

# Evaluation of the “Transformative Approaches to Recognize, Reduce, and Redistribute Unpaid Care Work in Women’s Economic Empowerment Programming”

## 7. ANNEXES - VOLUME I

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## Annex 1: Terms of reference



ToRS International  
Evaluator and Team I



ToRS- National  
Consultant.docx

## Annex 2: Documents reviewed and stakeholders consulted.

### ❖ Documents reviewed / bibliography.

Assessment Of Gaps In Laws & Policies Related to Unpaid Care Work In Rwanda (2022)

Baseline Survey on Unpaid Care Work Status among Women and Men in 8 Districts of Rwanda (2022)

1. ILO, The Unpaid Care Work and the Labour Market. An analysis of time use data based on the latest World Compilation of Time-use Surveys (2019)
2. NCDA, Minimum Standards for ECD Services in Rwanda, Nov 2021
3. NECDP & UNICEF. 2019. A pocket guide for ECD: Rwanda 2019. Kigali: UNICEF
4. UN WOMEN, Baseline Survey on Unpaid Care Work Status among Women and Men in 8 Districts of Rwanda (2022)
5. UN WOMEN, TOWARDS IMPROVED MEASURES OF GENDER INEQUALITY: An evaluation of the UNDP gender inequality index and a proposal (GUNSELI BERIK, UNIVERSITY OF UTAH, (2022)
6. UN WOMEN, Progress on the Sustainable Development Goals: The Gender Snapshot 2022
7. UN WOMEN, The gender snapshot 2022': "The latest available Sustainable Development Goal (SDG) 5 data show that the world is not on track to achieve gender equality by 2030.
8. SA VVOB, study on Unpaid Care Work "VVOB, Technical Briefing note "Gender-responsive pedagogy for early childhood education"

[https://southafrica.vvob.org/sites/southafrica/files/presentation\\_gender\\_equality\\_in\\_ecd\\_training\\_without\\_videos.pdf](https://southafrica.vvob.org/sites/southafrica/files/presentation_gender_equality_in_ecd_training_without_videos.pdf),

UNDP 2016. "The African Human Development Report 2016: Accelerating Gender Equality and Women's Empowerment in Africa"

UN Women (2019). P.15. "Progress of the world's women 2019–2020: Families in a changing world"

UN Women Guidance on Country Portfolio Evaluation

### ❖ Online references

[Final external evaluation of Joint Action for Women's Economic Empowerment \(JAWE\)](#)

[Global Accountability and Tracking of Evaluation Use \(GATE\) system.](#)

[Humanitarian Rapid Assessment Tool](#)

[Inclusive Systemic Evaluation for Gender Equality, Environments and Marginalized Voices Guide \(ISE4GEMs\)](#)

[Guidance Note on Evaluating Impact in Gender Equality and Women's Empowerment](#)

[Strengthening the Resilience of Syrian Women and Girls and Host Communities programme](#)

[The Pocket Tool for managing evaluation during the COVID-19 pandemic.](#)

[UN Women's Evaluation Policy \(2020\)](#)

[UN Women Good practices in gender-responsive evaluations \(see the Annex on p. 36 for a useful checklist\) and video.](#)

[United Nations Disability Inclusion Strategy \(UNDIS\) Accountability Framework](#)

[UNEG Ethical Guidelines and pledge of commitment](#)

[UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#)

[UN-SWAP Gender Equality evaluation performance indicators](#)

[UN Evaluation handbook](#)

[UN Women Core Values and Competencies](#)

### Annex 3: List of site visits/Stakeholders met

#### Senegal

#### EVALUATION FINALE « 3R »/SENEGAL

#### LISTE STAKEHOLDERS ET PARTENAIRES- MISSION DE COLLECTE DE DONNEES

- Entretiens à Dakar

Structures	Contenu		
Programme Sénégal	Djenaba Wane Ndiaye	Coordinatrice bureau Sénégal	
	Rokhaya GAYE	Coordinatrice nationale 3R Sénégal	
	Khadidiatou GUEYE	ICT Analyst	
	Seynabou SARR	Program Analyst	
WEE/Bureau régional	Elena Ruiz	Advisor	
	Muriel Ametoglo	Responsable composante policy	
	Lorenzo Rovelli	Responsable composante innovation	
COPIL	MFFPE (Ousmane KA- Omar Samb-Mouhamed Ndiaye)		
	Fédération des femmes rurales (Absa SYLLA)		
<b>Structures de recherche</b>			
CRES	Fatou Cisse		
CRDI	Flaubert		
Cabinet ATRAXIS	Abdoulaye Dieye consultant		

- Visites de terrain et séances de travail avec les partenaires de mise en œuvre et bénéficiaires

	Contenu	
	<p><b>Introduction Mission- Objectifs- Planning et entretiens individuels avec Staff ARD/ST:</b></p> <p><b>1) Ousmane SOW, Directeur-</b></p> <p><b>2) Mamadou DIOP- Point Focal 3R-</b></p> <p><b>3) Abdourahmane Gueye Responsable suivi PDC-</b></p> <p><b>4) Birame Diouf (Gestionnaire) -</b></p>	

	Contenu	
	5) Diariatou Ba chargée de Com	
Gouvernance	Entretien avec Gouverneur	
Comité Technique Régional	Séance de travail avec Abdourahmane Gueye Responsable suivi PDC et membres PDC	Elaboration Plan de développement Communaux (PDC)
Service Régional de la Couverture maladie Universelle	Babacar DIOUF Directeur	Assurance Maladie
Service Régional de l'Agence Nationale de la petite enfance et de la case des tout-petits	Entretien avec Penda NDONGO	
REFAN	Séance de travail avec le comité directeur REFAN	
	Entretien avec :	<ul style="list-style-type: none"> <li>- Korka DIAW, Présidente</li> <li>- Relais CMU</li> <li>- Relais hommes et garçons (<b>men engaged Strategy</b>)</li> <li>- Maire ou Représentant</li> </ul> Focus Groupe avec bénéficiaires Visite des réalisations zone Richard TOLL
	Entretien avec :	<ul style="list-style-type: none"> <li>- NDeye Gaye, coordinatrice</li> <li>- Relais CMU</li> <li>- Relais hommes et garçons (<b>men engaged</b>)</li> <li>- Maire ou Représentant</li> <li>- Président Mutuel de Santé</li> </ul> Focus Groupe avec bénéficiaires Visite des réalisations Zone Ross Bethio
	Entretien avec :	<ul style="list-style-type: none"> <li>- Maimouna DIOP Coordinatrice</li> <li>- Relais CMU</li> <li>- hommes et garçons (<b>men engaged</b>)</li> <li>- Président Mutuel de Santé</li> <li>- Maire ou Représentant</li> </ul> Focus Groupe avec bénéficiaires Visite des réalisations Zone Saint Louis
	Entretien avec :	<ul style="list-style-type: none"> <li>- Sokhna Mbodj, Coordinatrice</li> <li>- Relais CMU</li> </ul>

	Contenu	
		<ul style="list-style-type: none"> <li>- Maire ou Représentant</li> <li>- Président Mutuel de Santé</li> </ul> Focus Groupe avec bénéficiaires Visite des réalisations Zone Dagana
	Entretien avec :	<ul style="list-style-type: none"> <li>- Adama GAYE, Coordinatrice</li> <li>- Maire ou Représentant</li> <li>- Relais CMU</li> <li>- Relais hommes et garçons (<b>men engaged</b>)</li> <li>- Président Mutuel de Santé</li> </ul> Focus Groupe avec bénéficiaires Visite des réalisations Zone Podor

