



December 2023



EXPLORING GENDER DYNAMICS

IN RWANDA'S ENERGY SECTOR
SURVEY REPORT

12 DECEMBER 2023

EXECUTIVE SUMMARY

This comprehensive report presents the findings and insights from the Energy Private Developers Association (EPD) survey on gender inclusivity in Rwanda's energy sector. Against the backdrop of national policies prioritizing gender equality and the commitment outlined in the Revised National Gender Policy of 2021, EPD conducted a survey involving 42 out of 50 targeted companies to understand the dynamics of women's participation in the industry. The survey revealed balanced gender representation among respondents and showcased a positive trend in perceived progress toward gender inclusion. Key areas explored include obstacles to women's leadership, measures to support women, and strategies for gender inclusion. The report highlights various initiatives by companies, ranging from diverse employment practices to recruitment strategies and support for women-owned businesses. The recommendations emphasize the importance of internships, continued support for gender equality, broader gender consideration, and collaboration with technical training institutions.





ACKNOWLEDGEMENT

The Energy Private Developers Association (EPD) extends heartfelt gratitude to the 42 companies that actively participated in the survey on gender inclusivity in Rwanda's energy sector. Your commitment to advancing gender equality and inclusivity is commendable and serves as a catalyst for transformative change within the industry. We express our appreciation for the diverse perspectives, insightful recommendations, and constructive critiques shared, which are integral to shaping a strategic framework for the newly established Energy Female Inclusion sub-sector. Your engagement, partnerships, and endeavors contribute to building a brighter, more gender-inclusive energy sector for Rwanda. Together, we are advocates for change, pioneers of progress, and architects of a more equitable energy industry. Thank you for being an integral part of this transformative initiative.



Serge Wilson MUHIZI

Chief Executive Officer
Energy Private Developers

Dear Esteemed Colleagues,
Partners and stakeholders in the
Energy sector

I am delighted to present to you the
survey report on "Exploring Gender
Dynamics in Rwanda's Energy
Sector." This comprehensive study
delves deep into the landscape of
our industry, shedding light on the
multifaceted dynamics of gender
representation and inclusivity within
our sector.

At Energy Private Developers
(EPD), we understand the pivotal
role that diversity and inclusivity
play in fostering innovation, driving

progress, and achieving sustainable
development goals. Rwanda's
energy sector stands as a critical
arena where equality and empower-
ment must be championed to unlock
its full potential.

The findings within this report not
only illuminate the current state of
affairs but also serve as a compass
guiding us toward actionable steps.
Through robust data analysis and
insightful narratives, we gain valu-
able insights into the challenges
faced by women in accessing
opportunities, breaking barriers, and
contributing their talents fully.

In the energy sector we firmly believe
that creating an environment of equal
opportunity is not just a moral
imperative but a strategic necessity.
Embracing diversity in all its forms
enriches our perspectives, fuels
creativity, and ultimately drives the
success of our organization and the
entire industry.

I encourage each of us to take a
proactive stance in implementing
the recommendations outlined in
this report.

By fostering an inclusive culture,
providing equal access to
resources and opportunities, and
promoting policies that support
gender equality, we pave the way
for a brighter, more equitable
future in Rwanda's energy
landscape.

I extend my heartfelt appreciation
to the Partner Africa /Koblenz,
our sponsor of this activity,
researchers and all those
involved in compiling this
invaluable report. Together, let us
embark on this journey toward a
more inclusive and empowered
energy sector, where every
individual, regardless of gender,
can thrive and contribute
meaningfully.

Sincerely,



Head of Energy
Female Inclusions,
Allen Munganyinka

Dear EPD stakeholders

I extend my sincere appreciation for
engaging with our survey, "Exploring
Dynamics in Rwanda's Energy
Sector." As the Head of the Gender

Inclusion Subsector, it is with great
enthusiasm that I present the
findings.

Our exploration not only unveiled the
intricate dynamics of Rwanda's
energy landscape but also
underscores the pivotal role of
gender inclusion in shaping its future.
By delving into this report, you
embark on a journey of understand-
ing and collaboration.

Our collective efforts signify a signifi-
cant milestone in fostering gender
inclusivity within the energy sector
and I encourage you to reflect on the

insights gathered and envision
the transformative impact that
inclusive practices can bring to
the energy sector. Let us unite
in fostering a future where
diversity and equality illuminate
the path to sustainable energy
solutions.

To all Participants, partners,
sponsors and Energy Female
Inclusion team, thank you for your
commitment to advancing gender
inclusion in Rwanda's energy
sector.



