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IMPROVING TRAINING OUTCOMES AND EMPLOYABILITY OF WOMEN IN THE PUBLIC TRANSPORT INDUSTRY: KIGALI CASE STUDY



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This publication is part of the Urban Pathways project and SOLUTIONSPlus projects

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IMPROVING TRAINING OUTCOMES AND EMPLOYABILITY OF WOMEN IN THE PUBLIC TRANSPORT INDUSTRY: KIGALI CASE STUDY

RAPID ASSESSMENT ON CHALLENGES AND CRITICAL SUCCESS FACTORS FOR GENDER MAINSTREAMING IN TRAINING AND EMPLOYMENT IN THE PUBLIC TRANSPORT INDUSTRY IN KIGALI, RWANDA.

Urban Pathways

The Urban Pathways project helps delivering on the Paris Agreement and the NDCs in the context of the New Urban Agenda and the Sustainable Development Goals. It has established a facility in close cooperation with other organisations and networks active in this area to support national and local governments to develop action plans and concrete implementation measures to boost low-carbon urban development. This builds on UN-Habitat's role as "a focal point on sustainable urbanisation and human settlements including in the implementation and follow-up and review of the New Urban Agenda". The project develops national action plans and local implementation concepts in key emerging economies with a high mitigation potential. The local implementation concepts are being developed into bankable projects, focusing on the access to urban basic services to create a direct link between climate change mitigation and sustainable development goals.

The EU funded SOLUTIONSplus project brings together highly committed cities, industry, research, implementing organisations and finance partners and establishes a global platform for shared, public and commercial e-mobility solutions to kick start the transition towards low-carbon urban mobility. The project encompasses city level demonstrations to test different types of innovative and integrated e-mobility solutions, complemented by a comprehensive toolbox, capacity development and replication activities. Demonstration actions have been launched in Hanoi (Vietnam), Pasig (Philippines), Lalitpur/Kathmandu (Nepal), Kigali (Rwanda), Dar es Salaam (Tanzania), Quito (Ecuador), Montevideo (Uruguay), Madrid (Spain), Nanjing (China) and Hamburg (Germany).

SOLUTIONSplus



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ACKNOWLEDGEMENT

We would like to thank all the social enterprises who participated in this process. Special thanks also to Urban Pathways and SOLUTIONSplus projects, UN Habitat and UEMI, for the support and guidance during the assessment. We would like to acknowledge the invaluable contributions of Stefanie Holzwarth, Emilie Martin, Francois Zirikana, Moise Bitangaza, Benjamin Hategekimana, Clive Irambona,

Joseph Tuyishime, Judith Anne Adem Owigar among others. We offer our gratitude to all social enterprises and organizations and especially Urban Pathways and SOLUTIONSplus for the deployment of a gender-inclusive e-moto project for their in-depth involvement in the key informant interviews. This process would not have been possible without their support and for that we remain very grateful.

EXECUTIVE SUMMARY

Historically, the public transportation industry in many African cities has been overwhelmingly male-dominated, but as women are increasingly seeking employment and venturing into industry, they are faced with myriad challenges and their participation remains particularly low.

This study was aimed at evaluating progress made by social enterprises in Kigali, Rwanda to facilitate training and employment of women in the public transport industry and specifically the e-mobility sector. It entails review of secondary information sources and primary data through surveys and key informant interviews with selected organizations working in East Africa to establish the broad issues affecting gender mainstreaming in public transport work in the region.

Findings show that gender-inclusive programmes encounter several challenges that hinder success including a lack of precise criteria for the selection of driving trainees, inadequate capacity of partner driving schools to deliver quality training, limited transitions to work and employment, gender based harassment, coordination challenges among different partners and long distance to training venues making it difficult for trainees to promptly access them.

The results of this study will be used to make recommendations to improve gender mainstreaming specifically in the e-mobility sector and pave the way for informed program implementation and evaluation by partner organizations and policy makers in Rwanda.