## Annex 4: 3R Programme Final External Evaluation – Field Data Collection Schedule - Rwanda

Date	Time	Activity	Location/Site	Key Respondents to be met	District	Proposed accommodation
1 March, 2023	13:00hrs	Arrival in Kigali, Rwanda	Kigali	Not applicable	Kigali	Iris Hotel
	16:00hrs	KII with National Coordinator	Kigali	Tess Kazuba <a href="mailto:tess.kazuba@UNWomen.org">tess.kazuba@UN Women.org</a> National Coordinator	Kigali	
2 March, 2023	09:30hrs	KII with the Gender Statistics Technical Advisor and MERP	Kigali	Dominique Kanobana <a href="mailto:kanobana.muchochori@UNWomen.org">kanobana.muchochori@UN Women.org</a> Technical Adviser for Gender Statistics	Kigali	
	11:30hrs	KII with the UN Women Country Office Senior Management	Kigali	Meeting with UN Women Country Office Senior Management	Kigali	
	13:00hrs – 16:00hrs	Departure from Kigali to Rubavu to meet 3R beneficiaries	Rubavu, Bazirete	Kobinya and Kotibanya cooperative members (40 min)	Rubavu	Not applicable
	17:30hrs	Heading to Rubavu City	Rubavu	Not applicable	Rubavu	La Corniche
3 March 2023	8:30hrs - 15:00hrs	Meet with the ADRA CD	Rubavu	Meeting with ADRA Country Director at la Corniche	Rubavu	Proposed place Not applicable
		Departure from Rubavu to Musanze to meet with beneficiaries	Musanze	Meet RDO and ActionAid beneficiaries in Musanze	Musanze	
	15:00hrs -17:30hrs	Heading back to Kigali from Musanze	Kigali	Not applicable	Kigali	Iris Hotel

4 & 5 March, 2023		Kigali – rest (Saturday and Sunday)				
6 March, 2023	08:00hrs – 16:00hrs	Departure from Kigali to Nyaruguru to meet Ngera beneficiaries and Head back to Kigali	Nyaruguru	Meeting with Bahoneza Cooperative members to be facilitated by Rose from AVSI	Nyaruguru District	Not applicable,
7 March, 2023	11:00hrs	Meeting with the UN Women CO Representative	UN Women Office	Meeting with UN Women Country Representative	Un Women offices	At their meeting points
	14:00hrs	Ndera beneficiaries	Ndera/Kigali	Meeting point in Ndera sector to be facilitated by Diana Mugwaneza from RDO	Gasabo District	
8 March 2023	08: 00hrs – 12:00hrs	Departure from Kigali to Kirehe to meet with Nyamugari beneficiaries	Kirehe	Meeting with Abaticumugambi cooperative members to be facilitated by Nyundo Kayihura from ADRA  3pm virtual	Kirehe District	Ngoma/East gate Hotel
9 March 2023	10:00hrs – 18:00hrs	Departure from Ngoma to Jarama, Kazo sectors to meet with beneficiaries and head back to Kigali	Ngoma	Meeting with Tuzamurane & Nkabikorera cooperatives members to be facilitated by Telesphore from Help a Child and Kazo beneficiaries to be facilitated by RWAMREC	Ngoma District	Iris Hotel
10 March, 2023	10:00hrs	Exit meeting	Kigali	Meeting with 3R Implementing partners and stakeholders	Kigali	UN Women office

## Annex 5: Virtual Data Collection Schedule: Rwanda- completed before Travel

### 3 R Programme Final External Evaluation – Field Data Collection Schedule

Country	Category	Stakeholder identified	Details of the Key Respondent to be interviewed	Location	Date of meeting	
Rwanda	National Government	Ministry of Gender and Family Promotion (MIGEPROF)	Director General on Economic Empowerment	Virtual	Feb 1, 2023	
	Governmental entities	National Child Development Agency (NCDA)	Deputy Director General	Virtual	Feb 2, 2023	
	Local authorities	Vice Mayor	Vice Mayor and Mayors where possible	Virtual	Feb 2, 2023	
	Academia	Center for Gender Studies of the University of Rwanda	Senior Lecture at Center of Gender Studies	Virtual	3 Feb, 2023 – 4pm	
	CSOs and IPs	Rwanda Development Organisation – RDO	Executive Secretary		Virtual	31 Jan, 2023 – 3pm
		Adventist development and Relief Agency (ADRA)	Country Director		Virtual	2 Feb, 2023 - 9am
		Rwanda Men’s Resource Center - RWAMREC	Executive Director & Project focal points		Virtual	7 Feb, 2023 - 4pm
		AVSI (Association of volunteers in International service)	Project focal points		Virtual	2 Feb, 2023 - 10am
		INADES	Executive Director/Dr. Innocent Karangwa		Virtual	31 Jan, 2023 – 4pm
		Help a Child	Program Focal Point		Virtual	3 Feb, 2023 – 2pm
	INGOs and (IPs)	Action Aid	Country Director/Technical Focal Person		Virtual	8 Feb, 2023 – 4pm
		Women farmer cooperatives/associations under RWEE programme (Rwanda)  Profemmes Twese Hamwe (Rwanda) is part of the Steering committee but has not been involved in 3R day today activities/implementation	Meetings with Technical Focal Persons was organized on field		Virtual	These was physical meetings



## Annex 6: RWANDA RESULTS FRAMEWORK – INDICATORS AND BASELINES I

THE EVALUATION TEAM FOUND OUT THAT RWANDA ACHIEVED AND, IN MANY CASES, EXCEEDED 100% OF SET TARGETS

INDICATORS, BASELINE AND TARGETS			
Impact (Overall Goal)	Target	End of Programme Results	Evaluation comment
<p>Remove the structural barriers to women’s full and equal participation in the economy by recognizing, reducing, and redistributing unpaid care work.</p> <p><b>Indicator 1:</b> Percentage increase in women’s labour force participation <b>Baseline:</b> 44.2% (Source: National Institute of Statistics of Rwanda (NISR), Labour Force survey, February 2021)</p> <p><b>Indicator 2:</b> Percentage decrease of time spent by women on unpaid care work. <b>Baseline:</b> 26.7 hours per week (Source: NISR, Gender thematic report, Labour Force survey 2019)</p> <p><i>To further explain the programme's contribution, the time spent by women on unpaid care work stands on average at 19 hours per week in 2022 according to the Labour Force survey 2022. This means that the time spent on unpaid care work has reduced from 26.7 hours per week in 2019 to 19 hours per week in 2022 which is 7.7 hours. However, it should be noted that the project was implemented from October 2021 to March 2023 and the reduction in hours is a result of many ongoing joint efforts including Government interventions such as ECDs, clean water, improved cooking stoves.</i></p>	<p>Target: 2% percentage points increase (intend to reach 46%)</p> <p>Target: 10% (intend to reduce by 2.67 hours from the current time spent per week on unpaid care work)</p>	<p>Labour Force Participation rate in 2022 stands on average at 48.8% according to the Labour Force Survey 2022. This means that, there has been an increase of 4.6% increase in labour force participation rate during the implementation period of the programme.</p> <p>The time spent by women on unpaid care work stands on average at 19 hours per week in 2022 according to the Labour Force survey 2022. This means that the time spent on unpaid care work has reduced from 26.7 hours per week in 2019 to 19 hours per week in 2022 which is 7.7 hours. However, it should be noted that the project was implemented from October 2021 to March 2023 and the reduction in hours is a result of many ongoing joint efforts including Government interventions such as ECDs, clean water, improved</p>	<p><b>Indicator target achieved.</b></p> <p><b>Indicator target achieved.</b></p>

<sup>1</sup> Most of the baselines are zero they changed during the programme implementation and because of planned studies.