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BACKGROUND

In Rwanda, gender equality is a key focus in national policies, particularly within the energy sector. The National Gender Policy of 2010 recognizes the impact of energy poverty on women and highlights the importance of better energy access for gender equality. The National Energy Policy of 2015 commits to gender inclusivity in all energy projects, supported by the Gender monitoring Office. Conducted a comprehensive gender equality assessment in the energy sector in 2018. The assessment revealed a gender gap in technical roles and a lack of gender-disaggregated data. To address this, surveys, audits, and discussions are proposed, along with gender analysis and data visualization. A central challenge lies in transforming societal attitudes, but

promoting gender equality also offers opportunities for innovation, economic growth, and social and environmental benefits in the energy sector.

In line with the Revised National Gender Policy of 2021, which emphasizes gender mainstreaming across all national sector policies, including the energy sector, Rwanda remains committed to advancing gender equality and inclusivity across all levels of governance and development. Recognizing this commitment and the need for a more inclusive energy sector, Energy Private Developers (EPD) Rwanda are embarking on a journey to explore the dynamics of women's participation and roles within the industry.

INTRODUCTION

Energy Private Developers Association (EPD) stands as a distinguished and registered professional entity within Rwanda, uniting private enterprises entrenched in the dynamic energy sector. As one of the integral constituents among the five associations forming the industry cluster under the aegis of the Private Sector

Federation (PSF) of Rwanda, EPD plays a pivotal role in championing the interests of its members. The association is committed to fostering collaborations and partnerships that propel the advancement of the energy sector within the country.

Committed to the multifaceted growth of its members, EPD extends a spectrum of services, including but not limited to Capacity Building, Renewable Energy awareness campaigns, Access to Finance facilitation, Trade Missions & Business-to-Business (B2B) interactions, Advocacy, Conferences and Exhibitions, Energy sector coordination, and the undertaking of Energy Sector Research Projects. A particularly noteworthy initiative is EPD's commitment to Empowering Women in Renewable Energy, a testament to the association's dedication to fostering diversity and inclusivity.

In line with its unwavering commitment to gender equality and inclusivity, EPD conducted a comprehensive survey. The primary objective was to underpin the establishment of the Energy Female Inclusion subsector, an innovative endeavor

geared towards promoting gender diversity within the energy sector. This sub-sector seeks to empower, represent, and facilitate the success of women across all echelons of the industry, with a simultaneous emphasis on driving innovation and sustainability.

In alignment with our commitment to catalyzing positive change and promoting inclusivity, the Energy Private Developers Association (EPD) undertook a pivotal survey, serving as a linchpin in the formulation of a strategic framework for the Energy Female Inclusion subsector. This initiative marks a dedicated effort to illuminate the perspectives, challenges, and aspirations of stakeholders within the energy sector, with the overarching goal of creating an environment where women can not only thrive but also play a significant role in the evolution of the industry. This report stands as a comprehensive synthesis of the insights gleaned from the survey, providing a nuanced understanding of the current landscape and laying the groundwork for future advancements in gender equality within the energy sector. The survey actively engaged a diverse spectrum of 50 organizations,

encompassing private institutions, public entities, universities, TVET schools, and NGOs. This deliberate inclusion ensures a holistic cross-section of the Rwandan energy sector, reflecting the varied dynamics at play.

The primary objective of the survey was to capture a comprehensive picture of women's participation in Rwanda's energy sector. The gathered data serves as a foundational resource, poised to inform decision-making and facilitate the development of effective best practices that foster gender equality and inclusivity within this critical industry.

We are pleased to report a robust response from the survey outreach, with 42 out of the 50 targeted companies actively contributing across various categories. This enthusiastic participation under-

scores the industry's collective commitment to addressing gender disparities and actively participating in initiatives aimed at promoting inclusivity. In the following sections, we present a visual analysis of the responses received. Through this analysis, we aim to distill key patterns and insights that will guide our subsequent exploration of the survey's rich dataset, paving the way for actionable strategies and meaningful change.



SURVEY OVERVIEW

The principal aim of this survey is to meticulously gather data pertaining to the presence and roles of women in Rwanda's energy sector. The acquired insights will serve as the foundation for generating a comprehensive report, shedding light on the challenges that women encounter within the sector. This report will not only delineate existing hurdles but will also proffer constructive suggestions for improvement.

Furthermore, the gathered data is instrumental in refining and optimizing the operational efficacy of

the nascent Energy Female Inclusion sub-sector. By leveraging the survey results, the Energy Female Inclusion sub-sector aims to strategize and implement targeted interventions that foster a more inclusive and equitable environment within the broader landscape of the Rwandan energy sector. This initiative underscores our commitment to effecting positive change and creating pathways for women to thrive and contribute meaningfully in this pivotal industry.

