxes	<ul style="list-style-type: none"> ▪ Disseminate laws and regulations regarding to taxes and taxes exemptions; ▪ Disseminate MINICOFIN Financial Procedure Manuals; ▪ Ensure that FONERWA Complies with regulations and instructions regarding payment. 		
Secretary in Central Secretariat				
1.	Receive, record and distribute all incoming and outgoing mails	<ul style="list-style-type: none"> • Receive and check incoming and outgoing mails; • Record incoming and outgoing mails; • Ensure timely distribution of all Incoming/outgoing mails; • Facilitate FONERWA staff to access recorded documents; • Regularly check and dispatch mails received on FONERWA email; • Ensure the security of FONERWA correspondences and stamp; • Write and submit on regular basis (monthly and quarterly) reports of the 		

		central secretariat.		
2.	Establish and maintain the general filing system and file all correspondences	<ul style="list-style-type: none"> • Maintain a current and accurate filing system; • Ensure timely filling of documents. 		
3.	Receive and provide clear guidance and orientation to GMO clients/visitors	<ul style="list-style-type: none"> • Receive and answer telephone calls and orient them accordingly; • Receive FONERWA clients/visitors and provide orientation. 		
Human Resources Management and Development				
1.	Advice on Strategic Human Resource Management.	<ul style="list-style-type: none"> ▪ Prepare and implement the annual Human Resource Plan to support the overall strategic aims and objectives of FONERWA; ▪ Identify, design and implement strategic Human Resource projects, as and when required. 		
2.	Advice on Recruitment and Selection.	<ul style="list-style-type: none"> ▪ Advice on recruitment process and ensure candidates fit the job requirements; ▪ Advice on the process of advertisement of vacancies and assess applications and interview of applicants; ▪ Advice on the management and 		

		<p>orientation of new employees (induction phase), process probationary reviews, new employee evaluations and terminations;</p> <ul style="list-style-type: none"> Analyze the skills and qualities required for each particular job and provide guidelines for developing job descriptions and specifications. 		
3.	Advice the Management Team on Skills Development.	<ul style="list-style-type: none"> Coordinate staff and organization capacity needs assessment process; Identify training/skills/competency needs within the Institution; Coordinate career development, succession planning and talent management needs in partnership with line head of departments and units managers;. Submit the skills development plan within the prescribed timeframe; Identify skills shortages and where there is need to improve and inform management; Monitor training costs against budget; Administer the evaluation of all learning and development activities. 		
4.	Advice Management Team on Employee Relations.	<ul style="list-style-type: none"> Work closely with senior and line managers, providing them with expert guidance, coaching and support on the full range of HR activities (including policies and procedures, terms and conditions of employment, human resource and career development, performance management, human resource planning, etc.), in order 		

		<p>to ensure a consistent and fair approach to human resource management throughout FONERWA;</p> <ul style="list-style-type: none"> ▪ Keep up to date with HR legal developments and advise management on compliance and risk factors; ▪ Manage investigations, disciplinary and grievance matters in conjunction with the Chief Finance Officer and the Chief Executive Officer; ▪ Provide advice and guidance on individual employee relations cases, ensuring that these are well managed and meet the requirements of related policies and employment legislation; ▪ Ensure that managers and staff are aware of the human resource management policies and procedures and able to apply them effectively; ▪ Provide support to staff on HR issues, as and when required; ▪ Ensure that staff are informed and updated on key business and issues regarding strategic HR management. 		
5.	Advice on Performance Management Systems and Procedures	<ul style="list-style-type: none"> ▪ Provide advice on performance management process. Promote effective performance management practices; ▪ Ensure that performance management is standardized and that all employees are informed of and trained in the application of the performance management model and system; 		

		<ul style="list-style-type: none"> ▪ Monitor the implementation of the performance appraisal and ensuring that mid-term and annual appraisals are carried out in a timely manner and followed up; ▪ Consolidating Reports on the results of performance appraisal. 		
6.	Change Management.	<ul style="list-style-type: none"> ▪ Lead programs that are aimed at improving employee morale and motivation; ▪ Identify and analyze current FONERWA effectiveness and propose solutions to address the gaps. 		
Information, Communication Technology (ICT Officer)				
1.	Ensuring ICT equipment is in good conditions.	<ul style="list-style-type: none"> • Make inventory of ICT equipment • Prepare Maintenance plan of ICT equipment. Conduct maintenance (curative and preventive) of ICT equipment. • Ensure all ICT equipment is secured with antivirus. • Guarantee purchase and related equipment meets the appropriate specifications and required standards. • Prepare budget for ICT related equipment. 		
2.	Ensuring the reliability and scalability of the network.	<ul style="list-style-type: none"> • Troubleshoot problems with network and security infrastructure, including routers, switches, firewalls, VPN, proxy servers and make corrective actions when necessary. 		

		<ul style="list-style-type: none"> • Deploy, monitor and troubleshoot local area networks using a variety of network equipment, software and protocols • Monitor network traffic to identify problems and make capacity planning recommendations with the help of the NMS (Network Management System) and monitoring tools. 		
3.	Managing Website and database	<ul style="list-style-type: none"> • Regular updating the website • Develop the website contain • Website backup and upgrade • Website security • Ensure proper functioning of FONERWA server. • Update users' accounts on the server. • Manage space for staff emails. • Ensure policies and procedures on information and communication technology are in place. 		
4.	Providing ICT Trainings and support services to staffs.	<ul style="list-style-type: none"> • Assess user capacity and suggest training and area in need of improvement. • Create material and presentations for trainings and reports. • Conduct training of employees on both computer software and ICT systems. • Offer ICT support services to staff on both hardware and software. • Evaluate and recommend new system technologies 		
5.	Ensuring Data	<ul style="list-style-type: none"> • Create data recovery/backup 		

	management and security	<ul style="list-style-type: none"> • system. • Effective functioning of internal messaging function and internal access. • Install, update and upgrade regularly computer software. (For example, Antivirus, OS, etc...). • Support of design and expansion of data archiving systems. 		
6.	Ensure proper functioning of FONERWA software.	<ul style="list-style-type: none"> • Ensure creation of user accounts. • Classify users according to user location. • Ensure accessibility of the application. • Ensure the application security. • Ensure FONERWA software's are functioning properly. 		
7.	Performance and monitoring of computer systems.	<ul style="list-style-type: none"> • Monitor systems and platforms for availability. • Analyse and sustain capacity and performance requirements of systems and networks. • Maintain logs related to servers' as well as maintenance and repair records. 		
Driving (Driver)				
1.	Driving FONERWA Staff and visitors	<ul style="list-style-type: none"> • Drive FONERWA staff field visits; • Ensure transport of official visitors during their journey in Rwanda. 		
2.	Dispatching urgent correspondences	<ul style="list-style-type: none"> • Distribute urgent correspondences from FONERWA; • Request for acknowledgements of receipt of mails delivered; 		

		<ul style="list-style-type: none"> Collect mails from the post office on a regular basis. 		
3.	Reporting vehicle status on a regular basis	<ul style="list-style-type: none"> Verify technical status of the vehicle and propose maintenance intervention on a regular basis; Verify whether the vehicle's insurance, technical inspection licenses is valid and report on the status; Request for regular vehicle refuelling; Keep the vehicle's cleanliness on a regular basis; Fill in the vehicle log book as required on a regular basis. 		
Office support staff (cleaners, peons)				
	TBD	TBD		

National Fund for Environment

Gender Mainstreaming Strategy and Gender Action Plan

October 2020

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