Outcome	Output			
<p><b>Outcome 1: National and local governments develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work by women and girls.</b></p> <p><b>Indicator 1.1:</b> Number of national laws and policies and guidelines developed/revised to recognize and address the disproportionate share of unpaid care work</p>	<p><b>1.1 National and local governments have greater understanding and knowledge of the 3Rs of unpaid care work and the disproportionate share of unpaid care.</b></p> <p><b>Indicator 1.1.1:</b> Number of <b>national</b> policy dialogues on the disproportionate share of unpaid care work by women and girls <b>Baseline: 0</b></p> <p><b>Indicator 1.1.2:</b> Number of targeted employees from <b>local</b> authorities including traditional leaders who demonstrate greater understanding of and increased knowledge to address the disproportionate share of unpaid care work by women and girls. <i>(Disaggregated by sex</i></p>	<p><b>Target: 2(2 National dialogues but with participation of representatives from all 8 districts).</b></p> <p><b>Target: 240 (30 people per district)</b></p>	<p>cooking stoves.</p> <p>In sept 2022, the first National Policy Dialogue on Unpaid care work took place, participants/ stakeholders were from the 8 Districts of intervention. From 22-24 March 2023, the second national workshop on Unpaid Care Work was held.</p> <p>172 male and 167 female local authorities including opinion/ traditional leaders (339) have now greater understanding of and increased knowledge to address the disproportionate share of unpaid care work by women and girls</p>	<p><b>Indicator achieved. target</b></p> <p><b>Indicator achieved. target</b></p>

	<i>and district)</i> <b>Baseline: 30</b>			
	<b>1.2 National and local authorities have increased tools and capacities to develop and implement laws, policies and services that address unpaid care work.</b>			

<p>share of unpaid care work by women and girls.</p> <p><b>Baseline:</b> 0 <b>Target:</b> 2</p> <p><i>guidelines</i> <i>guidelines</i></p> <p><b>[linked with UNW]</b></p>	<p><b>Indicator 1.2.1:</b> Number of reports, policy briefs and tools developed to influence national and/or local policy formulation and interventions disseminated to key stakeholders.</p> <p><b>Baseline: 0</b></p> <p><b>Indicator 1.2.2:</b> Number of national authorities/non state actors with increased access to knowledge products and tools for enhanced knowledge and skills to implement laws, policies and services that address unpaid care work. <i>(Disaggregated by districts, institutions, ministries, non- state actors)</i></p> <p><b>Baseline: 0</b></p>			
			<p>Target: 4 (3 study reports and one policy brief)</p> <p><b>Indicator target achieved.</b></p>	
			<p>Target: 60</p> <p>Below description shows disaggregated numbers</p> <p>30 Districts has increased access to knowledge products as their Directors of Planning were trained on unpaid care work.</p> <p>4 Provinces' Directors of planning and the city of Kigali</p> <p>3 Ministries; 1. Ministry of Gender and Family Promotion (MIGEPROF) 2. Ministry of Environment, (MOE) 3. Ministry of Agriculture and Animal resources</p> <p>3 Academia institutions 20 non-state actors</p>	<b>Indicator target achieved</b>
<p><b>SP indicator 8.1]</b></p> <p><b>Indicator 1.2:</b> Number of local laws,</p>	<p><b>Indicator 1.2.3:</b> Number of local authorities/<b>households<sup>2</sup></b> with increased understanding of women's unpaid care burden and who take action to reduce and redistribute unpaid care work.</p> <p><b>Baseline: 0 (household)</b></p>	<p>Target: 400 households</p>	<b>Indicator target achieved</b>	
		<p>120 couples/ households were trained on the recognizing, redistributing of unpaid care work with a GTA; Gender</p>		

<p>policies and services and guidelines developed/revised to recognize and address the disproportionate share of unpaid care work by women and girls.</p> <p>N/A (same target as above as Rwanda laws are enacted at central level only)</p>		<p>Transformative approach and 339 has increased understanding of women's unpaid care burden and took action to reduce and redistribute unpaid care work</p>	
<p><b>Outcome 2: Women's cooperatives and other organisations provide care services in rural and/or urban areas to reduce and redistribute unpaid care work</b></p>	<p><b>2.1 Women's cooperatives and other organisations have increased capacity to provide care services.</b></p> <p><b>Indicator 2.1.1:</b> Number of women's cooperatives and other organisations with increased capacity to provide care services in rural and/or urban areas. <b>Baseline: 0</b></p>	<p><b>Target: 4</b> Four women's cooperatives from Nyaruguru, Kirehe, Ngoma Districts</p> <p>1 from Nyaruguru, Ngera sector 1 from Kirehe, Nyamugari sector 2 from Ngoma, Jarama sector</p>	<p><b>Indicator target achieved.</b></p>

<b>Indicator</b>  <b>2.1:</b> Number of sustainable cooperative-operated childcare and early childhood development	<b>Indicator 2.1.2:</b> Number of women with increased access to transformative childcare services <b>Baseline:</b> 0 (to check with ECD institution)	<b>Target:</b> 100 623 mothers including 88 teen mothers have access to transformative childcare services. They benefited from 4 Early Childhood Development Centers (ECDs).	<b>Indicator target achieved</b>
	<b>2.3 Women’s cooperatives and other organisations have access to timesaving, climate resilient infrastructure and/or technologies needed to provide care services.</b>		

<sup>2</sup> Rwanda focused on households on this indicator rather than local authorities as action to reduce and redistribute unpaid care work is a result of mindset change which can be seen at household level.

<p>facilities/services piloted. <b>Baseline: 0</b></p> <p><b>Indicator</b></p> <p><b>2.2:</b> Number of women with access to care services in rural and/or urban areas <b>Baseline: 0</b> <b>Target: 3100</b> (indicat 2.1.2 or 2.3.1) +</p>	<p><b>Indicator 2.3.1:</b> Number of women with increased access to timesaving, climate-resilient infrastructure and/or technologies, disaggregated by urban/rural <b>Baseline: 0</b></p> <p><b>Indicator 2.3.2:</b> Number of women's cooperatives and other organisations with increased capacity to deliver sustainable energy and/or WASH services. <b>Baseline: 0</b></p>	<p><b>Target: 3000</b> (targeting women through women farmers' cooperative)</p> <p>2,817 Women have increased access to timesaving, climate-resilient infrastructure</p> <p><b>Target: 5</b></p> <p>19 women's cooperatives and other organisations has increased capacity to deliver sustainable energy and/or WASH services</p>	<p><b>Indicator target achieved.</b></p> <p><b>Indicator target achieved.</b></p>
	<p><b>2.4 Women's cooperatives and other organisations have strengthened capacity to advocate for recognizing, reducing, and redistributing unpaid care work.</b></p> <p><b>Indicator 2.4.1:</b> Number of community members, including opinion leaders, men, and boys, who demonstrate increased awareness and understanding of the disproportionate share of unpaid care work by women and girls. <b>Baseline: 0</b></p>	<p><b>Target: 400</b></p> <p>421 community members, including opinion leaders, men and boys increased awareness and understanding of the disproportionate share of unpaid care work by women and girls.</p>	<p><b>Indicator target achieved.</b></p>

