

1. Rwanda Standards Board Gender Action Plan

1.1. Introduction to Rwanda Standards Board Gender Action Plan

The assessment on gender responsiveness in the Rwanda Standards Board systems, processes and procedures is the key component in positioning gender equality in standards and standard development processes.

In line with the objectives of the assessment and the proposed methodology, the mission was able to identify both gaps and opportunities of RSB at different levels grouped in 4 components below:

- a.** Accountability and coherence in regards to national GE policies and laws, UNECE declaration for gender responsive standards and standards development to which RSB subscribed other national, regional and international commitments such as:
 - (1) HeForShe,
 - (2) Beijing Platform for action,
 - (3) Sustainable development goals of United Nations,
 - (4) Convention on the Elimination of All Forms of Discrimination against Women of United Nations,
 - (5) Agenda 2063 of African Union,
 - (6) Paris Declaration on Aid Effectiveness and new Aid Modalities,
 - (7) African Continental Free Trade Area,
 - (8) Treaty for establishment of the East African Community,
 - (9) Trade Policy of Rwanda,
 - (10) Labor law and
 - (11) Law governing public servants;
- b.** Internal operations where RSB has to excel in Systems, procedures and processes. For that the institutions have to be equipped with competent Human Capital and social capital longing to achieve transformation by GE delivery;
- c.** Institutional learning capability and innovation;
- d.** Successful partnership & cooperation in relation with GE requirements with partners, clients and constituencies.

From the identified gaps and opportunities, UNECE declaration for gender responsive standards and standards development to which RSB subscribed, other national, regional and international commitments on GE as well as the action plan of RSG on gender responsive standards and standards development 2020-2022;

The mission is suggesting the following actions to be undertaken through a comprehensive detailed action plan that will enable RSB to attain the ultimate goal of “Gender responsive standards and standards development to enhance service delivery, safety and trade promotion

for both women and men at national, regional and international levels". The proposed actions are a sequence intended to engage a thorough reform of the institution to become a reference model trade transformation through Gender Equality and empowerment of women and men of Rwanda.

Actions are grouped in the following sequence:

1. Awareness raising
2. Common ground knowledge for all. Basic training on Gender Equality (accent to women's empowerment) in Service Delivery, Safety and equally positioning women and men trade,
3. Specialised training:
 - a. Gender Equality Analysis
 - b. Gender Responsive Planning and Budgeting
 - c. Gender Equality and Financial Management
 - d. Gender Equality, Policy Development and Advocacy
 - e. HRD and Gender Equality
 - f. Gender Responsive Standards
4. GE and internal policies and guidelines
5. GE and RSB organisational culture, leadership and symbols
6. Integration of GE in program and resources' systems, procedures and processes
7. Roll out in RSB, partners, clients and constituencies
8. GE accountability mechanisms
9. Model documentation and development into a reference

The above proposed actions are grouped into 3 steps below including:

- (a) awareness and ownership,
- (b) knowledge development and
- (c) institutional capacity development.

1.2. RSB Gender Equality transformation model:

The above proposed actions are grouped into 3 steps below including:

1. awareness and ownership,
2. knowledge development and
3. institutional capacity development.

STEP 1: AWARENESS & OWNERSHIP

Objectives:

1. RSB officials and staff are aware and own the content of the GE assessment report, the institution's strategic orientation
2. All staff are engaged and know their involvement in GE mainstreaming and expected transformation of trade, safety and service delivery
3. Develop a basic common ground knowledge for all in GE and Trade

Two actions:



STEP 2: KNOWLEDGE DEVELOPMENT

Objectives:

1. The needed human capital (Skills and Competences) on GE are acquired by RSB officials and staff in their respective portfolios
2. Officials and staff start gathering information for informing sound gender analysis, intervention strategies and actions
3. Design first M&E frameworks to track results (outputs) and Change (outcomes)

A set of Two actions:

1. Specialised advanced trainings
 - a. Training in GE Analysis in Standards and Trade,
 - b. Training on Gender Responsive Planning and Budgeting in Standards and Trade.



