MEMORANDUM OF UNDERSTANDING

AMONG THE MINISTRY OF FINANCE AND ECONOMIC PLANNING (MINECOFIN),
THE UNITED NATIONS CAPITAL DEVELOPMENT FUND (UNCDF) AND THE
UNITED NATIONS DEVELOPMENT FUND FOR WOMEN (UNIFEM)

ON THE GENDER EQUITABLE LOCAL DEVELOPMENT (GELD) PROGRAMME

<table>
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<th>Project brief:</th>
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<tr>
<td>Country: Republic of Rwanda</td>
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<tr>
<td>Project name: Gender Equitable Local Development - Rwanda</td>
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<tr>
<td>Execution modality: National Execution (NEX)</td>
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<td>Starting Date: November 2009</td>
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<td>Closing date (Rwanda): August 2012</td>
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<td>Budget (Rwanda): US$ 1,017,591 (UNCDF: US$ 599,221 and UNIFEM: US$ 418,370)</td>
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<td>Executing agency: UNCDF</td>
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<td>Implementing partner: Ministry of Finance and Economic Planning (MINECOFIN).</td>
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<td>Other strategic partners: Ministry of Local Government (MINALOC), Common Development Fund (CDF), National Decentralization Implementation Secretariat (NDIS), Rwandan Association of Local Government Authorities (RALGA), UNDP and UNIFEM.</td>
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<td>Team composition: Project coordinator and Administrative assistant</td>
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<td>Location of team: MINECOFIN (coordinator) and UN (administrative assistance)</td>
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<td>National Steering Committee: Joint GELD-GRB Steering Committee</td>
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PREAMBLE

Considering the collaborating parties mutual interest in strengthening gender responsive action for the achievement of Rwanda's Gender Equality Policy for the promotion of women empowerment and their right to equal access to opportunities and development resources and their equal and effective participation in the national and community development processes and reduction of gender inequality; the promotion of social cohesion in order to achieve stability, the Millennium Development Goals and Poverty Reduction Strategies;

Convinced of the importance of establishing mechanisms that build institutional and individual capacities in achievement of such goals and the national and local government and the populations' ownership of such development initiatives;

Recalling the Regional and International protocols on Gender Equality including the Paris Declaration on Development assistance, the Great Lakes Region PACT for Security, Peace and Stability;

Convinced that institutional collaboration among the UN agencies and the Republic of Rwanda through an MOU will systematize, strengthen and institutionalize gender responsive planning, budgeting; public expenditure management and generate additional knowledge that would enhance policy engagement and reform and leverage additional resources for programme expansion and replication;

Desirous of and committed to the spirit of partnership and envisaged institutional capacity strengthening; the collaborating parties have agreed to concretize the partnership agreement through an MOU reflecting the partnership principles and values stipulated in the Articles that follow below.
MEMORANDUM OF UNDERSTANDING ARTICLES

Article 1: Project and collaborating parties' identities

1. The Programme name shall be "Gender Equitable Local Development (GELD) hereinafter referred to as GELD."
2. GELD is a multi-country multi-year regional programme with country specific focus and country specific implementation modalities per country.
3. In Rwanda, the Ministry of Finance and Economic Planning (MINECOFIN) hereinafter referred to as "Implementing partner is also the Programme Owner".
4. The United Nations Capital Development Fund ("UNCDF") hereinafter referred to as UNCDF- lead agency for GELD-Rwanda.
6. In Rwanda GELD shall be implemented under a Tri-partite agreement and arrangement among three parties namely MINECOFIN, UNIFEM and UNCDF.
7. Under this MOU, GELD shall be implemented under a Tri-partite institutional arrangement. UNCDF is the lead agency in a tripartite programme implementation arrangement among the collaborating partners (Ministry of Finance and Economic Planning, UNIFEM and UNCDF) and in which MINECOFIN is the implementing partner. In this respect, GELD programme will be managed as a separate entity within the national development frameworks and strategy of decentralization, local development and gender under a National Execution (NEX) modality.

Article 2: Project Description and Context

The Gender Equitable Local Development (GELD) programme, developed within the "One UN" principles, forges a partnership between UNCDF, UNIFEM and UNDP, to support local governments in five African countries (Mozambique, Senegal, Sierra Leone, Rwanda and Tanzania).