The key recommendations to conduct a gender-inclusive training include:

- Competitively bidding and having minimum quality standards for outsourcing of necessary services and trainings,
- Close physical proximity to training venues and providing adequate transport reimbursement where necessary,
- Providing incentives like meals, stationery and certificates to facilitate or motivate trainees,
- Partnering with transport employers or agencies early on during the project,
- Collaborating with key partners like the Government to facilitate the process of acquiring driving licenses and other necessary documentation,
- Precise criteria for the selection of the project beneficiaries,
- Continuous project monitoring and ability to promptly make adjustments to the project.
- Develop or enforce anti-sexual harassment policies for adoption by relevant government agencies and public transport service providers.
- Promote attraction of female professionals into the transport sector by investing in or employing female professionals and encouraging women to take up work in the industry.
- Deliberate selection of women into e-Mobility careers by adhering to the two-third gender rule in each department and prioritizing applications from women applying for leadership positions
- Enhance retention of women workers by ensuring an enabling working environment safe from sexual and gender-based violence and guaranteeing job security and equal opportunities for career advancement
- Support women during career interruptions by ensuring that they benefit from paid maternity leaves and participate in career advancement opportunities.
- Support re-entry of women into the transport industry by providing nursing and babysitting facilities and flexible working schedules for nursing mothers.
- Realization and advancement of women in the public transport industry by granting equal pay and equal opportunities for promotions to women. Governments and donors could also support women led startups to ensure they thrive.

Furthermore, transport companies can enact policies that support the following:

INTRODUCTION AND BACKGROUND

The transport industry has significant effects on the economic growth and development of a nation (Weisbrod & Reno, 2009). Historically, public transport work in many African cities has been overwhelmingly male-dominated. Women entering the industry are faced with myriad challenges associated with their gender and representation remains particularly low.

There is limited research exploring women's needs and issues concerning public transportation use in developing countries (Kash, 2014). This poses a barrier for transportation planners and stakeholders who cannot effectively implement policies and interventions to reduce the mobility and accessibility gap between men and women. Moreover, women tend to be underrepresented in the transportation-related jobs, from decision-making and planning roles, to workers (Duchéne, 2011; Kunieda and Gauthier, 2007; Peters, 2006) which many argue may contribute to and reinforce gender biases in transport systems, and propagate systems developed towards men's needs (Peters, 2006). Consequently, female workers in the public transport industry do not economically participate on an equal footing with their male counterparts.

Moto-taxis are a key mobility option in Kigali. It represents 16% of the passenger trips in terms of modal share (BRT study, 2019). Despite its growth in Africa, women are disproportionately represented or integrated

into the transport sector, which exposes them to socioeconomic disadvantage and poverty¹. The Labour Force Survey of the first quarter of 2019 by National Institute of Statistics of Rwanda (NISR) shows that over 156,000 people work in transportation and storage sectors of which only 5,400 are women. The Labour Force Survey of 2017 indicated that there were 36,875 male taxi-moto drivers but no female ones.

There is a need for a cultural shift, changing the perception of men with regards to participation of women in public transport work. Practitioners believe that having more women in the employment and decision-making tables would increase understanding of women's diverse needs and priorities in transport².

Notably, efforts have been made by the Government of Rwanda in enhancing gender equality in all spheres. Given the role of women in Rwanda's government for the last two decades, women's rights have been a policy priority. A Gender Sensitive Legal Framework which tackles gender equality through several national laws and mandates, including the Constitution in Law #59 on the Prevention and Punishment of Gender Based Violence and other laws that regulate inheritance rights, provide for equal opportunities and equal pay, institute gender-responsive budgeting, and protect children. However, women and youth still face many barriers (Gender Analysis USAID/Rwanda 2015).

¹ ADB (2013): Gender Tool Kit: Transport Maximizing the Benefits of Improved Mobility for All

² FIA Foundation, 2017

National Rwandan policies, such as the National Urbanization Policy (2015), Public Transport Policy and Strategy (2012), and Transport Sector Strategic Plan (2013) have outlined goals to advance gender equality in access to transportation services, jobs, and the design and development process (African Development Bank Group 2013, Rwanda Ministry of Infrastructure 2013, Rwanda Gender Monitoring Office 2017, 8).