STEP3: INSTITUTIONAL AND ORGANISATIONAL DEVELOPMENT FOR GE AS AN APPROACH TO SERVICE DELIVERY, SAFETY AND TRADE FOR BOTH WOMEN AND MEN

Objectives:

1. Human Resources Management, including appraisals systems, provide an environment for GE in RSB as an institution and deliver gender sensitive programs to facilitate equal Service Delivery, Safety and Trade for both women and men.
2. All internal policies, guidelines, tools and managerial systems, procedures and processes are aligned to GE requirements
3. RSB leadership, organizational culture and symbols are deliberately gender sensitive
4. RSB partnerships and cooperation with partners, clients and constituencies to deliver together on GE
5. All experiences and learning inform innovation, approaches and intervention strategies to the next level.

Six actions:

1. Review of all policies, guidelines, tools and managerial systems, procedures and processes for both program and resources management.
2. Set up a mechanism for weaving GE at all entry points of program cycles and resource management (human, financial, etc.).
3. Align all RSB communication both internal and external to GE
4. Review RSB partnership framework to align to GE power relations transformation
5. Set up a regular forum for learning and innovation, including benchmarking GE audits/assessments

1.3. Detailed action plan Very short term with technical assistance of the current mission/ or short, mid or long term period through the capacity development plan of RSB

No	RSB Strategic goal	Objectives	Action description	Expected results (outputs and outcomes) with measure of success	Planned period	Duration			Observations
						Short Term ¹	Medium	Long	
Strategic Vision: Equal opportunities for Women and Men in Service Delivery, Safety and Trade through Gender Responsive Standards									
1.	GE and Mainstreaming Gender awareness and ownership raising	Ensure all members of the Board of Directors (BoD) and Management of RSB are aware of the needed (a) Accountability and coherence in regards to GE policies, national, regional and international commitments (b) Internal operations, procedures and competences, (c) Institutional learning capability and innovation (d) Successful partnership and cooperation in	Working sessions with the RSB BoD , Management and Staff on results of the assessment, proposed GE action plan and capacity building training with a purpose of raising awareness and ownership for (a) Accountability and coherence in regards to GE policies, national, regional and international commitments in relation with GE requirements. (b) RSB on Internal operations, procedures and competences in relation with GE requirements. (c) Institutional learning capability and innovation	Members of Board directors and management are aware of (a) Accountability and coherence in regards to GE policies, national, regional and international commitments, (b) Internal operations, procedures and competences, (c) Institutional learning capability and innovation in relation as well as (d) Successful partnership and cooperation in relation with GE requirements.	Second and third week of December 2020/ Around validation process of the assessment report and action plan.	5 working days max			Activity to be realised during the presentation and validation process of the assessment report , action plan and capacity building plan

¹ Short term period with technical assistance of the current mission

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		relation with GE requirements.	(d) Successful partnership and cooperation in relation with GE requirements. They will be put in groups						
		Ensure ownership of BoD and all staff	Visit each directorate to share results of the assessment, proposed RSB Gender action plan and Capacity Building Training program	The ownership of the content of this report, action plan and capacity building training plan by beneficiary institution/RSB is effective. Adhesion to GE Strategic direction	3 rd and 4 th week of Dec 2020	19 days			Each directorate will reflect on possible change for embracing GE
2.	Common ground knowledge for all on GE in relation with trade and trade promotion for both women and men	Ensure all RSB officials have basic knowledge on GE in relation with trade and trade promotion for both women and men	Gender Equality Basic Training sessions with RSB officials on how GE should be embedded in trade for an inclusive and sustainable trade promotion that gives equal opportunities to both women and men.	RSB Officials are capable to embed GE principles and requirements in trade for an inclusive and sustainable trade promotion that gives equal opportunities to both women and men. The ownership of the content of this report by beneficiary institution/RSB is effective.	Four weeks of January 2021	Four weeks			To equip staff with basic capacity to mainstream GE Activity to be realised by the current mission in collaboration with concerned officials of RSB for ownership
		Coach staff to strengthen their capacity to mainstream GE	Collect of Coaching demands from staff and organise sessions for coaching	All staff have a basic capacity to mainstream GE	Four weeks of January	Four weeks			