GELD programme goal: is to achieve gender equitable local development by improving women's access to resources and services through gender responsive planning, programming and budgeting; institutional reforms, empowering funding mechanisms and reflective policy dialogues) in producing knowledge results and products capable of leveraging change and addition resources for up-scaling and eventual replication.

UNCDF, UNIFEM and UNDP have consolidated strengths and experience drawn from various countries all over the world in supporting performance-based gender responsive planning and budgeting for local development. These complimentary perspectives are being brought together to generate empirical experience on gender-equitable local development that could be replicated and up-scaled. The central output is to construct a model that establishes linkages between planning intentions and policy outcomes in relation to achieving gender equality and gender justice through equitable public service planning and budgeting, public expenditure management and monitoring with a gender lens.

Three substantive components of the GELD programme are:

- **Planning and budgeting**: local government planning and budgeting intentions apply the 'gender-lens' and include sex disaggregated targets and benchmarks and measures that support women’s empowerment;
- **Equitable performance**: systematic monitoring of budget performance dissect the realities of LG expenditure and its impact on gender equity – this includes the realities of expenditure outcomes on the empowerment of, or the impediment to, the empowerment of women; and
- **Knowledge generation and policy engagement** with emphasis on advocacy, information sharing and leveraging change.

MoU between MINECOFIN-UNCDF-UNIFEM for the GELD in Rwanda
Article 3: Objectives of the MOU

1. The objective of this MOU is to promote, consolidate, systematize and institutionalize the partnership among the parties (The Government of Rwanda as represented by MINECOFIN and the UN agencies as represented by UNIFEM, UNDP and UNCDF) as a means towards achieving a harmonized and focused coordination of commonly shared and mutually agreed upon institutional goals of Gender Equitable Local Development to increase gender equality and gender justice goals as stipulated in the programme goal set out in this MOU.

2. The MOU also is intended to articulate and provide clarity about partnership framework; the nature and scope of the partnership, guiding principles/ project implementation modalities and mechanisms, procedures/obligations/ expectations/roles and responsibilities of the Parties and management of shared results.

Article 4: Guiding Overall Principles of development under this MOU

Partnership under this MOU is primed on and guided by institutional mandates, a spirit of collective and mutual responsibility and accountability for achieving gender equality and gender justice values and methodologies as a measure towards achieving just, people centered, sustainable local development

a. The Parties do hereby agree to work in partnership in a complementary manner based on each Parties institutional mandates and comparative advantages through this mutual agreement to support the GELD initiative.

b. The overall partnership principles are Mutuality, Consultative, Reciprocity, Probity, Transparency and Accountability and Due Diligence in all engagements/actions under the stipulated areas of cooperation as set out under this MOU.

Article 5: National GELD Implementation Frameworks

1. GELD is part of the United Nations Development Assistance Framework (UNDAF) 2008-2012 and the Common Operational Document (COD) of the UN system in Rwanda. The implementation of the GELD program is governed by procedures and regulations of the United Nations Program for Development (UNDP) and complies with the provisions of the Standard Basic Assistance Agreement (SBAA) signed between the Government of Rwanda and the UNDP on February 2, 1977.

2. GELD in Rwanda shall be implemented under the National execution (NEX) modality.

3. Through joint, consultative and complimentary processes, the Parties shall work towards achieving the following GELD programme results:
   a. Planning and budgeting: Create and/or adapt tools; reinforce capacities at local and central levels; and promote sex-disaggregated data and benchmarking.
   b. Equitable performance: Promote budget performance of intergovernmental fiscal transfers (including the Common Development Fund) by adapting tools and processes to increase pro-poor and gender-equitable local development investments; and offer capital block grants to the Common Development Fund for gender-sensitive investments.
   c. Knowledge generation and policy: Support advocacy, communications and knowledge generation; and adapt policies.

Article 6: Partnership Framework and Institutional Arrangements

1. The partnership framework is one of mutuality/equality/openness/proactive and reciprocal engagement of the partners guided by the guiding principles and objectives of the partnership as articulated in articles 2 and 3 of this MOU.

2. Either party has the right and opportunity to take initiative and or provide leadership/proactive engagement for the programmatic initiatives so spelt out under this MOU.

3. The Parties do hereby undertake to conduct regular programme planning/policy consultations in order to increase the effectiveness thereof.