## Annex 7: South Africa: 3 R Programme Final External Evaluation – Field Data Collection Schedule - UN Women SAMCO

Date	Time	Activity	Location/Site	Responsibility
March 3, 2023	15:00	Meeting with Rev. Bafana Khumalo-National Steering Committee member	Virtual	3R Programme Coordinator
Sunday, March 12, 2023		Arrival in Pretoria, South Africa	Jo'burg/Pretoria	3R Programme Coordinator
Monday, March 13, 2023	11:00 am	Meeting with Deputy Rep/Head of Programmes and, Operations Manager, Programme Management Specialist-Women Economic Empowerment	Pretoria	3R Programme Coordinator
	14:00hrs	Key Informant Interview (KII) with 3R Programme Coordinator	Pretoria	3R Programme Coordinator
Tuesday, March 14, 2023	10:00	Meeting with Dr. Morne Ousthuizen, Focal person for University of Cape Town – to draw lessons on Baseline Survey preparations.	Virtual	3R Programme Coordinators
	14:00	Meeting with Deputy Director General for DWYPD	Virtual	3R Programme Coordinator
Wednesday, March 15, 2023	10:00/12:00	KII/Focus Group with participants of Men's Parliament	Virtual/Johannesburg	
	14:00	Azali Health Care Project (Dr. Matome Kganakga)	Jo'burg	3R Programme Coordinators
Thursday, March 16, 2023	10:00	De-briefing the Deputy Rep/HoP and Programme Management.	Pretoria	3R Programme Coordinators
Friday, March 17, 2023	10:00	Departure		3R Programme Coordinators

## Annex 8: Data Collection Tools / Protocols, including informed consent template

### Consent form for evaluation participants

We are conducting an evaluation to assess the results of the 3R Programme implemented by UN Women in Rwanda, Senegal, and South Africa over the past months. As part of our work, we are interested in learning stakeholders' perceptions of the programme and of its contributions in addressing the needs and expectations of targeted programme participants.

We would like to hear your opinions on programme activities and results, to better understand the achievements and challenges faced during implementation. Your perspective will help us to better understand the programme and will support us in making recommendations to improve future interventions in the field of gender equality and women's empowerment. We do not anticipate that you will encounter any risks. However, we believe you will contribute your ideas and broaden your understanding of the program during this discussion.

The collected information will solely be used for evaluation purposes. Personal information was treated in a confidential way and not disclosed to the public; the final report will not include specific reference to respondents, unless they explicitly wish to be quoted. All online information concerning this data collection exercise was solely accessible to the evaluation team, and will be destroyed within three months of evaluation completion.



Please note participation is voluntary, and that you are free to interrupt data collection at all times should you not wish to proceed.

## **Guide for consultations with programme participants, women's cooperatives and other organisations**

### **Relevance**

What do you consider to be the key needs of women and girls in your community?

Were community members involved in consultations during the project preparation phase?

How was the project received by your community and what were the expectations regarding the project?

What do you consider to be the reasons behind unpaid care work and gender inequalities that exist in your community?

Do you think the project was designed in a way to adequately address them?

### **Effectiveness**

Did programme activities contribute to increase women cooperatives' and other organisations' capacities and access to necessary tools to provide care services?

Did programme activities contribute to increase women cooperatives' capacity to advocate for 3Rs in unpaid care?

What has in your opinion contributed to achieve project results, and what were instead factors which limited project success?

What were the benefits you experienced from digital solutions on insurance? (Senegal)

What time-saving technologies and equipment did you have access to during the project? With what frequency?

What benefits did you obtain from it?

How much time did you save thanks to the use of time-saving technologies and equipment?

How did you use this time?

### **Sustainability**

What do you expect to happen after the end of the project?

Were you involved in any conversations or planning concerning what will happen after the end of the project?

Human Rights, Gender, Disability Inclusion

Do you know which the criteria for selection of programme participants were?

Are you aware of any programme participants that belong to specific groups such as persons with disabilities?

### **Guide for consultations UN Women staff and implementing partners**

#### **Relevance**

What do you consider to be the key needs of women and girls in targeted communities?

Were community members involved in consultations during the project preparation phase?

How was the project received by targeted communities, and what were the expectations regarding the project?

Do you consider the project approach to be conducive to the realisation of national priorities?

What do you consider to be the root causes explaining unpaid care work and gender inequalities in targeted communities?

Do you regard the programme approach as adequate in tackling the root causes of unpaid care work and gender inequalities?

#### **Effectiveness**

In what ways have implemented activities contributed to increase knowledge and understanding of the 3Rs of unpaid care?

Do national and local authorities in the three countries have gained access to the necessary tools and capacities to develop and implement laws, policies and services that address unpaid care work?

To what extent have programme activities contributed to increase women cooperatives' and other organisations' capacities and access to necessary tools to provide care services?

Did programme activities contribute to increase women cooperatives' capacity to advocate for 3Rs in unpaid care?

What are the key factors which have contributed to programme achievements, and what were the challenges which have undermined expected results?

What are the specific results associated with the introduction of the innovative fintech approach in Senegal?

Did the programme include additional innovative approaches? How were they identified and implemented, and what was their added value in advancing the 3Rs in unpaid care?

What time saving climate resilient technologies/equipment did programme participants gain access to as a consequence of the programme?

With what frequency would they have accessed such technologies and equipment?

How would you describe and assess the overall contributions brought by the use of time saving technologies/equipment?

## **Efficiency**

Were financial milestones achieved according to plans?

Has the programme team size and structure facilitated the realisation of the planned workplans?

Were project activities and outputs delivered in a timely manner? If not, what were the challenges faced by the programme team and implementing partners that prevented timely realisation?

Was the programme planned in a way as to capitalise on results obtained through other interventions?

Were lessons learned from previous interventions adopted in programme design and implementation?

Did the programme take advantage of capacities strengthened through previous interventions, and existing stakeholder networks?

## **Sustainability**

Were in-depth consultations carried out with relevant national and local stakeholders to discuss expectations concerning their involvement during and following the end of the programme?

Was the availability of the necessary capacities and resources thoroughly assessed in the preparatory phase of the programme?

What were the concrete steps taken during project implementation to establish/assure the availability of the necessary capacities and resources?

Were the choices of capacity building interventions based on an in-depth needs analysis?

What were the tangible changes in capacities of stakeholders who participated in capacity building activities?

## **Human Rights, Gender, Disability Inclusion**

What were the levels of involvement of programme participants, including persons with disabilities, in the design and implementation of the programme?

What were the concrete steps undertaken to ensure the programme would reach the most vulnerable and excluded women and girls?

To what extent did the programme contribute to bring about transformative change?

Were the specific needs of persons with disabilities identified and addressed in programme design and implementation?

Was programme monitoring and reporting designed so as to verify potential differentiated effects of the programme on most vulnerable and excluded women and girls, including through the use of specific/disaggregated indicators?

## **Guide for consultations national counterpart**

### **Relevance**

What do you consider to be the key needs of women and girls in targeted communities?

Do you consider the project approach to be conducive to the realisation of national priorities?

What do you consider to be the root causes explaining unpaid care work and gender inequalities in targeted communities?

Do you regard the programme approach as adequate in tackling the root causes of unpaid care work and gender inequalities?

**Effectiveness**

In what ways have implemented activities contributed to increase knowledge and understanding of the 3Rs of unpaid care?

Do you believe the programme has provided local and national authorities with access to the necessary tools and capacities to develop and implement laws, policies and services that address unpaid care work?

What are the key factors which have contributed to programme achievements, and what were the challenges which have undermined expected results?