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				Reports of coaching session					
3.	Program cycles and resources improve positions of women compared to men's in segments of value chains, service delivery and safety as a result of enhanced skills and competences for RSB officials on GE	Enhance Capacity on: (1) Gender Equality Analysis, (2) Gender Responsive Planning and Budgeting, (3) Gender Equality and Financial Management, GBS preparation, implementation and reporting, (4) Gender Equality, Policy Development and Advocacy, (5) HR management and Gender Equality Standards	Preparation of training modules on Gender Equality Analysis, Gender Responsive Planning and Budgeting, Gender Equality and Financial Management, Gender Equality, Policy Development and Advocacy, HRD and Gender Equality and on Gender Responsive Standards	Training modules on Gender Equality are prepared and validated	4 weeks of February 2021		Feb 2021		Activity to be realised by another mission through training and coaching sessions
			Training sessions on Gender Equality Analysis, Gender Responsive Planning and Budgeting, Gender Equality and Financial Management, GBS preparation, implementation and reporting, Gender Equality, Policy Development and Advocacy, HRD and Gender Equality and	RSB officials are trained and their skills and competences developed on Gender Equality Analysis, Gender Responsive Planning and Budgeting, Gender Equality and Financial Management, GBS preparation, implementation and reporting, Gender Equality, Policy Development and Advocacy,	8 weeks		March, April 2021		

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			on Gender Responsive Standards.	HRM and Gender Equality and on Gender Responsive Standards					
4.	Gender equality policy, HR policy and internal policies, guidelines and managerial procedures	There is a specific gender policy and HR policy of RSB and review all internal policies guidelines, managerial procedures and strategies to align them with GE requirements, UNECE declaration for gender responsive standards and standards development as well as National, Regional and International commitments on GE.	Assist RSB in Preparation of terms of reference for elaboration of a its specific gender and HR policies	Terms of reference for elaboration of a specific gender and HR policies of RSB are prepared.	Third week of December	2 Working days			Activity to be realised by the current mission in collaboration with concerned officials of RSB for ownership
			Assist RSB in preparation of terms of reference for review of all its internal policies, systems, guidelines, tools and managerial procedures for program and resource management to align them with GE requirements as well as National, Regional and International commitments on GE.	Terms of reference for review of all internal policies guidelines and managerial procedures of RSB are prepared	Third week of December	2 Working days			Activity to be realised by the current mission in collaboration with concerned officials of RSB for ownership
			Assist RSB Preparation of terms of reference for review of its strategic plan of RSB 2020-2026	Terms of reference for review of strategic plan of RSB 2020-2026 are prepared.	Fourth week of December	2 Working days			Activity to be realised by the current mission in

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			and align it with GE requirements, UNECE declaration for gender responsive standards and standards development as well as National, Regional and International commitments on GE.						collaboration with concerned officials of RSB for ownership
			Hiring a consultant for elaboration of a specific gender and HR policies of RSB. Proceed with the elaboration of specific gender and HR policies of RSB and validation.	The Consultant for elaboration of a specific gender policy of RSB is hired. The specific gender and HR policies of RSB are elaborated and validated.	8 weeks	Third week of December	Feb – April 2021		Activity to be realised by RSB officials or assisted by external expert
			Hiring a consultant for review of all internal policies, guidelines and managerial procedures. Proceed with review of all internal policies and guidelines to align them with GE requirements, UNECE declaration for gender responsive standards and standards development as well as National, Regional and International commitments on GE.	Consultant for review of all internal policies and guidelines of RSB is hired. Internal policies, guidelines and managerial procedures are reviewed and aligned with GE requirements, UNECE declaration for gender responsive standards and standards development as well as National, Regional and International commitments on GE.	8 weeks		May - June 2021		Activity to be realised by RSB officials or assisted by external expert