4. The Parties shall establish a coordination mechanism that includes key stakeholders at national and district operational levels.
5. The Parties shall conduct joint programme initiatives with corresponding complementary agreed upon strategies/policy actions leading towards gender equality and gender justice goals as set out in the GELD project document.

6. This Partnership Framework encourages either party to be proactive in identifying potential areas of joint programming or support needed by third parties for the purposes of achieving the GELD programme goals.

Article 7: Roles and Responsibilities of the parties

The overall collective role and responsibility of the parties is to ensure alignment of GELD with national development policies and priorities as well as value addition to development by GELD. The parties shall ensure effective implementation and coordination of the programme in achieving its goal of contributing to gender equality and gender justice and in contributing to the achievement of the MDGs and EDPRS.

A) MINECOFIN:

1. Assume local ownership of GELD programme right from the start to the conclusion of the initiative.
2. Provide national economic, financial and other development policies guidance to GELD implementation.
3. Provide an enabling environment for GELD implementation and achievement of its envisaged results.
4. Facilitate the critical linkages of GELD with key government line ministries at all levels.
5. Facilitate the establishment of a national coordination mechanism for GELD by expanding the existing National GRB Steering Committee to include GELD.
6. Facilitate the establishment of the GELD technical committee under the National Steering Committee composing MINECOFIN, MINALOC, NDIS, RALGA, CDF, UNIFEM and UNCDF.
7. Facilitate the locating of GELD within the national sectoral approach that includes health, education, infrastructure and agriculture for the first year of its implementation and the remaining sectors the following year.
8. Receive, designate and account for the GELD funds reflecting its contribution to achieve gender equitable local development by improving women's access to resources and services through gender responsive planning, programming and budgeting.
9. Facilitate partnership with the Common Development Fund in transferring of capital block grants to local governments for gender-sensitive investments from GELD.
10. Participate as a key stakeholder in the recruitment, deployment and supervision of both the GELD National Coordinator.
11. Participate in the Project planning, Monitoring and Evaluation initiatives at local and national level.
12. Mobilize additional resources for GELD-Rwanda programme.

B) UNCDF:

As the UN GELD lead agency in Rwanda, UNCDF POL shall undertake and fulfill the following roles and responsibilities:

1. Provide technical support and necessary financial resources according to the stipulated Rwanda – GELD project budgets.
2. Disburse project funds in time and in the correct amounts as stipulated in the budget schedule in the Joint Project document signed by UNCDF and UNIFEM.
3. Participate in and represent UNCDF in national and district project management and coordination structures as established by the Government of Rwanda.
4. Participate in and support the recruitment, orientation and deployment of the GELD National Coordinator and Administrative Assistant.
5. Facilitate sustained effective cooperation among the stakeholders to ensure the achievement of GELD goals.
6. Maintain regular information flow and consultations with MINECOFIN/UNIFEM/UNDP/UNCDF as well as other stakeholders at national and district project operational levels.
7. Support institutionalization of GELD into national and district development policy and development planning processes
8. Participate effectively in project planning and reviews as well as other dialogue forums related to GELD
9. Provide technical guidance and logistical support necessary to achieve effective participation of GELD stakeholders in achieving capacity building, knowledge generation and documentation of experiences on all three project outputs at national/district/regional levels

C) UNIFEM:

As the UN technical lead agency for gender mainstreaming; UNIFEM shall undertake and fulfill the following roles and responsibilities:
1. Provide technical support and capacity building on Gender Responsive Budgeting to implementing partners
2. Provide and disburse UNIFEM financial contribution as necessary according to the stipulated Rwanda – GELD project budgets reflected in the project profile of this MOU
3. Participate in and represent GELD in national and district project management and coordination structures as established by the Government of Rwanda
4. Participate in and support the recruitment, orientation and deployment of the GELD National Coordinator and Administrative Assistant
5. Facilitate sustained effective cooperation among the stakeholders to ensure the achievement of GELD goals
6. Maintain regular information flow and consultations with MINECOFIN/UNCDF/UNDP as well as other stakeholders at national and district project operational levels
7. Support institutionalization of GELD into national and district development policy and development planning processes
8. Participate effectively in project planning and reviews as well as other dialogue forums related to GELD
9. Mobilize additional resources for GELD programme in Rwanda

