

Green City Kigali: a new model for urban development in Rwanda

Annex 8b - Gender and Social Inclusion Action Plan

Project impact statement: Increased resilience of vulnerable households, including women and girls, and enhanced efficient and low emission household energy use. Resilient and low-carbon technologies and infrastructure for improved access to water and electricity of residents, *resulting in reduced time and labour required by women and girls for household tasks; women-friendly and safe public spaces resulting in reduced gender-based violence; gender-sensitive community center creating space for recreation and economic activities of women; gender-sensitive public space and facilities; women's social and political empowerment through increased participation and leadership in the community centre and community activities.*

Project outcome statement: Increased resilience to climate change events for women and girls within the project area.

Project outputs:

Output 1: Public infrastructure is upgraded to increase resilience to flooding, landslides and pro-longed dry spells and household energy use is efficient and low emission, *including stormwater management, solid waste management, water supply, sanitation, transport and mobility, energy, community buildings, and project management and technical supervision of works.*

Output 2: Increased awareness and capacity for inclusive climate responsive upgrades, *including community ownership and sustainability, TVET operationalised to serve as a learning and innovation centre for climate responsive upgrades, capacity building for construction sector workers and professionals, institutional capacity development of GoR agencies, awareness raising and citizen engagement in climate responsive regeneration, blueprinting the GCK and Planning code for SPV, development of recycling value chains, and market facilitation to catalyse increased uptake of low emission, climate resilient approaches and technologies.*

Output 3: Enabling environment for climate resilient, low emission investment, *including mainstreaming green city development standards and approaches into regulatory and planning frameworks, and knowledge management system developed on climate responsive regeneration.*

Purpose of the Gender Action Plan (GAP)

Guidance documentation provided by Green Climate Fund regarding the purpose and preparation of a Gender Action Plan outlines the following key elements to be included in a GAP. The Gender Action Plan for the Ngaruyinka village upgrade strives to address each of these important aspects.

- Preparatory work undertaken to address gender issues in the project/program;
- Quotas, targets, design features, included in the project/program to address gender inclusion and facilitate women's involvement and/or ensure tangible benefits to women;
- Mechanisms to ensure implementation of the gender design elements;
- Gender monitoring and evaluation indicators.

Gender dimensions of outputs: Based on the broader project outputs and the key findings of the gender assessment in Ngaruyinka village, the following gender dimensions have been developed to ensure women’s full and equal participation in, and benefit from, all aspects of the village upgrade outputs, in both the short and long term. These dimensions cut across all three outputs to varying degrees, though they are primarily relevant to Outputs 1 and 2. They have been organized in the action plan to reflect the cross-cutting nature of gender inequities and the need for taking a holistic approach to gender equality efforts, in order to ensure sustainability of outcomes and long-term community ownership that equally involves women and girls in all aspects of climate resilience related to the upgrade.

Dimension 1: Participation and Leadership

This dimension addresses specific gaps and inequalities in the current context that inhibit women from effectively participating in decision making processes and leadership roles related to the village upgrade, as well as village governance more broadly and its impact on future responses to climate change events and community ownership of the social and environmental gains made during the upgrade process. This dimension prioritizes capacity building and awareness raising among both men and women, as well as specific community-led accountability mechanisms, to ensure women will have a meaningful voice throughout the entire lifecycle of the village upgrade in planning and decision making processes that will directly influence the success and positive, inclusive impact of the upgrade.

Dimension 2: Safety and Rights

This dimension addresses the gender barriers women and girls currently face at the home and community level that directly and substantially constrain their ability to benefit from many aspects of the village upgrade, as well as to have the free time and agency to be able to participate in decision making processes related to the upgrade, whether in a specific leadership role or as a community stakeholder. Unpaid care work and gender-based violence, as well as community attitudes and beliefs about women’s roles and capabilities, directly affect the degree to which women are able to participate (if at all), to have their needs and views be respected and included, and to fully and equally benefit from key aspects of the upgrade such as (although not limited to) TVET education, job creation, street lighting, bicycle lanes, and community management roles. The underlying drivers of women’s exclusion and the unique gender barriers they face are thus addressed through targeted efforts in this dimension, and include community-led sustainability mechanisms to ensure women are effectively included and able to equally benefit from upgrade interventions consistently over time.