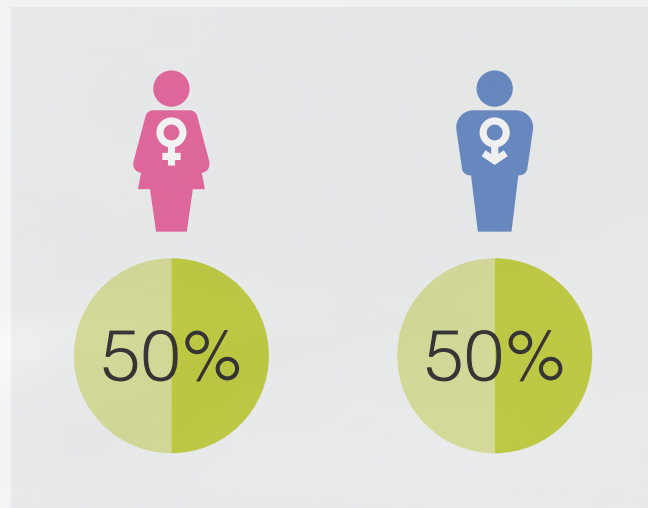
The survey focuses on three aspects:

- Organization and Employee Information
- Women in the Energy Sector: Experiences, Challenges, and Opportunities
- Policies, Mechanisms, and Strategies in the Rwandan Energy Sector

SURVEY RESULTS VISUALIZATION

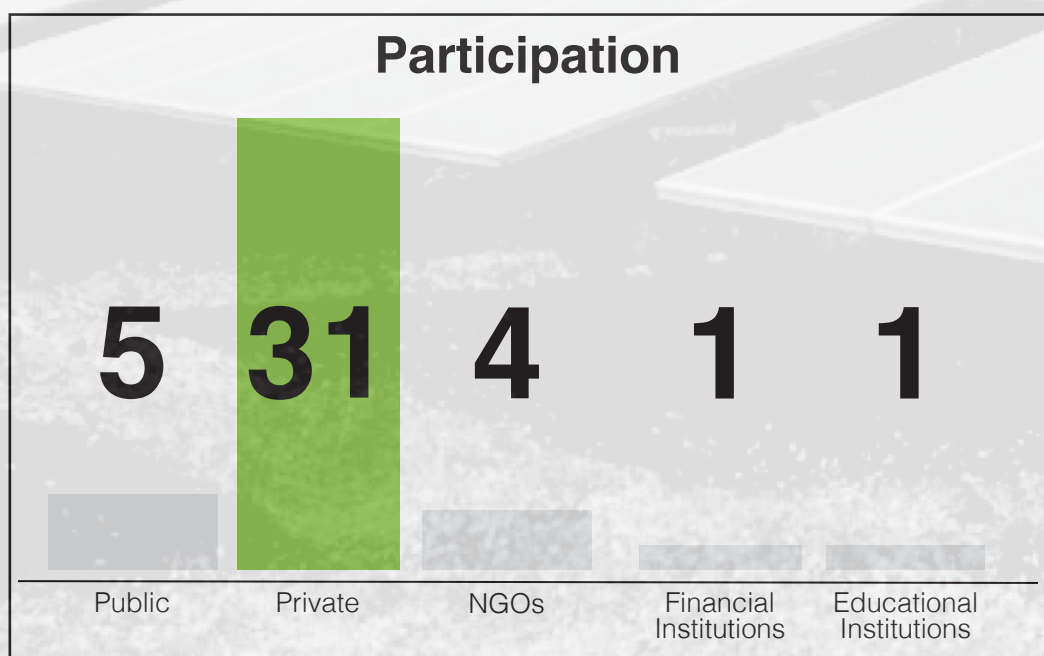
Gender

The survey is inclusive, welcoming responses from individuals of any gender. According to the respondents, the survey achieved balanced participation, with an equal distribution of 50 percent female and 50 percent male respondents. This balanced representation underscores our commitment to obtaining a diverse and comprehensive dataset, ensuring that the insights gleaned accurately reflect the perspectives and experiences across genders within the surveyed cohort. Such equitable engagement enhances the reliability and relevance of the survey outcomes in understanding the dynamics of Rwanda's energy sector.



Professional Affiliation of Respondents

The survey respondents were asked to categorize their professional affiliation, providing insights into the diverse sectors represented within the dataset. This distribution illustrates a predominant presence of respondents from the private sector, comprising 31 individuals. Public sector representation is notable, with 5 respondents, followed by 4 respondents from NGOs and 1 respondent each from Financial Institutions and Educational Institutions. The "Other" category, while acknowledged, lacks a detailed breakdown. Such diversity in respondents' professional backgrounds enriches the dataset, offering a comprehensive understanding of perspectives from various sectors within the context of the survey's focus on gender inclusivity in Rwanda's energy sector.