The private sector has also been instrumental in training women interested to work in the industry and supporting them to purchase motorbikes and acquire riding licenses as well as employing women as drivers (Al Jazeera News, 2018).

In the context of the SOLUTIONSPlus project, UN-Habitat, UEMI and other consortium partners sought to support Rwanda-based e-mobility social enterprises to promote gender mainstreaming in the implementation of related initiatives. As part of the project, an assessment of challenges and critical success factors for gender mainstreaming in training and employment in the e-mobility and public transport industry in Kigali, Rwanda. This lays the ground foundation for a training supporting women to become drivers of electric motorcycle-taxis.

STUDY OBJECTIVES

General Objectives

The general objective of this study was to understand the approaches employed by social enterprises to promote gender mainstreaming in training and employment in the e-mobility and public transport industry in general.

Specific Objectives

- i. Assess the social enterprises' gender mainstreaming frameworks and their implementation in the e-mobility space
- ii. Establish progress made and gaps in gender mainstreaming in training and employment in the e-mobility sector and public transport industry in general
- iii. Provide recommendations to guide the improvement of gender inclusion in e-mobility in future programs

METHODOLOGY

To understand general issues around gender mainstreaming, progress made and emerging gaps, a rapid assessment of gender mainstreaming frameworks and experiences of six transport-oriented social enterprises in East Africa (anonymous in the interest of confidentiality) was carried out. Primary data was collected through an online

survey with representatives of the enterprises and key informant interviews with respondents from two transport social enterprises involved in driving training projects targeting women in Kigali, Rwanda. It is envisaged that through these projects, gender mainstreaming in the public transport industry will be improved.



Gender-inclusive project 4 © Ampersand, 2022

KEY FINDINGS AND RECOMMENDATIONS

Findings and key recommendations from e-mobility social enterprises survey

The findings revealed that women seeking transport industry jobs face barriers in accessing training, entry, retention and promotion, resulting in their low representation and participation in this industry. This is due to

1. Gender stereotypes and cultural norms on the suitability of women for transport work. Consequently, many women are afraid to venture into male dominated industry and feel embarrassed to be associated with the work.
2. There are also limited opportunities to put the skills to work since many trainees cannot afford bikes or get employment in the industry.
3. Moreover, few women enrol in Science, Technology and Mathematics (STEM) subjects making it difficult to get qualified female candidates for roles in technical fields and internships opportunities.

4. Only (50%) of studied social enterprises regularly collect, keep and track gender disaggregated data on recruitment and employment.
5. Only 25% had equal opportunities or non-discrimination policies in place.
6. While 75% prohibit sexual harassment at the work place but none had documented anti-sexual harassment policies.

Results of the survey were used to make recommendations to improve institutional gender mainstreaming as below.

Challenges facing selected Rwandan transport social enterprises, critical success factors and key recommendations

From the feedback provided in the interviews by selected social enterprises in East Africa, it emerged that many face several challenges in training and employment of women in public transport. The table 1 below presents challenges and key recommendations for effectively implementing gender inclusive transport projects.

Table 1: Recommendations for gender-inclusive transport projects

PRE-TRAINING AND SELECTION OF TRAINING PARTICIPANTS		
Implementation challenges faced by Social enterprises	Best practices and critical success factors	Recommendations for future programmes
Baseline Evaluation	<ul style="list-style-type: none"> • A situational assessment is conducted before the implementation of the project. • Proper monitoring and control is regularly done to learn and adjust the project promptly. 	<ul style="list-style-type: none"> • Always conduct a situational assessment before implementation. • Develop and adhere to a monitoring, evaluation, learning and control plan.
Lack of clear selection criteria to screen training applicants	<ul style="list-style-type: none"> • Offer full sponsorship for the participants • A clear project beneficiary selection criteria that are highly interested and likely to be committed • Collaborations with government and learning institutions to easily reach young people interested in transport work. 	<ul style="list-style-type: none"> • Collaborate with relevant networks in the industry like transport companies and academic institutions that could provide a pool of interested candidates and moral support • Introduce a commitment fee to ensure selection of serious candidates who are able to complete the course
RUNNING THE TRAINING		
Implementation challenges faced by Social enterprises	Best practices and critical success factors	Recommendations for future programmes
Limited capacity at partner driving schools to deliver quality training	<ul style="list-style-type: none"> • Minimum quality standards for partner driving schools and professional development centres. • In house training facilities owned and controlled by the enterprise to ensure quality training • Ensure all cases of SGBV are addressed timely and with discretion • Training centres staff undergo regular gender sensitization trainings and review of the sexual harassment policies 	<ul style="list-style-type: none"> • Develop and adhered to minimum standards and competitively bidding for partner driving schools and training centres • Explore the possibility of establishing an in-house training facility to allow for quality control • Partner driving schools to ensure the school is safe from sexual and gender-based violence by developing and implementing SGBV policies