Dimension 3: Wrap-around Stakeholder Engagement for Women’s Equal Access and Benefit

This dimension addresses gender issues across some of the larger surrounding structures, systems and key stakeholders that will directly influence women’s access to, participation in, and ability to safely and equally benefit from specific upgrade interventions. This includes women’s ability to benefit from intervention such as TVET as well as employment opportunities; even if women are enabled to have the free time to engage in such activities, gender norms around what is expected and appropriate for them will influence whether or not they pursue opportunities or access resources to the degree that men do. In addition, gender-based violence and discrimination in workplace settings and community management roles will create additional burdens for women and prevent them from participating and benefitting equally. This dimension targets these areas in a multi-layered manner to ensure women’s safe and meaningful inclusion from end to end.

**Note: Budget amounts include all estimated costs for design and development of activities / materials, implementation of activities, and logistical costs related to implementation, i.e. venue rentals, etc. In the Annex 4 Budget, these costs are covered by certain consolidated line items.*

Activities	Indicators and Targets	Responsibilities	Timeline	Costs/Approx. budget* (US\$)
1. DIMENSION: Participation and Leadership Women's ability to participate in decision making processes and to occupy leadership roles on par with men, as well as to be respected and influential when they do engage, is extremely constrained in the current gender context of Ngaruyinka village. Intentional measures must be put in place to ensure women have a meaningful voice within the village upgrade committee in the immediate term and for the project lifecycle, and in village governance processes more broadly in the long-term, to ensure sustainability and impact of the upgrade intervention areas.				
1.1 Gender and leadership capacity building support				
1.1.1 Participatory training with women on women's leadership, rights and self-confidence	Number of sessions conducted (Baseline: 0, Target: 3) Number of women trained (Baseline: 0, Target: 60)	Gender Specialist + Community Engagement Specialist	Year 1; beginning mid-year approx.	\$2,400.00
1.1.2 Gender equality and rights training with local leaders and the village upgrade committee in separate groups (men and women in separate sessions), with an emphasis on the importance of women's experiences being incorporated into project intervention areas, particularly in relation to those areas where women are heavily involved or affected (i.e. water access and management, waste management / sorting)	Number of sessions conducted (Baseline: 0, Target: 2 sessions with men, 2 sessions with women) Number of men trained (Baseline: 0, Target: 10-15; dependent on number of men in village leadership roles and on the upgrade committee) Number of women trained (Baseline: 0, Target: 10-15; dependent on number of women in village leadership roles and on the upgrade committee)	Gender Specialist + Community Engagement Specialist	Year 1; beginning mid-year approx.	\$3,000.00
1.1.3 Conduct climate literacy seminars for local government and civil society organizations, aimed at increasing women and youth participation	number of CSOs and government agencies trained to build capacity of urban people, specifically women and youth, to participate in climate change mitigation and adaptation processes (baseline: 0, target: (50 people from local government and civil society organizations trained-50% male, 50% female)	Gender Specialist + Community Engagement Specialist	Year 1; beginning mid- year approx.	\$4,000
1.1.3. Provide organizational/technical/financial capacity building to women, youth, and CSOs (such as cooperatives or VSLA) with focus on financial literacy and provide long-term coaching to beneficiaries	Number of CSOs/VSLAs members trained (baseline:0, target: 100 members of CSO/VSLs members trained:60% are women and youth)	Gender Specialist + Community Engagement Specialist, FONERWA	Y1,2 &3	\$5,000
1.2 Establish a gender mainstreaming committee within the village for ongoing oversight				