Gender significance in the respective organization

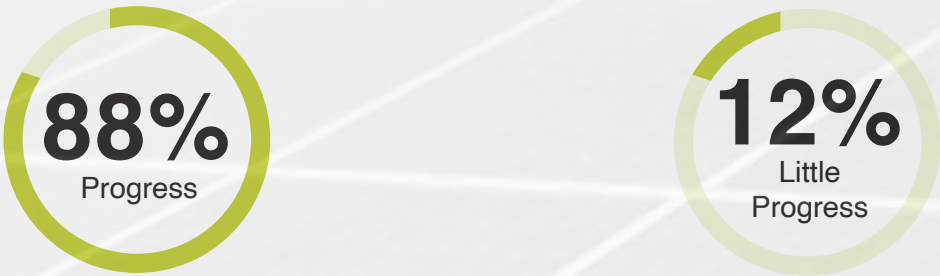
The perception of respondents regarding the significance of gender within the energy sector, acknowledging its potential impact on various facets of organizational operations and dynamics is tackled on. The responses, categorized by the level of agreement, are summarized below:



These findings indicate a prevailing consensus among the majority of respondents, with 92.67% expressing agreement (combining "Strongly Agree" and "Agree"). The limited number of respondents indicating a neutral stance (4.87%) or disagreement (2.44%) underscores the perceived significance of gender in influencing the operations and dynamics of organizations within the energy sector. This nuanced understanding serves as a foundation for further exploration and strategic initiatives aimed at fostering gender inclusivity within the sector.

Gender inclusion advancement progress

The survey delved into an evaluation of the advancements in gender inclusion within companies, organizations, or institutions. Respondents were asked to provide their assessment on the progress made, with the following responses: Progress, Little Progress and No Progress.