**Sustainability**

Were in-depth consultations carried out with relevant national and local stakeholders to discuss expectations concerning their involvement during and following the end of the programme?

Do you consider the choice of capacity building interventions as appropriate?

What were the tangible changes in capacities you and other stakeholders who participated in capacity building activities experienced?

**Annex 9: Field Observation Guide**



Field Observation Guide.docx

**Annex 10: Evaluation Matrix**

The following evaluation matrix summarises key questions and sub-questions that were addressed during the evaluation period. Where appropriate, most appropriate approaches was applied per each evaluation criterion – including contribution analysis, national risk and capacity and gap analyses It assumes that information is available, and that targeted stakeholders was willing to participate in the evaluation exercise and to share the relevant information.

Evaluation criteria	Key question(s)	Sub-question(s)	Indicators	Collection method(s)	Data source
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<b>Relevance</b>	Do the programme expected results address the needs of the target groups and how?	<p>What do you consider to be the key needs related to the care economy of women and girls in your community?</p> <p>What were the level, modality, and extent of involvement of communities in project design?</p> <p>How was the project received by communities and what were their expectations regarding project outcomes?</p>	<p>records (# of meetings) with the communities during programme inception phase</p> <p>M &amp; E Indicators</p> <p>Baselines and targets</p>	<ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> </ul>	<ul style="list-style-type: none"> <li>• programme participants</li> <li>• representatives from women cooperatives</li> <li>• implementing partners</li> <li>• project development documents including baselines, needs assessments</li> </ul>
	Are the activities, outputs and outcomes of the project consistent with the overall global, regional, national and local gender priorities?	<p>Are national and local priorities explicitly integrated into the rationale behind the three programme chapters?</p> <p>Are the approaches adopted conducive to the realisation of national and local priorities?</p>	<p>reference to national priorities in programme documents</p> <p>records (# of meetings) with national counterparts</p> <p>M &amp; E Indicators</p>	<ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> </ul>	<ul style="list-style-type: none"> <li>• Programme development documents</li> <li>• National counterparts</li> <li>• UN Women programme staff</li> </ul>
	To what extent was the programme designed to be catalytic and transformative in addressing some of the root causes of unpaid care work and gender inequalities?	<p>what are the root causes of unpaid care work and gender inequalities in the three implementation countries?</p> <p>Is the approach adopted by the programme adequate in tackling the root causes of unpaid care work and gender inequalities?</p> <p>What would a relevant program look like?</p>	M & E Indicators	<ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> </ul>	<ul style="list-style-type: none"> <li>• Programme development documents</li> <li>• National counterparts</li> <li>• UN Women programme staff</li> <li>• implementing partners</li> </ul>
<b>Effectiveness</b>	What has been the progress made towards achievement of the two expected outcomes? What specific results were achieved, both positive and negative?	<p>In what ways have implemented activities contributed to increase knowledge and understanding of the 3Rs of unpaid care?</p> <p>Do national and local authorities in the three countries have gained access to the necessary tools and capacities to develop and implement laws, policies and services that address unpaid care work?</p> <p>To what extent have programme activities contributed to increase women cooperatives' and other organisations' capacities and access to necessary tools to provide care services?</p>	<p>achievement against programme results indicators</p> <p>Baselines and targets</p> <p>M &amp; E Indicators</p>	<ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> <li>• Case-study (Senegal-TBD)</li> </ul>	<ul style="list-style-type: none"> <li>• National counterparts</li> <li>• capacity building initiatives agendas and evaluations</li> <li>• law/policy review</li> <li>• UN Women programme staff</li> <li>• programme participants</li> <li>• representatives from women cooperatives</li> </ul>

		<p>Did programme activities contribute to increase women cooperatives' capacity to advocate for 3Rs in unpaid care?</p> <p>What are the key factors which have contributed to programme achievements, and what were the challenges which have undermined expected results?</p>			
	<p>To what extent are the programme approaches and strategies innovative for recognizing, reducing and redistributing unpaid care work? What -if any- types of innovative good practices have been introduced in the programme to achieve results in this field?</p>	<p>What are the specific results associated with the introduction of the innovative fintech approach in Senegal?</p> <p>Did the programme include additional innovative approaches? How were they identified and implemented, and what was their added value in advancing the 3Rs in unpaid care?</p>	<p>Baselines and targets</p> <p>Risk register</p> <p>M &amp; E Indicators</p>	<ul style="list-style-type: none"> <li>• Case-study (Senegal-TBD)</li> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> </ul>	<ul style="list-style-type: none"> <li>• programme participants</li> <li>• Representatives of women cooperatives</li> <li>• UN Women programme staff</li> <li>• Implementing partners</li> </ul>

	<p>What impact has been registered on women from the use of time saving climate resilient technologies/equipment provided by the programme (in terms of wellbeing, women's economic autonomy and time poverty)?</p> <p>What else women are now doing with their time (i.e. are they doing more paid work, study, community work, rest/leisure, or different tasks), and are men taking on a greater share of the responsibility as a result?</p>	<p>What time saving climate resilient technologies/equipment have you gained access to as a consequence of the programme?</p> <p>With what frequency have you had access to the time saving climate resilient technologies/equipment during the implementation of the programme?</p> <p>How would you describe and assess the overall contributions brought by the use of time saving technologies/equipment?</p> <p>Could you please quantify the time saved through the use of the climate resilient technologies/equipment?</p> <p>How have you employed the time saved through the use of technologies/equipment?</p>		<ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> <li>•</li> </ul> <ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> </ul>	<ul style="list-style-type: none"> <li>• programme participants</li> <li>• Representatives of women cooperatives</li> <li>• [preliminary conversations with UN Women programme staff and Implementing partners+]</li> </ul> <ul style="list-style-type: none"> <li>• programme participants</li> <li>• Representatives of women cooperatives</li> <li>• [preliminary conversations with UN Women programme staff and Implementing partners+]</li> </ul>
<b>Efficiency</b>	<p>Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?</p>	<p>Were financial milestones achieved according to plans?</p> <p>Has the programme team size and structure facilitated the realisation of the planned workplans?</p>	<p>disbursement levels</p> <p>timeliness of disbursement</p> <p>evidence of alignment with previous/ongoing projects, including cross-reference in project documents</p> <p>Budget</p> <p>Baselines and targets</p> <p>M &amp; E Indicators</p>	<ul style="list-style-type: none"> <li>• Review of financial data</li> <li>• Key informant interviews</li> <li>• Documentary review</li> <li>• Field observations</li> </ul>	<ul style="list-style-type: none"> <li>• RMS data, financial reporting</li> <li>• UN Women staff</li> </ul>
	<p>Are the programme and its components cost-effective? Could the activities and outputs have been delivered with fewer resources or</p>	<p>Were project activities and outputs delivered in a timely manner? If not, what were the challenges faced by the programme team and</p>	<p>Budget</p> <p>Baselines and targets</p>	<ul style="list-style-type: none"> <li>• Review of financial data</li> <li>• Key informant interviews</li> </ul>	<ul style="list-style-type: none"> <li>• RMS data, financial reporting</li> <li>• UN Women staff</li> <li>• implementing partners</li> </ul>