Article 8: Recruitment and Supervision of GELD staff

A) GELD National Coordinator:
1. A National Project Coordinator shall be recruited to manage GELD in Rwanda
2. The Coordinator shall be recruited through a joint partners' panel comprising MINECOFIN, UNCDF, UNIFEM, UNDP and relevant other government departments and UN bodies as necessary.
3. The National Project Coordinator shall hold a UN contract.
4. The National Project Coordinator shall be seconded to and based at MINECOFIN and supervised by MINECOFIN as the first Supervisor. The National Coordinator shall work under the direct supervision of the Director General of National Budget (National Director) as stipulated in the Coordinator's TOR mutually agreed upon by the parties.
5. The National Project Coordinator shall submit project reports through the Director General of National Budget of the Ministry of Finance and Economic Planning.
6. The National Coordinator shall carry out the roles and responsibilities as stipulated in the TOR for this position

B) GELD Administrative Assistant:
1. The GELD project shall enlist an Administrative Assistant.
2. The Administrative Assistant shall hold a UN contract and shall be based at and supervised by UNCDF.
3. The Administrative Assistant shall work under the direct supervision of UNCDF as stipulated in her/his TOR and may physically be housed at UNIFEM offices due to limited space at UNCDF.
4. The Administrative Assistant in discharging duties shall remain accountable to MINECOFIN and the UNCDF for all project deliverables as stipulated in her/his TOR.


Article 9: Privileges and Immunities

The parties hereby recognize the provisions of the Republic of Rwanda and the United Nations Conventions of Privileges and Immunities and agree to abide by and apply this in relation to this partnership.

Article 10: Settlement of Disputes

Any disagreement in the interpretation or implementation of this MOU and its constituent articles shall be solved amicably via consultations and negotiation among and between the Parties.

Article 11: Amendments

1. This MOU may be modified by written consent of the Parties, at the request of either Party,
2. The amendments shall enter into force upon date of receipt of the notification served by one of the Parties to the other of having complied with the relevant legal and procedural requirements.

Article 12: Notice of Termination

Either Party may serve a notice of termination of this MOU by sending its decision in writing to the other Party. The notice shall be effective 3 months after the date in which the other Party receives the notice of termination.

Article 13: Duration

The present MOU shall be valid for a period of three years (which is also the duration of the GELD Programme) unless a notice of termination is served as set in Article 10 of this MOU.

Article 14: Entry into Force

This MOU shall enter into force upon effective date of signature by the Parties. The undersigned, representing the Parties, properly authorized, sign the present MOU in two copies, in English both with the same legal standing.
## SIGNATORIES

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<tr>
<th>On behalf of the United Nations Capital Development Fund (UNCDF)</th>
<th>On behalf of the Government of Rwanda</th>
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<tr>
<td>Mr. Aurélien AGBENONCI</td>
<td>Mr. John RWANGOMBWA</td>
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<tr>
<td>UN Resident Coordinator</td>
<td>Minister of Finance and Economic Planning</td>
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<th>On behalf of the United Nations Development Fund for Women (UNIFEM)</th>
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<tr>
<td>Rose RWABUHIHI, O.I. C</td>
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<tr>
<td>UNIFEM Central Africa Sub regional office</td>
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<td>Seal and date</td>
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Annex I: GELD Project Document

(Too big to be included; to be submitted as a separate document)

Annex II: GELD Project Staff TORs

The Office of the United Nations Development Programme (UNDP) in Kigali in collaboration with United Nations Capital Fund (UNCDF) is seeking to recruit a **GENDER PLANNING AND BUDGETING COORDINATOR** for the joint UNCDF/UNDP/UNIFEM Gender Equitable Local Development (GELD) Project in Rwanda under the following information:

- **Location:** MINECOFIN
- **Type of Contract:** Service contract (SC)
- **Post Level:** SB-5
- **Starting Date:** 1 November 2009
- **Duration of Contract:** One year (renewable)
- **Expected Duration of Assignment:** Three years

**BACKGROUND**

The Joint UNCDF/UNDP/UNIFEM programme "Gender Equitable Local Development", implemented by UNCDF and UNIFEM, aims at ensuring gender equitable development and improving women's access to resources and services at the local level through gender responsive planning, programming and budgeting. The programme has the following outcomes:

- Local government planning and budgeting intentions apply the 'gender-lens' and include sex disaggregated targets and benchmarks and measures that support women’s empowerment;
- Systematic monitoring of budget performance to dissect the realities of Local government (LG) expenditure and its impact on gender equity;
- Knowledge generation and policy, with emphasis on policy engagement, advocacy, communications and knowledge generation.