<p>Location of training venues making it difficult for trainees to commute and promptly access them</p>	<ul style="list-style-type: none"> • Training venues are selected are centrally locate and easily accessible to all participants. • Standardized transport reimbursements are provided to facilitate movement for trainees 	<ul style="list-style-type: none"> • Select training venues that are centrally located and easily accessible to all participants • Make provision for transport reimbursement to ensure prompt and regular attendance
<p>Lack of incentives like meals and transport reimbursement was not adequate to meet all the commuting cost</p>	<ul style="list-style-type: none"> • Transport reimbursement is standardized and disbursed by the implementing agency at a defined period of time and source. • Standardized provision of incentives like meals, refreshments and transport reimbursement to enable participants attend the training 	<ul style="list-style-type: none"> • Review and standardize transport reimbursement rates for all participants to adequately cover for commuting cost and ensure prompt and regular attendance • Provide incentives like meals or refreshments where possible
<p>Lack of synergy, coordination and standardization among the different partners and teams</p>	<ul style="list-style-type: none"> • Processes and procedures assigned to designated staff member to coordinate the program and a contact person from the partner driving school/ agency that receive and address arising concerns and for easy flow of communication and proper follow up. • There is a centralized communication channel that is accessible and practical for all participants for sharing updates and reminders 	<ul style="list-style-type: none"> • Assign designated staff members from the implementing organization, partner training centres and development partners to ensure proper coordination • Centralize processes and procedures to a specific coordinating party specifically from the main implementing organization to ensure proper control and coordination • Develop a clear, centralized and accessible communication channel for all participants and partners to ensure proper flow of information
<p>Unforeseen risks likes COVID 19 regulations hindered the delivery of the project.</p>	<p>Plan of unforeseen eventualities for instance a reserve fund for cost overruns and enrolling a slightly higher number of beneficiaries to ensure you attain your target completion rate in case of drop out.</p>	<ul style="list-style-type: none"> • A risk identification and mitigation strategy to be developed at program design phase • Continuous monitoring of progress made during implementation

GETTING THE LICENSES		
Implementation challenges faced by Social enterprises	Best practices and critical success factors	Recommendations for future programmes
Difficulties in getting riding/driving licenses	<ul style="list-style-type: none"> • Orientation on requirements for application of driving test and licenses • Mentorship by individuals already working in the industry or those who have successfully completed the programme to provide guidance and mentorship • Collaboration with government authorities who support in documentation, prompt processing and issuance of driving licenses 	<ul style="list-style-type: none"> • Collaborate with the Rwanda National Police, Traffic Unit to orient trainees and the general public on application of driving/riding licenses • Provide channels for guidance and mentorship by individuals working in the industry or who have successfully completed the program
GETTING SUBSEQUENT EMPLOYMENT		
Implementation challenges faced by Social enterprises	Best practices and critical success factors	Recommendations for future programmes
Low rates of transitions to work and employment in the transport industry after obtaining driving/riding licenses	<ul style="list-style-type: none"> • Effective post training follow up and empowerment for instance facilitation to get driving licenses and linkage to employment or provision of bikes • Working collaboration with relevant government and private sector agencies concerned with employment, internships and capacity development. • Business models that generates income to support its programs while creating internship and employment opportunities for their trainees 	<ul style="list-style-type: none"> • Develop linkage and partnership with transport employers or agencies early on during the project initiation • Provide post training, follow up and necessary empowerment such as linkage to employment or provision of bikes while partnering with financiers able to support empowerment activities • Establish a business model able to sustain the program and absorb trainees