<p>1.2.1 Establish a community-led committee to ensure oversight and accountability at the village-level for women’s effective participation and gender equality; committee will be co-designed with the community, with the support of the gender technical team for the upgrade; committee members will be those whom have received capacity building on gender equality, women’s rights and equal leadership</p>	<p>Number of co-design sessions conducted (Baseline: 0, Target: 2)</p> <p>Number of committees established (Baseline: 0, Target: 1)</p> <p>Number of women and men on the committee (Baseline: 0, Target: 5 women, 3 men)</p>	<p>Gender Specialist + Community Engagement Specialist</p>	<p>Year 1; beginning mid-year approx.</p>	<p>\$1,800.00</p>
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1.2.2 Liaise with the gender mainstreaming committee on a quarterly basis to monitor progress and address any problems or sticking points effectively and efficiently as they arise; document results and feedback to project team	Number of check-in sessions conducted (Baseline: 0, Target: 1 per quarter)	Gender Specialist + Community Engagement Specialist	Year 1; quarterly from launch of committee, beginning mid-year approx.	\$1,800.00 / quarter
1.3 Ensure women's full and equal participation on the village upgrade committee				
1.3.1 Ensure active women's participation on the village upgrade committee, to combat tokenistic approaches to women's involvement and leadership	Number of community engagement sessions hosted to discuss quota system: (Baseline: 0, Target: 1) Number of quota systems established (Baseline: 0, Target: 1) Number of women and men on the village upgrade committee (Baseline: 6 men, 4 women, Target: 5 men, 5 women, or 6 men, 6 women)4	Gender Specialist + Community Engagement Specialist, FONERWA	Year 1; beginning mid-year approx.	\$1,800.00
1.4 Build the capacity of key decision makers and stakeholders involved in the village upgrade to ensure wrap-around support for women's greater engagement				
1.4.1 Participatory gender and women's rights training sessions for village upgrade implementing team and key actors within FONERWA to ensure understanding of key concepts and targets in the gender action plan for greater compliance, accountability and support for women's engagement	Number of sessions conducted (Baseline: 0, Target: 2 sessions with men, 2 sessions with women) Number of people trained (Baseline: 0, Target: at least 60% of trained people are women	Gender Specialist + Community Engagement Specialist, Village upgrade project staff, FONERWA	Year 1; beginning mid-year approx.	\$2,700.00
1.5 Establish a formal complaint mechanism regarding women's participation and gender equality in the village upgrade process				
1.5.1 Establish a formal complaint mechanism and chain of reporting to ensure accountability at all levels for the gender action plan targets and goals; system will be co-designed with community, with the support of the gender technical team for the upgrade	Number of co-design sessions conducted (Baseline: 0, Target: 2 sessions per year) Number of complaint mechanisms established and operational (Baseline: 0, Target: 1 complaint mechanisms established and operational)	Gender Specialist + Community Engagement Specialist, FONERWA	Year 1; beginning mid-year approx.	\$3,600.00

2. DIMENSION: Safety and Rights

The findings of the gender assessment in Ngaruyinka village revealed alarmingly high rates of violence in the home and community (physical, emotional, sexual and economic violence), which has a tremendous impact on women's mental and physical health, women's sense of self-esteem and self-efficacy, and women's ability to engage in leadership roles, access paid work or control household income; these factors contribute significantly to women's climate vulnerability in various ways, as well as their ability to influence, participate in and benefit from the village upgrade process, and thus must be intentionally addressed in the gender mainstreaming and accountability efforts of the project. Women's right to paid work, participation in leadership meetings, access to TVET education and other benefits of the upgrade also cannot be achieved if women don't have the free time to engage in such activities, thus gender barriers at the household level must be addressed.

2.1 Community sensitization and engagement around gender-based violence and women's rights

2.1.1 Participatory training with men and women around gender equality and gender-based violence, in separate groups	Number of sessions conducted (Baseline: 0, Target: 4 sessions with men, 4 sessions with women; 20 individuals per cohort, 2 cohorts that receive both sessions) Number of men trained (Baseline: 0, Target: 40) Number of women trained (Baseline: 0, Target: 40)	Gender Specialist + Community Engagement Specialist	Year 1; beginning mid-year approx.	\$7,200.00
2.1.2 Participatory training with married / domestic couples to address household dynamics that limit women's free time for participation and leadership activities and increase their climate vulnerability; address power sharing and decision making in the home, financial control and agency, unpaid care work, etc. (engaging women and men who have already received baseline training in gender and GBV)	Number of sessions conducted (Baseline: 0, Target: 2 sessions with men and women together; 3 cohorts, for a total of 6 session)) Number of men trained (Baseline: 0, Target: 20) Number of women trained (Baseline: 0, Target: 20)	Gender Specialist + Community Engagement Specialist	Year 1; beginning mid-year approx.	\$6,000.00
2.1.3 Community education campaign to raise awareness around women's rights and prevent gender-based violence	Number of public communications tools/materials developed and disseminated (community banners, posters, etc.) (Baseline: 0, Target: 15-20) Number of community village meetings that highlight the campaign and discuss GBV (Baseline: 0, Target: 10) Number of weeks where active campaigning is ongoing (Baseline: 0, Target: 8)	Gender Specialist + Community Engagement Specialist, Ngaruyinka village leadership	Year 1; beginning mid-year approx.	\$1,500.00