The programme will be supporting pilot local governments in five African countries: Senegal, Sierra Leone, Rwanda, Tanzania and Mozambique to achieve this. The support will be formulated according to a country workplan building on the global programme and the country assessments.

A GELD country coordinator will be recruited in each of the countries to oversee the implementation of the country workplan. A regional unit will also be set up to provide technical support and policy advice to the client organization and consolidate knowledge and learning generated by this programme at the country level.

**DUTIES AND RESPONSIBILITIES**

Under the direct supervision of MINECOFIN, the GELD Country Coordinator will have the following responsibilities:

**Project management and monitoring:**
- Develop annual country workplans through building consensus with national stakeholders
- Coordinate the implementation of the programme activities by both implementing agencies
- Prepare regular country progress reports that include regular tracking of progress towards the identified indicators
- Ensure sound budget management

**Inter agency Coordination:**

MoU between MINECOFIN-UNCDF-UNIFEM for the GELD in Rwanda
• Ensure regular communication with and between implementing agencies and national stakeholders
• Support the establishment of the Joint GRB/GELD Steering Committee at national level in coordination with the wider UNCTs
• Ensure positioning of the programme within the framework of UNDAFs and other mechanisms
• Contribute to the expansion of partnerships with national partners and bilateral and multilateral organizations.

Project implementation:
• Monitor the decentralization process and policies within the country
• Facilitate training workshops and conduct training
• Build a data base of relevant technical resources that are relevant to local planning and budgeting including policies, plans, and budgets, guidelines and training resources...etc.
• Support processes for preparation of gender equitable local plans and budgets
• Support the participation of women's groups in planning, budgeting and monitoring

COMPETENCIES

Corporate Competencies:
• Demonstrates integrity by modeling the UN's values and ethical standards
• Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Development and Operational Effectiveness
• Substantive knowledge and understanding of decentralization process, gender planning and budgeting.
• Substantive knowledge and experience in management of multi stakeholder programmes
• Demonstrated experience in supporting participatory and community based initiatives
• Knowledge of approaches and tools for capacity development in support of national partners.

Management and Leadership
• Demonstrated record in building effective multi-stakeholder partnerships
• Effective management skills
• Strong oral and written communication skills in the country language and in English.

REQUIRED SKILLS AND EXPERIENCE

• Master's Degree or equivalent in Public Administration, Economics, Gender Studies or related field.
• At least five years of relevant experience in implementation monitoring and evaluation of development projects (results-based and rights-based programming)
• At least five years experience in leading programmes relating to gender equality, local development and social policies or gender responsive budgeting.
• Deep knowledge and understanding of development challenges in the country context
• Training skills
• Strong familiarity with UN inter-agency cooperation.
• Kinyarwanda, English and a fair knowledge of French.
The Office of the United Nations Development Programme (UNDP) in Kigali in collaboration with United Nations Capital Fund (UNCDF) is seeking to recruit an **ADMINISTRATIVE ASSISTANT** for the joint UNCDF/UNDP/UNIFEM Gender Equitable Local Development (GELD) Project in Rwanda under the following information:

**Title:** Administrative Assistant  
**Location:** UNDP/UNCDF/UNIFEM  
**Contract type:** Service contract  
**Grade:** SC-SB2  
**Duration of Contract:** One year (renewable)  
**Expected Duration of Assignment:** Three years

I. Organizational Context

**Under the direct guidance and supervision of UNCDF Chief Technical Advisor Gender Planning and Budgeting Coordinator,** the Administrative Assistant provides administrative support ensuring high quality, accuracy and consistency of work. The Administrative Assistant promotes a client-oriented approach, courtesy and tact consistent with UNDP rules and regulations and demonstrates the ability to work in a multi-cultural and multi-ethnic environment. The Administrative Assistant works in close collaboration with all UNCDF staff to successfully deliver administrative services and ensure consistent service delivery. Specifically the Administrative Assistant will be responsible of:

II. Functions / Key Results Expected: Specifically the Administrative Assistant will be responsible of:

1. **Ensures implementation of administrative and operational strategies focusing on achievement of the following results:**
   - Preparation of Purchase Orders in ATLAS.
   - PO reconciliation; timely corrective actions on POs with budget check errors and other problems and closing of POs.
   - Processing and reconciliation of recurring monthly invoices

2. **Ensures provision of effective mail management focusing on achievement of the following results:**
   - Receipt, registration, coding and forwarding of incoming faxes, letters and other correspondence to proper department/unit/officer.
   - Registration and dispatch of the outgoing communications, including pouch, and follow-up distribution. Prepares the summary packages dispatched.
   - Full compliance of administrative, records archiving, UN Diplomatic Pouch, UNDP Vaisse and registry processes in accordance with UN/UNDP/UNCDF rules, regulations, policies and strategies.

3. **Ensures proper control of UNCDF assets focusing on achievement of the following results:**
   - Preparation of inventory reports.
   - Implementation of inventory and physical verification check-up.

4. **Ensures provision of logistical services focusing on achievement of the following results:**
   - Support to UNCDF staff for their travel documents and issuance of visas.
   - Arrangement of shipments and maintenance of records.
   - Coordination of office maintenance and repair services; assistance for the repair of office equipment and support to conference facilities arrangements.
   - Support to office space management.
   - Management of office stationery/supplies, identification of needs, acquisition and supervision of distribution and use.
Annex III GELD Project Business Environment

The Republic of Rwanda is a small landlocked country in east-central Africa and is bordered by the Democratic Republic of the Congo, Uganda, Tanzania, and Burundi. It covers an area of 28,358km² and is inhabited by almost 10 million people. The population density is 358 persons by km², meaning that Rwanda has the densest population in continental Africa. The annual average population growth rate is 2.6% and two thirds of the population is less than 25 years old. With regards to poverty it remains an overwhelmingly rural phenomenon with over 90 percent of the poor living in rural areas. Therefore progress in these areas is critical to having an overall impact on poverty.¹

The country’s development is guided by its long term development plan with two sets of targets: the Millennium Development Goals (MDGS) have targets set for 2015, and the objectives of Rwanda Vision 2020 have targets set for 2020.

Furthermore, Rwanda’s Economic Development and Poverty Reduction Strategy (EDPRS) provides a medium-term framework for achieving the country’s long term development aspirations as embodied in Rwanda Vision 2020, the seven year Government of Rwanda (GoR) programme, and the Millennium Development Goals. EDPRS, which has targets set for 2012, pays particular attention to sustainable and equitable development, with a strong focus on poverty reduction.²

(a) Gender

Rwanda has made a number of positive steps that directly and indirectly deal with the problems of gender discrimination. For instance, in the 2003 national Constitution on gender equality and women’s rights Rwanda has recognized the equal rights of women and men by the passage of the Articles 26, 27 and 28. The constitution also provides a 30% quota for women in all areas of decision making and other affirmative action policies in education and health exist. In Vision 2020 and in the EDPRS, gender issues are crosscutting in all the country’s priority areas; and gender related indicators are set as important targets to be achieved. Additionally, Rwanda has a National Gender Policy (2004) which aims to mainstream gender in all aspects of Rwandan governance and development strategies.

Rwanda leads the rest of the world in the number of Female Parliamentarians (56.2% of the National Assembly), 36% of cabinet ministers are women, 86.6% of women Vice mayors at the district level in charge of social affairs, 42% of High Court Judges are women in the judiciary, only 7% of District Mayors are women and 20% of Provincial Governors are women.

However, the situation of gender disparity with regard to women status and their participation in national life is still a challenge for example:
- Only 14.8% of women earn cash incomes; 56.9% of households live below poverty lines; 60.2% of households that live below poverty line are female headed; 85.5% of female unskilled labor force is engaged in agriculture compared to 61.5% for men.
- Women who head their households have a higher and a deeper incidence of poverty.³

(b) Decentralization

The Government of Rwanda adopted the National Decentralization Policy in May 2000. It was designed to ensure political, economic, social, administrative and technical empowerment of local populations to fight poverty by participating in planning and management of their development process. The Policy favors the representation of women at various administrative levels and ensures an automatic integration

of women in all executive committees, in sector and cell councils and in community development committees in line with the new law on decentralization that enshrines the 30% quota for women it also secures active representation and participation of women and youths in their Advisory (niyanama) Councils which function as their Parliaments. The representation of women in the Advisory councils is 43%. Currently, the decentralization policy has favored the representation of women at various administrative levels including the post of Vice-Mayor in charge of social affairs is the overall responsive for gender issues was created at district level.