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				The validation of reviewed internal policies and guidelines is effective.					
			Hiring a consultant for review of the strategic plan. Proceed with review of strategic planning of RSB 2020-2026 and align it with GE requirements, UNECE declaration for gender responsive standards and standards development as well as National, Regional and International commitments on GE.	Consultant for review of the strategic plan of RSB 2020-2026 is hired. The strategic planning of RSB 2020-2026 is reviewed and aligned with GE requirements, UNECE declaration for gender responsive standards and standards development as well as National, Regional and International commitments on GE. The validation of the reviewed strategic planning is effective.	6 weeks		March – April 2021		Activity to be realised by RSB officials or assisted by external expert

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5.	GE and RSB organisational culture, leadership and symbols	Symbols of RSB are gender sensitive, periodic forums or meeting on GE are organised and mechanisms for handling gender issues are in place.	Preparation of an annual calendar of forums or meeting on GE, preparation of internal rules and regulations on handling gender issues including any form of discrimination and GBV. Working on Leadership and control mechanisms for GE delivery	Existing symbols of RSB are reviewed and proposal to make the gender sensitive approved, annual calendar of GE forums or meeting is prepared and approved and internal rules and regulations on handling gender issues including any form of discrimination and GBV are prepared and approved. Leadership and control mechanisms for GE delivery (review of Job descriptions)	4 weeks		June -July 2021		Activity to be realised by RSB officials or assisted by external expert
6.	Program cycle and resources are managed with GE integrated in	Existing systems, procedures related to the core mission of SQMT and trade promotion, administrative and financial management are aligned with GE requirements	Review of existing systems, procedures related to the core mission of SQMT and trade promotion, administrative and financial management to align them with GE requirements	Existing systems, procedures related to the core mission of SQMT and trade promotion, administrative and financial management are reviewed and aligned with GE requirements	4 weeks All		August 2021		Activity to be realised by RSB officials or assisted by external expert
7.	All RSB cooperati	Ensure partnerships with all partners, clients	Review of existing guidelines and tools including agreements	Existing tools of RSB including agreements with all clients and	20 Working days		Sept emb		Activity to be realised by RSB officials

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		and constituencies concerning standards and trade promotion are gender sensitive.	with all partners, clients and constituencies concerning standards and trade promotion to align them with GE requirements	constituencies concerning standards and trade promotion are reviewed and aligned with GE requirements			er 2021		or assisted by external expert
			Engage existing and new partnerships to integrate gender equality markers in the agreements and delivery	Beside the core SQMT content in agreements, partnerships contain gender equality markers	1 month		October 2021		Activity to be carried out by RSB senior officials
8.	GE accountability mechanisms within RSB and partners	RSB reporting, monitoring and evaluation, as well as performance contracts, appraisals of programs/projects and staff appraisals are gender sensitive.	Review of RSB existing reporting, monitoring and evaluation guidelines and tools, as well as performance contracts, program/projects appraisal and staff appraisals to align them with GE requirements.	Existing reporting, monitoring and evaluation guidelines and tools, as well as performance contracts, project/programs and staff appraisals are reviewed and aligned with GE requirements.	4 weeks		November 2021		Activity to be realised by RSB officials or assisted by external expert
Roll out the new guidelines and tools for gender accountability			Reporting, M&E, performance and projects/ programs and staff appraisals reflect GE requirements	2 weeks		December 2021		Activity to be realised by RSB officials or assisted by external expert	
RSB GE organisational and institutional assessment for progress benchmarking			Progress of GE nitation in policies, systems, processes and procedures and transformation results. A self-assessment.	1 month			Dec 2022	Activity to be realised by RSB officials with minimum technical assistance	

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9.	Model documentation and development into a reference	Systematic documentation approaches, intervention strategies, and GE changes as well as best practices, success stories and failures for learning and innovation on GE in relation with SQMT, Trade, Service Delivery and Safety, in order to develop the journey into a reference model	Install a systematic documentation RSB GE transformation model, its best practices and success stories or failure for learning and innovation on GE in relation with SQMT and trade promotion	A systematic documentation model of best practices and success stories/failure for learning and innovation on GE in relation with SQMT and trade promotion is in place and operational within RSB.	Throughout	2020	2021	2022	Activity to be realised by RSB officials
			Publish RSB GE transformation journey model, its successes and challenges for learning and innovation	RSB reference model published	2 months			Jan and Feb 2023	Activity to be realised by RSB officials with technical assistance