Policy Recommendations on Gender Mainstreaming in e-mobility under International Labor Organization (ILO's) six stages of women's career cycle

Based on analysis of data and information generated from this study, there are several actions that the targeted social enterprises, employers and policy makers could take to address noted gender mainstreaming gaps. The ensuing recommendations can be based

on the ILO's six stages of a woman's career in the transport sector; Attraction, Selection, Retention, Interruption, Re-entry, and Realization. It is through observing and implementing the indicators summarized in table below that e-mobility transport in Kigali will achieve gender mainstreaming. Moreover, it is important to note that the proposed general recommendations need to be part of a holistic approach involving all stakeholders.

Table 2: Gender Responsive Checklist

GENDER-RESPONSIVE INDICATORS	
PROMOTING ATTRACTION OF FEMALE PROFESSIONALS INTO THE TRANSPORT SECTOR	
e-Mobility Social Enterprises	<ul style="list-style-type: none"> • Celebrate and showcase women working in their enterprises to motivate budding talents. • Encourage female applicants to apply by highlighting the benefits offered to women in their enterprises.
Government and Policy Makers	<ul style="list-style-type: none"> • Develop and implement affirmative action to enhance gender equality and equity in training, employment and promotion in the public transport industry • Develop policies that shall challenge gender stereotypes and exclusion of women in transport.
Donors and multilateral agencies	<ul style="list-style-type: none"> • Prioritize and support start up e-mobility social enterprises that are investing and striving to work with female professionals • Support with expertise to guide the development of gender-responsive projects • Support policies advocating for gender inclusion in the e-mobility space.
Academic Institutions	<ul style="list-style-type: none"> • Provide scholarships to women and other minority groups interested in enrolling in STEM courses • Organize career fairs led by women leaders in the STEM space.

GENDER-RESPONSIVE INDICATORS

SELECTION OF WOMEN TAKING PART IN E-MOBILITY CAREERS

e-Mobility Social Enterprises	<ul style="list-style-type: none"> • Ensure an internally set cap number for female candidates under each department • Prioritize applications from women applying for leadership positions • Apart from academic qualifications, the selection committee should put into consideration other skills that women possess, for example, being naturally conscious of their safety and the environment
Government and Policy Makers	<ul style="list-style-type: none"> • Withhold licensing of any social enterprise that does not meet minimum standards of gender inclusion • Deregister social enterprises involved in gross misconduct, including sexual and gender-based violence acts
Donors and multilateral agencies	<ul style="list-style-type: none"> • Set minimum gender sensitivity requirements for social enterprises to benefit from their support
Academic Institutions	<ul style="list-style-type: none"> • Support and prioritize applications from female candidates • Work closely with mentors to ensure that young women enrolling in tertiary education understand the courses and the careers in the pipeline.

GENDER-RESPONSIVE INDICATORS

RETENTION

e-Mobility Social Enterprises	<ul style="list-style-type: none"> • Ensure the working environment is safe from sexual and gender-based violence by developing and implementing SGBV policies • Ensure they have gender handbooks that should highlight the roles and the responsibilities of all the female staff, their qualifications, professional gaps and the recommendations for career advancement • Ensure they offer continuous professional development to women professionals • Enter into formal contracts with female employees to guarantee them job security during and after maternity leaves • Ensure all cases of SGBV are addressed timely and with discretion
Government and Policy Makers	<ul style="list-style-type: none"> • Ensure that survivors and victims of SGBV are granted first-hand justice by reducing the duration of court hearings. • Ensure they have well laid out reporting mechanisms for SGBV cases and other discrimination issues in the mobility sector • Security remains a significant challenge to women working at night or along deserted routes; the government should ensure the streets are properly lit with 24/7 manned CCTV cameras. • Government to provide subsidies to women interested in owning e-mobility locomotives. This way women will have access have and control of the locomotives as well as the income earned • Ensure there are enough charging ports accessible to women, also ensuring women-headed households have access to affordable electricity.
Donors and multilateral agencies	<ul style="list-style-type: none"> • Continuous support of individuals and enterprises with a track record of implementing gender-sensitive programs • Continuous monitoring and evaluation of the implementation of gender-sensitive programs • To invest in research to paint a clear picture of gender dynamics in retention of women in the e-mobility space across East Africa and beyond
Academic Institutions	<ul style="list-style-type: none"> • Continuous mentorship to women enrolled in the STEM courses. • Organize career weeks and get time to speak to the female students about their courses • Continuous follow-up with female students on progress • Offering scholarships to bright female students who cannot support their learning.