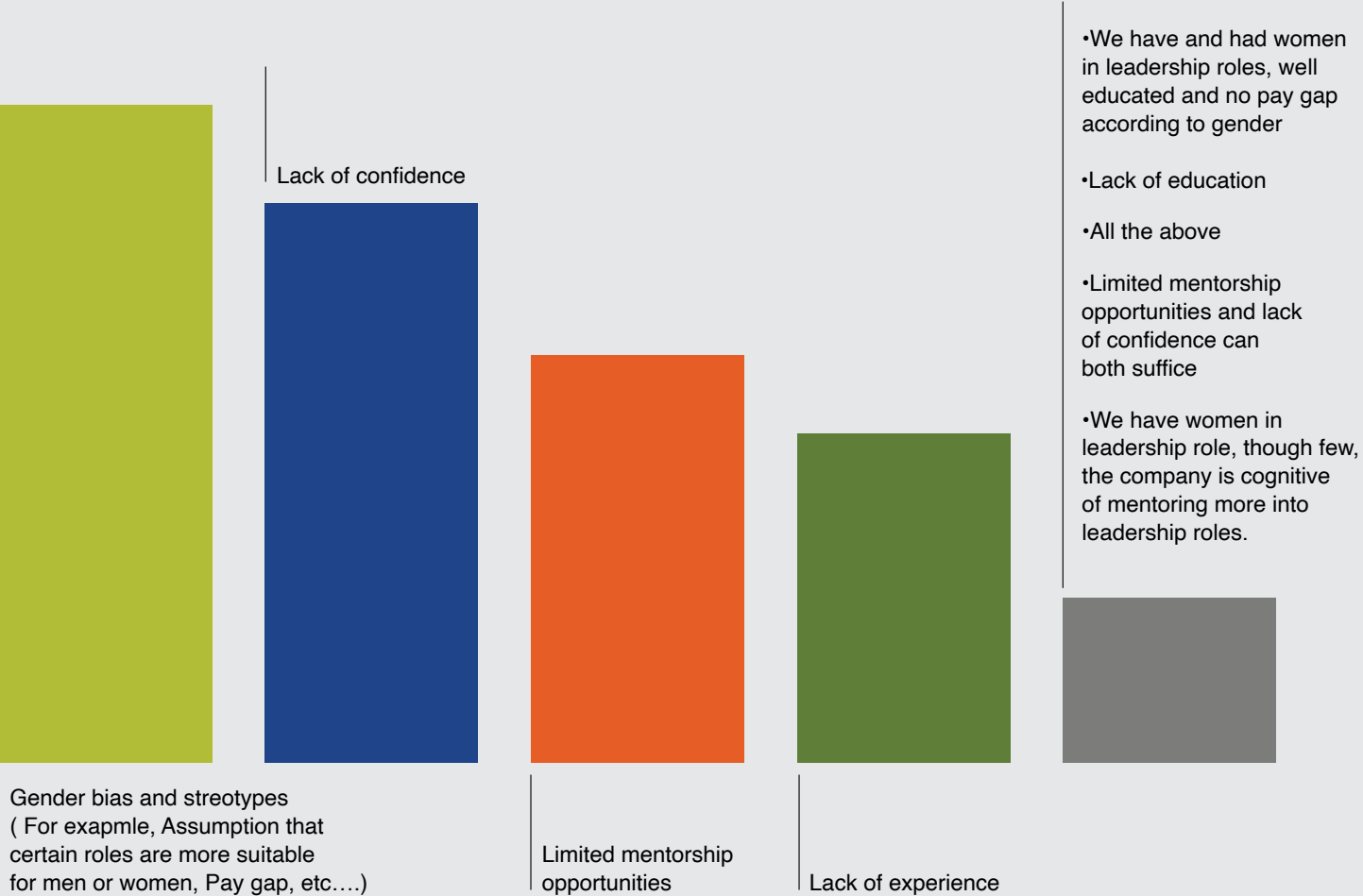


These findings underscore a positive trend, with the majority of respondents (88.37%) indicating perceived progress in gender inclusion initiatives within their respective entities. The absence of responses indicating "No Progress" suggests an overall acknowledgment of efforts made, while the acknowledgment of "Little Progress" provides valuable insights into areas that may require additional attention or strategic focus. This nuanced understanding forms a crucial basis for further enhancing gender inclusion strategies within the surveyed companies, organizations, or institutions.

Primary Obstacles to Women's Leadership Participation

The survey inquired about the perceived barriers women may face when aspiring for leadership roles or participating in decision-making within companies or organizations. Some of the tackled obstacles include lack of education, gender bias and stereotypes (e.g., Pay Gap, Assumptions about Suitable Roles), limited mentorship opportunities, lack of experience, lack of confidence,etc.

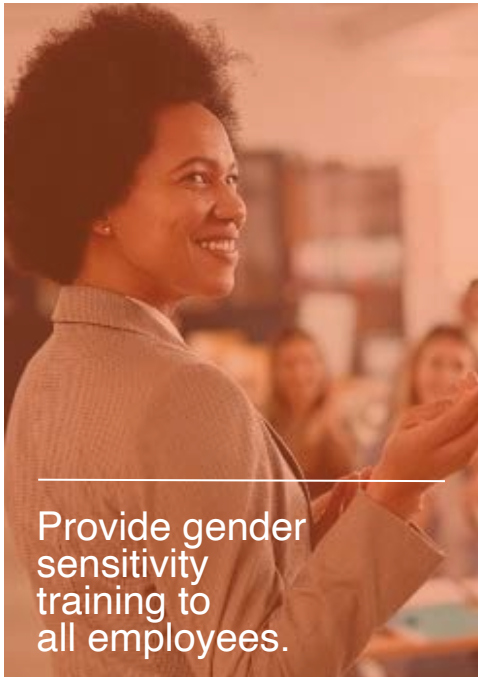
Leadrship role and decision making



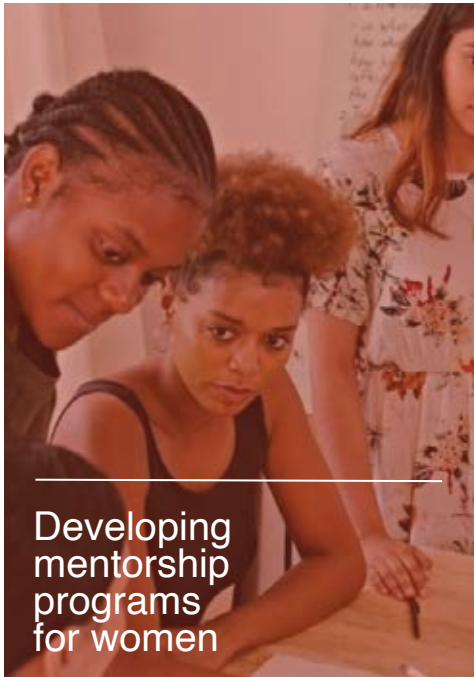
The most commonly identified obstacle was "Gender Bias and Stereotypes," with 16 respondents recognizing the multifaceted challenges encompassed within this category. "Lack of Confidence" and "Limited Mentorship Opportunities" were also notable concerns, as identified by 10 and 6 respondents, respectively. The responses highlight a nuanced understanding of the varied obstacles that women may encounter in their pursuit of leadership roles, offering valuable insights for targeted interventions and strategies aimed at mitigating these challenges within the surveyed companies or organizations.