	within a reduced timeframe, without reducing their quality and quantity?	implementing partners that prevented timely realisations?	M & E Indicators	<ul style="list-style-type: none"> <li>• Documentary review</li> </ul>	
	To what extent can the partnership between UN Women and Implementing partners be regarded as efficient?	Were partners integrally involved in the design, implementation and measurement of the program?	<p>Budget</p> <p>Baselines and targets</p> <p>M &amp; E Indicators</p>	<ul style="list-style-type: none"> <li>-Key Informant interviews</li> <li>-Focus group discussions</li> <li>-documentary review</li> <li>-Field observations</li> <li>-Secondary data collection</li> </ul>	<ul style="list-style-type: none"> <li>• Women cooperatives</li> <li>• UN Women staff</li> <li>• implementing partners</li> <li>• programme evaluations</li> </ul>
	Has the programme built synergies with previous and/or ongoing UN Women interventions?	Was the programme planned in a way as to capitalise on results obtained through other interventions?	<p>Budget</p> <p>Baselines and targets</p> <p>M &amp; E Indicators</p>	<ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> </ul>	<ul style="list-style-type: none"> <li>• Women cooperatives</li> <li>• UN Women staff</li> <li>• implementing partners</li> <li>• programme evaluations</li> </ul>
		<p>Were lessons learned from previous interventions adopted in programme design and implementation?</p> <p>Did the programme take advantage of capacities strengthened through previous interventions, and existing stakeholder networks?</p>	<p>Budget</p> <p>Baselines and targets</p> <p>M &amp; E Indicators</p>	<ul style="list-style-type: none"> <li>•Key Informant interviews</li> <li>•Focus group discussions</li> <li>•documentary review</li> <li>•Field observations</li> <li>•Secondary data collection</li> </ul>	
<b>Sustainability</b>	Is the programme supported by national/local institutions? Do these institutions, including Government and Civil Society, programme participants, other implementing partners demonstrate leadership commitment and technical capacity to continue to work with the programme or replicate it to ensure continuity in pursuing the recognition, reduction and redistribution of unpaid care work after the programme ends?	<p>Were in-depth consultations carried out with relevant national and local stakeholders to discuss expectations concerning their involvement during and following the end of the programme?</p> <p>Was the availability of the necessary capacities and resources thoroughly assessed in the preparatory phase of the programme?</p> <p>What were the concrete steps taken during project implementation to establish/assure the availability of the necessary capacities and resources?</p>	<p>presence of local level committees</p> <p>increase in self-reported levels of capacities</p> <p>Sustainability strategy</p> <p>Risk register</p>	<ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> </ul>	<ul style="list-style-type: none"> <li>• national counterparts</li> <li>• Women cooperatives</li> <li>• UN Women staff</li> <li>• implementing partners</li> </ul>



	<p>What capacity of national partners, both technical and operational, has been strengthened?</p>	<p>Were the choices of capacity building interventions based on an in-depth needs analysis?</p> <p>What were the tangible changes in capacities of stakeholders who participated in capacity building activities?</p>	<p>Budget</p> <p>Baselines and targets</p> <p>M &amp; E Indicators</p>	<ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection)</li> </ul>	<ul style="list-style-type: none"> <li>• national counterparts</li> <li>• Women cooperatives</li> <li>• UN Women staff</li> <li>• implementing partners</li> <li>• records of capacity building initiatives</li> </ul>
<p><b>Gender, Human Rights, Disability Inclusion</b></p>	<p>To what extent are interventions informed by gender, human rights and disability inclusion approaches and adhere to the principles and standards of Leaving no one behind to contribute towards gender transformative changes to advance and sustain Gender equality and Women’s empowerment?</p> <p>To what extent did the programme target and benefit the most vulnerable and excluded women, including persons with disabilities?</p> <p>To what extent are UN Women interventions targeting and benefitting the most vulnerable and excluded women and girls?</p>	<p>What were the levels of involvement of programme participants, including persons with disabilities, in the design and implementation of the programme?</p> <p>What were the concrete steps undertaken to ensure the programme would reach the most vulnerable and excluded women/ girls?</p> <p>To what extent did the programme contribute to bring about transformative change? (TBD, use of gender at work analytical framework)</p> <p>Were the specific needs of persons with disabilities identified and addressed in programme design and implementation?</p> <p>Was programme monitoring and reporting designed to verify potential differentiated effects of the programme on most vulnerable women and girls, including specific/disaggregated indicators?</p>	<p>presence of indicators disaggregated by gender, age, disability</p> <p>Communications and Knowledge Management Strategy</p> <p>Risk register</p>	<ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> </ul> <ul style="list-style-type: none"> <li>• Key Informant interviews</li> <li>• Focus group discussions</li> <li>• documentary review</li> <li>• Field observations</li> <li>• Secondary data collection</li> </ul>	<ul style="list-style-type: none"> <li>• programme participants</li> <li>• women cooperatives</li> <li>• monitoring frameworks and reports</li> <li>• UN Women programme staff</li> <li>• implementing partners</li> </ul> <ul style="list-style-type: none"> <li>• programme participants</li> <li>• women cooperatives</li> <li>• stakeholder analysis</li> </ul>

### Annex 11: Table 1: 3R Programme Evaluation Stakeholder Mapping and Sampling Frame

This table provides details of stakeholders who were targeted and those met during evaluation. It should be read together with Table 4a: Summary of evaluation key respondents across the 3 countries.

Country	Category	Stakeholder identified	Stakeholder contribution/interest/impact in 3R Program	Program participants targeted		Evaluation Participants met	
				women	men	women	men
Rwanda	National Government	Ministry of Gender and Family Promotion (MIGEPROF)	Participated and provided Government authorizations on policy and programme process for the 3R programme	1	0	n/a	n/a
	Governmental entities	National Child Development Agency (NCDA)	Championed the enactment of transformative their guidelines for ECD education which are being used in all ECDs, including those commissioned during 3R Programme implementation	NCDA Team	NCDA Team	n/a	n/a
		Gender Monitoring Office	Gender Monitoring Office (GMO) is a government entity at central level which provided Government authorizations on policy and programme monitoring process for the 3R programme	1	1	n/a	n/a
	Local authorities	Districts	District is a decentralized/local government level. Also, at District level 8 Deputy Heads (officially called Vice Mayors of District) who have direct oversight of programmes like 3R Programme, provided permissions, guidance, and facilitation of 3R and inherited all 3R on-going program activities after the close of the programme.	District Teams	District Teams	8	8
	Academia	Center for Gender Studies of the University of Rwanda	They participated in the 3R programme studies and provided inputs. Spearheading efforts to introduce the Care Economy and the 5Rs as a stand-alone module in the university curriculum of gender studies.	1	1	n/a	n/a
	CSOs and IPs	Action Aid	Action Aid to raise awareness, through policy dialogues and capacity development initiatives, on women's burden of unpaid care work, which was based on Action Aid's research conducted in 2020 indicating the effects of unpaid care work on women's economic participation in Rwanda. These activities targeted a total of 60 opinion leaders including local leaders, religious leaders, women representative and development partners, in two districts, Gasabo and Musanze.	Senior Management Team	Senior Management Team	126	14
		Rwanda Men's Resource Center - RWAMREC	RWAMREC worked on social norms, positive masculinity, behavioral change on 3Rs and scale-up the intervention using their approach to other districts. Their interventions: ✓ significantly contributed to challenging cultural gender norms that prevent men and boys to be involved in care work which	Senior Management Team	Senior Management Team	112	28