2.2 Address specific safety concerns related to infrastructure upgrades that were raised by women as well as men				
2.2.1 Implement an adequate, village-wide street lighting system that ensures sufficient, consistent lighting	<p>Percentage of main roads that have sufficient and consistently reliable street lighting (Baseline: 0, Target: 100%)</p> <p>Percentage of footpaths and small streets that have sufficient and consistently reliable street lighting (Baseline: 0, Target: 100%)</p>	Gender Specialist + Community Engagement Specialist, FONERWA	Year 2	
2.3 Establish a Women's Safe Space (WSS) and Gender Champions Group (GCG) at village level to ensure sustainability of gains made				
2.3.1 Establish a women's safe space (WSS) in the village to support women to report violence, speak out about violence, educate other women about their rights, and combat a culture of impunity related to all forms of violence women face in Ngaruyinka village (physical, sexual, emotional and economic violence); founding members of the WSS will have received baseline capacity building in gender, GBV and gender equality in the home	<p>Number of sessions conducted to support women to report violence (Baseline: 0, Target: at least 3 sessions organized every year)</p> <p>Number of safe spaces established and operational (Baseline: 0, Target: 1)</p> <p>Number of women engaged as founding members of the WSS (Baseline: 0, Target: at least 60% of founding members for WSS are women)</p> <p>Number of women engaged as community members of the WSS (Baseline: 0, Target: At least 60% of community members of WSS are women)</p>	Gender Specialist + Community Engagement Specialist, Ngaruyinka village leadership	Year 1; beginning mid-year approx.	\$1,800.00
2.3.2 Establish a gender champions group (GCG) in the village to promote gender equality, engage and educate other men and women, speak out against gender-based violence and champion women's participation and leadership; founding members of the GCG will have received baseline capacity building in gender, GBV and gender equality in the home	<p>Number of co-design sessions conducted (Baseline: 0, Target: at least 3 sessions are organized)</p> <p>Number of gender champions groups established (Baseline: 0, Target: 1)</p> <p>Number of women and men as founding members (Baseline: 0, Target: at least 5 women, 5 men)</p> <p>Number of women and men engaged as community members of the GCG (Baseline: 0, Target: at least 60% of engaged community members of GCG are women)</p>	Gender Specialist + Community Engagement Specialist, Ngaruyinka village leadership	Year 1; beginning mid-year approx.	\$2,400.00
3. DIMENSION: Wrap-around Stakeholder Engagement for Women's Equal Access and Benefit				
In order for women to access and benefit from the different village upgrade interventions in equal measure with men, systems must be put in place to address community-level gendered attitudes and beliefs about women's value and capabilities, particularly those related directly to the village upgrade intervention areas.				
3.1 Community sensitization to promote women in higher-paying trades that are currently male-dominated				

3.1.1 Community education campaign to normalize and promote women taking on higher-paying male-dominated trades in TVET	Number of women that participate in the community village meetings that highlight the campaign and promote women in unconventional TVET trades (Baseline: 0, Target: at least 60% of the participants are women) Number of women that are taken in higher- paying male-dominated trades in TVET (Baseline: 0, Target: at least 40% of considered workers in higher- paying male-dominated trades in TVET are women)	Gender Specialist + Community Engagement Specialist, Ngaruyinka village leadership	Year 2; 6 months before the launch of the TVET centre	\$1,500.00
3.1.2 Participatory sensitization sessions with women of all ages to encourage and promote them to take on higher-paying trades in TVET, which women typically avoid as they are considered masculine trades and are male-dominated	Number of sessions conducted (Baseline: 0, Target: 3) Number of women engaged (Baseline: 0, Target: 90)	Gender Specialist + Community Engagement Specialist	Year 2; 3-6 months before the launch of the TVET centre	\$3,600.00
3.2 Ensure women's equal access to and benefit from village upgrade interventions				
3.2.1 Ensure active participation of women for paid positions within the upgrade intervention areas, working directly with suppliers/partner companies	Percentage of companies who have been sensitized on the importance of gender equality in hiring (Baseline: 0, Target: 100%) Percentage of companies with with consideration of at least 40% of women in the hired personnel (Baseline: 0, Target: 100%)	Gender Specialist + Community Engagement Specialist, FONERWA	Year 2; before supplier procurement begins	N/A
3.2.2 Ensure that companies involved in the village upgrade interventions have in place policies related to sexual harassment and gender discrimination in the workplace and a formal Code of Conduct; technical support to develop policies and Codes of Conduct for those companies without them	Percentage of companies with relevant policies in place (Baseline: 0/unknown, Target: 100% of hired companies have relevant code of conduct on GBV and sexual harassment) Percentage of staff who have been briefed on such policies and signed off on the Code of Conduct (Baseline: 0/unknown, Target: 100% of staff are briefed on GBV and sexual harassment)	Gender Specialist + Community Engagement Specialist, FONERWA	Year 2; before suppliers / partner companies begin work at village-level	\$4,200.00
3.2.3. Ensure access and enrollment of women and youth in the technical and vocational education and training	Percentage of women enrolled in the technical and vocational education and training center (Baseline: 0/unknown, Target: At least 50% of women will be enrolled in the TVET that will be constructed)	Gender Specialist + Community Engagement Specialist, FONERWA and Local authority		N/A