Measures to Support Women in the Energy Sector

The survey aimed to explore strategies that respondents believe could be implemented within their companies or organizations to support and increase the representation of women in the energy sector. The highlighted measures include creating a more inclusive and flexible workplace culture, providing gender sensitivity training to all employees, developing mentorship programs for women, promoting women into leadership and decision-making positions, developing targeted recruitment strategies to attract and hire more women, offer scholarships or



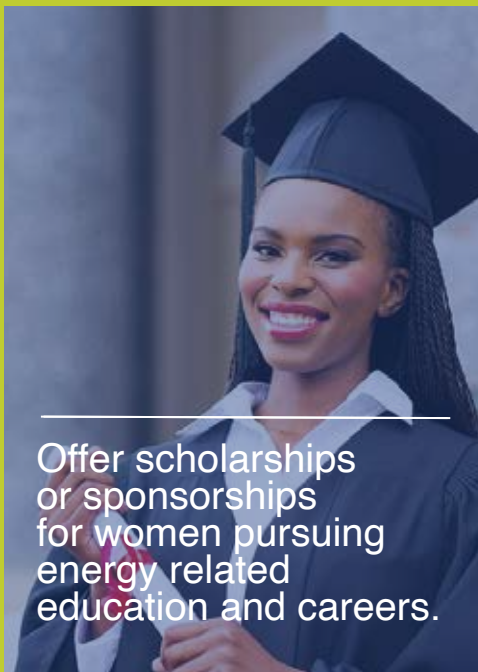
Provide gender sensitivity training to all employees.



Developing mentorship programs for women



Create a more inclusive and flexible workplace culture.



Offer scholarships or sponsorships for women pursuing energy related education and careers.



Develop targeted recruitment strategies to attract and hire more women.



Promote women into leadership and decision-making positions

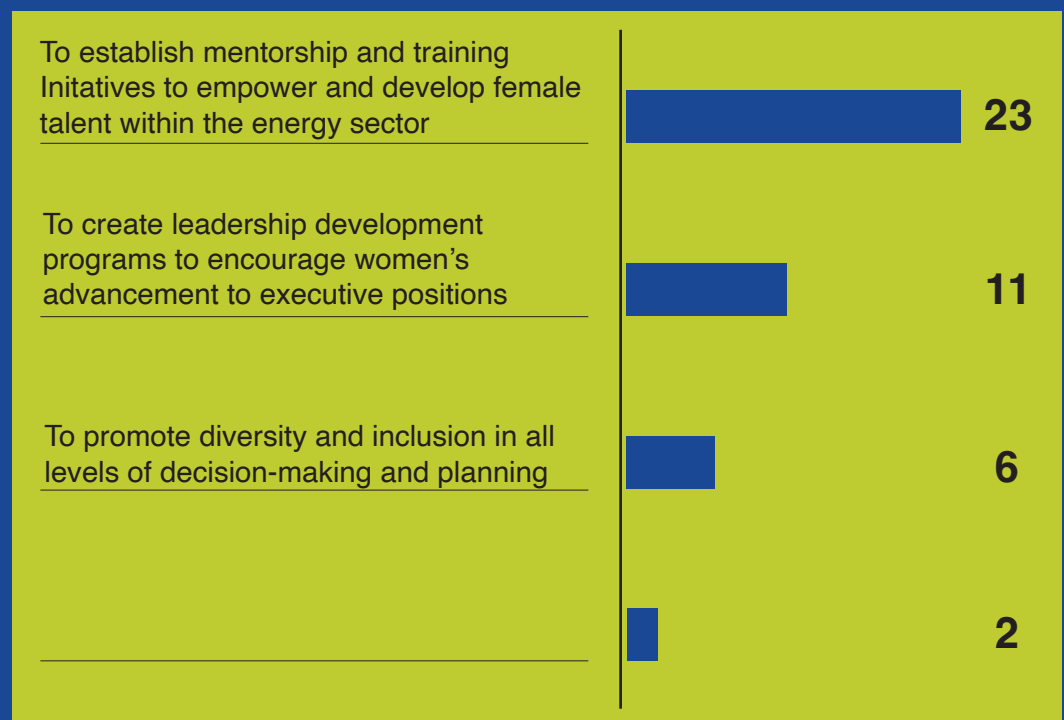
The most frequently selected options include providing gender sensitivity training, developing mentorship programs, and offering scholarships or sponsorships, each chosen by 23 respondents. These choices emphasize the importance of educational and supportive initiatives, as well as a commitment to fostering an inclusive workplace culture. The varied responses underscore a recognition of the multifaceted approach required to enhance gender diversity and support women's advancement within the energy sector.