GENDER-RESPONSIVE INDICATORS		
SUPPORT WOMEN DURING CAREER INTERRUPTIONS		
e-Mobility Enterprises	Social	<ul style="list-style-type: none"> • Ensure women enjoy paid maternity leave • Adopt flexible policies that will ensure women get a chance to participate in career advancement.
Government and Policy Makers		<ul style="list-style-type: none"> • Ensure there are policies that promote career advancement within all transport agencies
Donors and multilateral agencies		<ul style="list-style-type: none"> • Support Capacity building trainings on behavior and mindset change towards women working in the e-mobility space.
Academic Institutions	Institutions	<ul style="list-style-type: none"> • Provide flexible learning sessions for female candidates to enable them to work and study at the same time

GENDER-RESPONSIVE INDICATORS		
SUPPORT THE RE-ENTRY OF WOMEN INTO THE TRANSPORT SECTOR		
e-Mobility Social Enterprises		<ul style="list-style-type: none"> • Provide nursing and babysitting facilities for nursing mothers • Offer flexible working schedules for nursing mothers provide
Government and Policy Makers		<ul style="list-style-type: none"> • Government to provide loans at a low-interest rate to women willing to invest in the e-mobility sector
Donors and multilateral agencies		<ul style="list-style-type: none"> • To work closely with local social enterprises through professional development training to ensure women are re-oriented and equipped with the right skills while returning to work

GENDER RESPONSIVE INDICATORS

REALISATION AND ADVANCEMENT ON WOMEN IN THE e-MOBILITY SPACE

e-Mobility Social Enterprises	<ul style="list-style-type: none">• Grant promotions to women with new skills by use of 360-degree performance appraisal forms• Provide equal pay for equal work done• To conduct regular monitoring and evaluation of their gender mainstreaming frameworks• Capacity building on behavior and mindset change towards women working in the e-mobility space.
Government and Policy Makers	<ul style="list-style-type: none">• To support startups, acquire locomotives allocated to graduates on loans to ensure the skills acquired are utilized for economic empowerment purpose• Government to provide loans at a low-interest rate to women willing to invest in the e-mobility sector
Donors and multilateral agencies	<ul style="list-style-type: none">• To participate in committees and task forces that offer advisory on gender inclusion in the e-mobility space.

CONCLUSION

In conclusion, these are the key recommendations for improving training outcomes for women:

- Carry out gender audit and sensitization activities at institutional and community levels to challenge gender stereotypes and positively promote women's role in the transport sector with regards to training, employment, promotion and leadership.
- Adopt organizational anti-sexual harassment policies along with dissemination to all staff, hold regular awareness creation on prevention of sexual harassment and monitor the implementation of the policy and the effectiveness of reporting mechanisms.
- Develop working partnerships with learning institutions like technical training institutions and universities which have a key role to play in supporting young women interested in joining the transport sector.
- Collaboration and networking with employers in the transport industry to enable linkage to job opportunities for women in-

terested in working in the industry.

- Establish a network of exclusively female workers to specifically support, mentor, give them visibility and collective bargaining.
- Network with financial institutions and donors to make it easier for women to get financing through an affordable loaning scheme. This will enable more women to access and own bikes.
- Making it easy for women to acquire licenses, facilitating them with e-bikes and linking them to work opportunities in the industry after completing their courses.

Outlook: The SOLUTIONSplus project in Kigali will integrate these recommendations when implementing its gender-inclusive component, aiming to train 35 women as drivers and to equip them with electric motorcycle-taxis. This will pave the way for a refined deep understanding of barriers and perceptions, enabling in the long run increased participation of women in the transport sector.

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