3.2.4. Develop and implement strategies to ensure that women, youth, and other marginalized groups benefit from rural livelihoods and financial services	% Women beneficiaries and % Youth beneficiaries (baseline:0, target 50% of beneficiaries are women 50% of beneficiaries are youth	Gender Specialist + Community Engagement Specialist, FONERWA	Y1 & Y2	\$10,000
3.2.5. Ensure access of women and women headed households on benefit form energy facilities like PV and solar hot water heaters	% Women beneficiaries and % women headed households beneficiaries (Baseline: 0, target: At least 60% of beneficiaries are women and out of those women 50% are women headed households)	Gender Specialist + Community Engagement Specialist, FONERWA	Year 2	Include in the project costs
3.2.6. Ensure equal access of men, women and youth on the recreational areas (sport fields, green spaces etc.)	% of women, youth, and men using sports and recreation facilities (baseline: 0, Targets: 50%quota share for men, women and youth)	Gender Specialist + Community Engagement Specialist, FONERWA and local authorities	Continuous even after the project completion	Include in the project costs
3.2.7 Conduct sexual abuse and exploitation prevention training (SEA) for all companies engaged in implementation of upgrade activities in the village (approx. 20 companies)	Number of sessions provided (Baseline: 0, Target: Minimum of 1 session for each company implementing upgrade activities) Percentage of companies trained (Baseline: 0, Target: 100% of contracted companies are trained on SEA)	Gender Specialist + Community Engagement Specialist	Year 2: before suppliers / partner companies begin work at village-level	\$12,900.00

<p>3.2.8 Set up a community-led training program to teach women and girls how to ride bicycles and encourage men and boys to support them, so they can equally use and benefit from bike lanes in the village; program can be led by women and men community members who have received baseline education in gender equality, GBV-prevention and women's rights, and co-designed with the gender technical support team</p>	<p>Number of co-design sessions conducted (Baseline: 0, Target: 2 sessions with men/boys and women/girls together)</p> <p>Number of community members engaged to run the program (Baseline: 0, Target: 5 men, 5 women)</p> <p>Number of women / girls trained to ride bicycles (Baseline: 0, Target: at least 50% of the women who participated in the sessions are trained to ride bicycles)</p>	<p>Gender Specialist + Community Engagement Specialist, Ngaruyinka village leadership</p>	<p>Year 4 or 5; in advance of completion of bike lanes</p>	<p>\$2,400.00</p>
<p>3.2.9 Community sensitization to ensure women and men are equally involved in managing ongoing intervention areas, such as community composting; this is also necessary to avoid women becoming entirely responsible for key aspects of labour (i.e. sorting and carrying waste), while men are primarily occupying leadership / management roles in the same area.</p>	<p>Number of sessions conducted (Baseline: 0, Target: 4)</p> <p>Number of women and men engaged (Baseline: 0, Target: 40 women, 40 men)</p>	<p>Gender Specialist + Community Engagement Specialist, Ngaruyinka village leadership</p>	<p>Year 2 or 3; before implementation activities begin at community level</p>	<p>\$4,800.00</p>
<p>3.2.10 Host community feedback discussions on a periodic basis to ensure gender action plan goals are being met and gather community feedback on the positive impact on women and girls; this also helps to ensure the gender mainstreaming committee is accurately representing the needs, concerns and voices of the wider community and that any problems are being addressed in a timely and productive manner; document results and feedback to project team</p>	<p>Number of community discussions conducted (Baseline: 0, Target: At least 1 community discussion per quarter)</p>	<p>Gender Specialist + Community Engagement Specialist?</p>	<p>Year 2; quarterly from completion of Year 1 gender activities</p>	<p>\$1,800.00 / quarter</p>