Strategies for Gender Inclusion in the Energy Sector

The survey aimed to gather insights into strategies, mechanisms, and policies perceived as essential for promoting active participation of women within the energy sector, with a specific emphasis on the respondents' companies, institutions, and organizations. Mechanisms like establish mentorship and training initiatives to empower and develop female talent within the energy sector, promote diversity and inclusion in all levels of decision-making and planning, create leadership development programs to encourage women's advancement to executive positions, etc

Enhancing Gender Inclusion in the Energy Sector



The predominant choice, underscores the perceived importance of mentorship and training initiatives in empowering and developing female talent within the energy sector. The acknowledgment of the significance of diversity and inclusion in decision-making, as well as the encouragement of women's advancement to executive positions, is also notable. These responses highlight a collective recognition of the need for targeted initiatives to enhance gender inclusion and advancement within the energy sector.

GENDER EQUALITY INITIATIVES WITHIN ORGANIZATIONS:

Overview

To ensure that gender equality takes center stage within the energy sector, it is imperative that the industry becomes more agile and innovative. This transformation occurs when women are empowered with the confidence and capabilities to actively contribute to the development of energy products. The acknowledgment that diversity fosters innovation is crucial for promoting career mobility within a company, particularly through initiatives that advance the participation of women. Programs aimed at developing opportunities for women, providing comprehensive training, and fostering mentorship play pivotal roles in enhancing elements such as experience and confidence. These initiatives contribute significantly to the emergence of women as role models within the industry.

Organization initiatives

With a sample of 50 companies within the energy sector and among them 42 responded to the survey are actively engaged in initiatives to establish a just and inclusive workforce environment. Surveys are conducted to share insights, reflecting a commitment to gender equality and inclusion. These surveys capture quotes and experiences related to gender equality and recommendations, emphasizing the significance of cultivating an environment that values diversity and actively supports the professional growth of women.



1

Collective Efforts Diverse Employment Practices:

Employing women in diverse roles, such as a back-office accountant and a plant manager.
Ensuring equal pay for equal work, irrespective of gender.

Implementing non-punitive maternity leave policies and specialized training programs for gender promotion.

Collaborative Initiatives:

Partnering with organizations like WIRE for women's empowerment.

Collaborating with WIRE and IPRC to provide internships and permanent positions for women in technical roles.

Actively encouraging women to apply for internal recruitments.

Community Engagement:

Collaborating with IMBUTO Foundation to provide internship opportunities for over 250 girls.

Empowering rural women through skills development opportunities.

Promoting women's education and training.

Internal and External Policies:

Implementing internal policies ensuring gender sensitivity in job ads, diverse internships, sexual harassment training, and parental leave. Contributing to gender awareness through participation in external organizations like WIRE and PowerHer activities.

Diversity Goals:

Aiming to hire a specific percentage of female employees across different position levels.

Implementing a 50/50 interview seat distribution for managerial roles.

Setting a target for female representation within the company by a specified year.

2

Recruitment Practices

Diverse Recruitment:

Prioritizing the recruitment of females with equal capabilities.

Aiming for a balanced representation of women across the entire company.

Explicitly targeting female recruitment in underrepresented departments.

Gender-Focused Products and Services:

Designing products and services that predominantly benefit women.

Adopting recruitment strategies aimed at hiring more women to foster gender diversity.

3

Support to Women-Owned Businesses

Business Support:

Providing market access, capacity building, and visibility support to businesses owned by women.

Initiatives led by women in leadership, accounting for a significant percentage of leadership positions.

Leadership Development:

Aiming to grow the representation of women in leadership roles.

Supporting the growth of young women leaders through internship programs.

Implementing mentoring programs to enhance cultural prerequisites for leadership positions.

4

Diversity in Operations

Inclusive Operations:

Encouraging the participation of young women in solar operations and preparing technical training programs.

Implementing a Gender Quota strategy in specific projects.

Inclusive recruitment focusing on skills, discipline, and innovation rather than gender.

Technical Job Inclusion:

Promoting women's inclusion in technical roles such as welding and plumbing.

Employing women in technical power plant operation and maintenance.

5

Education, Apprenticeship, and Training Initiatives

Education Initiatives:

Commitment to gender integration in recruitment for master's and PhD students.

Offering special scholarships to women pursuing these programs.

Apprenticeship and Training:

Organizing short training courses for women with varying education levels.

Providing apprenticeships enabling women to independently operate a Hydro Power Plant.

6

Collaborative Programs and Mentorship

Mentorship Programs:

Support for the Women in Clean Cooking mentorship program.

Integration of the concept of gender into all organization activities and initiatives.

7

Policy Framework

Gender Equality Policies:

Development of a comprehensive Gender Equality and Empowerment Policy.