			<p>constitutes a big barrier to women's economic empowerment in three districts: Kirehe, Ngoma and Nyaruguru districts.</p> <ul style="list-style-type: none"> <li>✓ Good practice in addressing negative social norms and gender stereotypes through the partnership with RWAMREC has contributed to strengthening the capacity and awareness of community members, focusing on household couples by giving them the tools to recognize and work towards reducing the women's burden of unpaid care and domestic work. This encourages household couples practice and sustain their learnt skills in their household, while contributing to a positive impact on their children and close network of people.</li> </ul>				
		INADES	<p>Identified women's cooperatives capacity needs in terms of care service provision in three districts, Kirehe, Ngoma and Nyaruguru. Selected a cooperative to implement care solutions. The evaluator observed high quality ECD center and listened to witnesses of teachers and parents about how the 3R programme has changed the lives of hundreds of households at ECDs and thousands of women who are now able to engage in agricultural cooperatives.</p> <ul style="list-style-type: none"> <li>✓ Provided women's cooperatives and other organisations access to timesaving, climate-resilient infrastructure and/or technologies needed to provide transformative care services.</li> <li>✓ This intervention brought well appreciated timesaving and climate resilient solutions such as rainwater harvesting storage facilities, improved cooking stoves that are fuel-efficient, drying sheds, plastic silos, solar powered/manual irrigation pumps, shellers, grinders, sprayers, and cleaning tools.</li> </ul>	Senior Management Team	Senior Management Team	111	29
		Rwanda Development Organisation – RDO	<p>Identified women's cooperatives capacity needs in terms of care service provision in three districts, Kirehe, Ngoma and Nyaruguru. Selected a cooperative to implement care solutions. The evaluator observed high quality ECD center and listened to witnesses of teachers and parents about how the 3R programme has changed the lives of hundreds of households at ECDs and thousands of women who are now able to engage in agricultural cooperatives.</p> <ul style="list-style-type: none"> <li>✓ Provided women's cooperatives and other organisations access to timesaving, climate-resilient infrastructure and/or technologies needed to provide transformative care services.</li> </ul> <p>This intervention brought well appreciated timesaving and climate resilient solutions such as rainwater harvesting storage facilities, improved cooking stoves that are fuel-efficient, drying sheds, plastic</p>	Senior Management Team	Senior Management Team	116	24

			silos, solar powered/manual irrigation pumps, shellers, grinders, sprayers, and cleaning tools.				
	Adventist development and Relief Agency (ADRA)		Identified women's cooperatives capacity needs in terms of care service provision in three districts, Kirehe, Ngoma and Nyaruguru. Selected a cooperative to implement care solutions. The evaluator observed high quality ECD center and listened to witnesses of teachers and parents about how the 3R programme has changed the lives of hundreds of households at ECDs and thousands of women who are now able to engage in agricultural cooperatives.  ✓ Provided women's cooperatives and other organisations access to timesaving, climate-resilient infrastructure and/or technologies needed to provide transformative care services	Senior Management Team	Senior Management Team	136	4
	Help a Child		Identified women's cooperatives capacity needs in terms of care service provision in three districts, Kirehe, Ngoma and Nyaruguru. Selected a cooperative to implement care solutions. The evaluator observed high quality ECD center and listened to witnesses of teachers and parents about how the 3R programme has changed the lives of hundreds of households at ECDs and thousands of women who are now able to engage in agricultural cooperatives.  ✓ Provided women's cooperatives and other organisations access to timesaving, climate-resilient infrastructure and/or technologies needed to provide transformative care services.	Senior Management Team	Senior Management Team	95	44
INGOs	Association of Volunteers in International Service (AVSI) (IP)		Worked on policy and advocacy work done at local (district) level and the integration of indicators specific to unpaid care work at District level.  Developed Strategies/Work plans through the integrated approach (financing and monitoring).	Senior Management Team	Senior Management Team	n/a	n/a
	Oxfam International		Oxfam International conducted research on unpaid care work in five urban settings in Rwanda and developed the Household Care Survey (HCS) toolkit that is being integrated into the methodology of the baseline study of the 3R programme in Rwanda.	Senior Management Team	Senior Management Team	n/a	n/a
Others	Women farmer cooperatives/associations under RWEE programme (Rwanda)		Fostered and scale-up the programme (behavioral change and social norms) to additional districts.  Maintained women and children with disabilities and their associations/cooperatives as 3 R Program partners and programme participants. They advocate for ECDs to provide extra services,	Senior Management Team	Senior Management Team	n/a	n/a

		Profemmes Twese Hamwe (Rwanda)	equipment, and competences to host children safely and adequately with disabilities.				
	3R National Steering Committee		Met with Senior Management and the National Steering Committee for Inception and Exit meeting face to face	7	3	n/a	n/a
	UN Women Rwanda	Programme staff	<ul style="list-style-type: none"> <li>• <b>Tess Kazuba</b> <a href="mailto:tess.kazuba@unwomen.org">tess.kazuba@unwomen.org</a> National Coordinator</li> <li>• Dominique Kanobana <a href="mailto:kanobana.muchochori@unwomen.org">kanobana.muchochori@unwomen.org</a></li> <li>• Technical Adviser for Gender Statistics</li> <li>• Tikki Tadele-Alemu <a href="mailto:Tikikel.Tadele-Alemu@unwomen.org">Tikikel.Tadele-Alemu@unwomen.org</a> Programme Management Specialist</li> <li>• Jennet Kem <a href="mailto:jennet.kem@unwomen.org">jennet.kem@unwomen.org</a> Country Representative</li> </ul>	Kigali		KIIs and FGD	
<b>Senegal</b>	National Government	Senegal Ministry of Women, Family and Child Protection	Government policy formulation and implementation		Dakar		KIIs (two representative included in the Programme Piloting committees)
	Governmental entities	Agence de Couverture Maladie Universelle (CMU)					KII (1 at regional level, 3 at local in the zones of intervention)
	Local Government	The Regional Development Agency (RDA) of Saint Louis	At local level, UN Women engaged closely with local authorities (13 local communities) and especially local Governance in Senegal, where the main implementing partner is the Regional Development Agency (RDA) of Saint Louis Region  e.g., RDA provided women's cooperatives and other organisations access to timesaving, climate-resilient infrastructure and/or technologies needed to provide transformative care services.	Key and active stakeholders in the 3R Program  Saint Louis region, North of Senegal		KIIs (3 KIIs for officials at regional level)	

	UN Women staff	responsible for implementation of activities and technical support			KIIs  (3 staff from the Regional Office, 4 staff from Senegal office)
	Academia	International Development Research Center (IDRC)  The Research center CRES (Consortium pour le recherche économique et sociale)	UN Women built partnerships with IDRC and the research center CRES in Senegal for the 3R Programme	Key and active stakeholders in the 3R Program  Dakar	KIIS  (2)
	CSOs	Network of Female Rice Producers of the North of Senegal (REFAN)	National Planning Platform and the Regional Municipalities Technical Committee  Women Farmer Organisations, Associations, Clusters and Co-operatives	Saint Louis region, North of Senegal	KII  (1 with REFAN Director and 4 with REFAN coordinators in project areas)
	Private sector	Cabinet Amarante  Cabinet IRCAP			KIIs  (2)
	Others	BAD, UNECA, WAEMU Commission	technical meetings with BAD, UNECA, WAEMU Commission in designing the regional platform on WEE and unpaid care created by IDRC, CRES and UNW, and that was launched during the regional workshop in October (no partner agreements)		KIIs  (2)
	Programme participants	Cooperatives and women part of the cooperatives in the Network of Female Rice Producers of the North of Senegal (REFAN)	3 R Programme Target Groups  Saint Louis region, North of Senegal	Rights holders  - including traditional and community	FGDs  (4)