The new phase of the decentralization process started at the end of 2005 and has made further progress in the integration of gender issues in local level planning, budgeting and implementation. For instance, sector becomes the centre of service delivery.

(c) Fiscal Decentralization

National Fiscal Decentralization Policy aims to provide local administrations with adequate resources and powers to implement their decentralized functions. Specifically, it aims at developing an efficient and sustainable resource mobilization base for local communities; providing the resources for a balanced and equitable local development; strengthening planning and management capacity of the local level using a participative approach.

The administrative reform process lays out the new responsibilities devolved to the local Administrations. Sectors (and in the future cells) have become the nodes of service delivery. Districts co-ordinate and assist Sectors to better services to the population by determining, co-coordinating and implementing development plans and programmes. Furthermore districts allocate adequate levels of resources to the sector level and must include in their budget all development projects that are implemented on their territory. Consequently, districts’ needs have been integrated into the national budget.

Further more in an effort to institutionalize the principles of accountability effectiveness in development and service delivery, all districts have introduced the system of performance contracts (limihigo) which provides and in important entry point for integrating gender issues in the planning and budgeting processes.

(d) SWOT analysis

1. Strengths / Opportunities
   - **Political commitment (EDPRS, Vision 2020, CEDAW and Constitution of Republic of Rwanda) to gender issues:** GELD shall benefit from the political commitment of the GoR with regards to gender, (fiscal) decentralization and local development.
   - **Decentralization and Local Development:** MTEF is established and moving towards performance budgeting; the decentralization framework provides for women to be well represented in District Councils and other administrative entities; New Budget Processes and Procedures Manual could incorporate guidance on gender mainstreaming; a PEM manual for LGs has been developed by MINECOFIN/NDIS; the Government is currently revising the matrix of roles and responsibilities of LGs (expenditure assignment).
   - **EDPRS:** Gender was integrated into the formulation of EDPRS
   - **M&E:** The Gender Monitoring Office has recently been established to monitor the government’s progress on addressing gender issues. In addition, a Gender Responsive Monitoring and Evaluation Framework (in reference to EDPRS and MTEF) has been drafted by MINECOFIN in February 2009.
   - **Coordination:** the GRB initiative and its Steering Committee as a coordination organ for all Gender initiative related to the Public Expenditure Management Cycle.
   - **Partnerships:** Rely on key institutional partners such as NDIS, RALGA, MINECOFIN and MINALOC.
   - **Capacity building:** Harmonize methodologies, tools and trainings for gender-sensitive PEM cycles at decentralized levels.
   - **Funding arrangement:** Pool funding arrangement between Donors and MINECOFIN for the Gender Responsive Budgeting (GRB).
2. Threats / Weaknesses

- **Data**: Lack of gender-disaggregated data available.
- **Coordination**: Lack of coordination among donors and risk of duplication.
- **HR**: Low capacity and high staff turnover at decentralized levels.
- **Partnerships**: Civil society is currently weak and lacks engagement with government on planning and budgeting issues, even if member of the Steering Committee.
Annex IV: Proposed GELD Project Activities 2009-2012

Planning and budgeting:
- Support sex-disaggregated data collection
- Support benchmarking and measurement of decentralized women’s empowerment supports.
- Support local government planning and budgeting cycles through: tools (manuals), training, technical support, and revision of Local Development Plans.

Equitable performance:
- Support the monitoring of budget performance (dissect the realities of LG expenditure and its impact on gender equity).
- Train and equip (tools) the Rwanda Local Development Support Fund (RLDSF) to pro-poor and gender-equitable investments.
- Block grant to Local Governments for gender-sensitive investments

NISR
RALGA/NDIS
MINECOFIN/NDIS/MINALOC
MINECOFIN
RLDSF/MINALOC/MINECOFIN
CDF/Districts