Prioritizing qualified female candidates in new recruitments to bridge the gender gap.

8

Training, Capacity Building, and Partnerships

Collaborative Programs:

Training women in the energy sector through collaborative programs.

Engagement in programs like KAWISAFI with Strathmore University.

9

Organizational Culture and Practices

Commitment to Diversity:

An essential commitment to gender diversity for a diverse and inclusive environment.

Initiatives encompassing equal opportunities, training and education, diverse hiring, transparent reporting, mentorship and sponsorship programs, and leadership commitment.

10

Solar-Powered Irrigation Scheme

Community Impact:

Completing a feasibility study proposing specific employment and business creation for female community members in a large-scale solar-powered irrigation scheme.

“

These initiatives collectively reflect a deep commitment to fostering an inclusive and equitable environment. Through recruitment practices, mentorship programs, collaborative efforts with external organizations, and proactive measures, the energy sector is actively working towards embedding gender equality in organizational culture and practices. The diverse strategies employed underscore a comprehensive approach to advancing women's participation and success in the energy sector.

”



RECOMMENDATIONS/ SUGGESTIONS

Agreement with Providing Internships: To engage in providing a paying internship to fresh graduates on the level of a master's program through a memorandum of understanding (MoU) with the University of Rwanda to facilitate this program."

Support for Gender Equality: To continue fostering gender equality and inclusiveness within the business sector. It plays a significant role in facilitating the exchange of ideas between both men and women, promoting gender career advancement, environment sustainability and contributing to the well being of families and communities.

Endorsement and Encouragement: To contribute to this journey and express gratitude for a promotion of gender equality and women's empowerment. Progress for women signifies progress for the entire nation.

Broader Gender Consideration: To embrace the broader scope of gender inclusivity is essential for the success of this initiative. It is recommended to extend the focus beyond women in the energy sector to encompass all women in general, as they still face challenges rooted in cultural norms across various contexts.

Encouragement and Pledge: To extend for the collective efforts dedicated to fostering support to women in the energy sector value chain. A joint commitment is made to enhance and strengthen this sector collaboratively, alongside their male counterparts.

Support for Women in Leadership: To encourage and mentor for women in the energy sector are crucial. Measures need to be taken to address factors that put women at a disadvantage and ensure their active participation in the leadership role.

Emphasis on Inclusivity: To emphasis on Inclusivity is driving the effective utilization of talented actors to perform specific tasks, ultimately fostering the real development for the entire team.

Climate Change and Gender Equality: Gender equality plays a vital role in reducing the effect of climate change.

A recommendation to EPD with its new Energy Female Inclusion sub sector to collaborate closely with technical training institutions.

Encouragement for Female Professions: To continue promoting professional electrician and civil engineering among girls in IPRCs and TVETs in Rwanda. The dissemination of this message is essential for fostering increased participation of females in these fields.

Support for Database Establishment: encourage the continuation of establishing the database for female professionals seeking employment in the energy and related field, with a focus of initiating outreach in schools. This database will serve as valuable resources for advocacy and recommendations.





CONCLUSION: FOSTERING CHANGE THROUGH COLLABORATION

In closing, the culmination of responses and insights gathered from the EPD survey paints a vivid picture of both the challenges and the aspirations within Rwanda's energy sector. The collective wisdom shared by our esteemed participants serves as a compass guiding us towards a more inclusive and equitable industry.

Your perspectives, whether affirming agreements, insightful recommendations, or constructive critiques, are integral to shaping a strategic framework for the Energy Female Inclusion subsector. The commitment demonstrated by participants to promote gender equality, both within and beyond the energy sector, resonates deeply.

As we navigate this journey together, your support becomes the cornerstone of our mission to empower, represent, and facilitate women's success in every facet of the energy sector. The diverse array of voices captured in this survey underscores the importance of embracing inclusivity, not only as a goal but as a fundamental driver of innovation, sustainability, and overall industry progress.

The EPD extends its heartfelt gratitude to each participant for their valuable contribution to this survey. Your dedication to advancing gender equality and inclusivity is not just commendable; it is a catalyst for transformative change. Moving forward, we remain committed to translating these insights into actionable initiatives, driving positive transformations within the energy landscape.

In unity, collaboration, and a shared vision for a more inclusive future, we embark on the next phase of this journey. The EPD with its new establishment Energy female Inclusion sub-sector looks forward to continued engagement, partnerships, and endeavors that will shape a brighter, more gender-inclusive energy sector for Rwanda. Together, we are not just survey participants; we are advocates for change, pioneers of progress, and architects of a more equitable energy industry. Thank you for being an integral part of this transformative initiative.

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