				leaders; national, provincial, or women-led organisations, associations, and cooperatives; women farmers or smallholder farmer organisations	
	3R National Steering Committee				FGD (1)
<b>South Africa</b>	National Government	-Department of Women, Youth and Persons with Disabilities (DWYPD) -Ministry of Social Development in South Africa -Department of Water Services (DWS) -Department of Agriculture and Rural Development (DARD)	Department of Agriculture, Land Reform and Rural Development and in synergy with the UN Women Climate Smart Agriculture Programme defined boreholes and water storage tanks as appropriate timesaving and climate-resilient infrastructures to be built in Free State (FS) province	Pretoria	KIIs (4 with HoDs)
	Local Government	HeForShe Community Advocates  Men's parliament on GBV, 3R and HIVAIDS	The Gauteng Men's Sector in partnership with Congress of Traditional Leaders of South Africa conducted a Men's Parliament where the Executive Mayor Audio was televised on Ebuhlanti programme broadcasting by Soweto TV, DSTV channel 25 I.  Current lessons learnt revealed that programme implementation in South Africa would have largely benefitted from an inception meeting with the government done at the very beginning of implementation to inform about the intervention, raise awareness on the concepts linked to the care economy and unpaid care work, and create ownership. This is a lesson learnt to be further interrogated by the evaluation team.	Johannesburg	FGD

	CSOs	MenEngage (South Africa)  Azali Health Care Care (IP)		Key and active stakeholders in the 3R Program  Johannesburg  And Virtual	one KII and one FGD  one KII and one FGD
	Implementing Partner	Azali Health Care	Dr. Matome Kganakga – Executive Director <a href="mailto:mkganakga@azali.org.za">mkganakga@azali.org.za</a>	Virtual	One KII
	Others	University of Cape Town	Extensive discussions took place with UCT Dr. Morné Oosthuizen Chief Research Officer, Deputy Director Development Policy Research Unit, School of Economics University of Cape Town E: <a href="mailto:morne.oosthuizen@uct.ac.za">morne.oosthuizen@uct.ac.za</a>	Virtual	One KII
	National Steering Committee		Rev Khumalo – Evaluation Steering Committee Member		One KII
	ESARO and SAMCO discussion on the Baseline Study	Regional Gender Statistics Specialist With Program Specialist	Virtual Interview with ESARO and SAMCO <ul style="list-style-type: none"> <li>Ayanda Mvimbi <a href="mailto:ayanda.mvimbi@unwomen.org">ayanda.mvimbi@unwomen.org</a>, Programme Specialist WEE (head of WEE portfolio including 3R)</li> <li>Isabella Schmidt <a href="mailto:isabella.schmidt@unwomen.org">isabella.schmidt@unwomen.org</a> Regional Gender Statistics Specialist</li> </ul>	Virtual/Pretoria	One FGD
	SAMCO Resource Mobilization and Sustainability issues		<ul style="list-style-type: none"> <li>Ayanda Mvimbi <a href="mailto:ayanda.mvimbi@unwomen.org">ayanda.mvimbi@unwomen.org</a>, Programme Specialist WEE (head of WEE portfolio including 3R)</li> <li>Agness Phiri <a href="mailto:agness.phiri@unwomen.org">agness.phiri@unwomen.org</a> Resource Mobilization Specialist</li> </ul>	Pretoria	One FGD
	UN Women SAMCO		<ul style="list-style-type: none"> <li>Hazel Gooding <a href="mailto:hazel.gooding@unwomen.org">hazel.gooding@unwomen.org</a> Deputy Country Representative</li> <li>Sinazo Manthata <a href="mailto:sinazo.manthata@unwomen.org">sinazo.manthata@unwomen.org</a> Operations manager</li> <li>Ayanda Mvimbi <a href="mailto:ayanda.mvimbi@unwomen.org">ayanda.mvimbi@unwomen.org</a>, Programme Specialist WEE (head of WEE portfolio including 3R)</li> <li>Willie Kalumula <a href="mailto:willie.kalumula@unwomen.org">willie.kalumula@unwomen.org</a></li> </ul>		KIIs (4)



			National Coordinator		
	UN Women HQ:	Global stakeholders contacted for KIIs	<p>2. Seemin Qayum <a href="mailto:seemin.qayum@unwomen.org">seemin.qayum@unwomen.org</a> : Sustainable Development Policy Advisor, EE section (member of the GSC, supervisor, 3R programme is part of her portfolio)</p> <p>3. Carla Kay Kraft <a href="mailto:carla.kraft@unwomen.org">carla.kraft@unwomen.org</a> : Policy Specialist, EE section (she advises and supports the 3R management)</p> <ul style="list-style-type: none"> <li>• Silvia Lanzarini <a href="mailto:silvia.lanzarini@unwomen.org">silvia.lanzarini@unwomen.org</a> Global Coordinator 3R Programme - Transformative Approaches to Recognize, Reduce, and Redistribute Unpaid Care Work in Women's Economic Empowerment Programming Economic Empowerment Section, UN Women HQ based in Dakar, Senegal</li> </ul>	Key and active stakeholders in the 3R Program	KIIs (3)

## Annex 12: Table 2: Results Framework from South Africa SAMCO

### Outcome Harvesting for 3R Programme in South Africa

#### SOUTH AFRICA RESULTS FRAMEWORK – INDICATORS AND BASELINES

THE EVALUATION TEAM FOUND OUT THAT SOUTH AFRICA DID NOT ACHIEVE SET PERFORMANCE TARGETS

#### INDICATORS, BASELINE AND TARGETS

Impact (Overall Goal)	Target	End of Programme Results	Evaluation comment
<p>Remove the structural barriers to women’s full and equal participation in the economy by recognizing, reducing, and redistributing unpaid care work.</p> <p><b>Indicator 1:</b> Percentage increase in women’s labour force participation <b>Baseline:</b></p> <p><b>Indicator 2:</b> Percentage decrease of time spent by women on unpaid care work. <b>Baseline:</b></p>	<p><b>Baseline:</b> 43.4% (Source: StatsSA, Quarterly Labour Force Survey (QLFS), 2nd Quarter 2021 )</p> <p><b>Target:</b> 1% (Intend to increase by 1% to make 45%)</p> <p><b>Target:</b></p>	<p>Implementation did not take place</p>	<p><b>Indicator Target not achieved.</b></p>

**INDICATORS, BASELINE AND TARGETS**

Impact (Overall Goal)	Target	End of Programme Results	Evaluation comment
<p><b>Outcome I: National and local governments develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work by women and girls.</b></p> <p><b>Indicator I.1:</b> Number of national laws and policies and guidelines developed/revised to recognize and address the disproportionate</p>	<p><b>I.1 National and local governments have greater understanding and knowledge of the 3Rs of unpaid care work and the disproportionate share of unpaid care.</b></p> <p><b>Indicator I.1.1:</b> Number of national policy dialogues on the disproportionate share of unpaid care work by women and girls <b>Baseline:</b></p> <p><b>Indicator I.1.2:</b> Number of targeted employees from local authorities including traditional leaders who demonstrate greater understanding of and increased knowledge to address the disproportionate share of unpaid care work by women and girls. <i>(disaggregated by sex and district)</i> <b>Baseline:</b></p>	<p>One (1) session-3R National Consultative workshop and (1) Rapid Care assessment report</p> <p>134 (26 women and 108 men) stakeholders were served +55 (14 men and 41 women) from the National workshop (the total is 189 (122 men and 67 women)</p>	<p><b>Indicator Target achieved.</b></p> <p><b>Indicator Target achieved.</b></p>

**INDICATORS, BASELINE AND TARGETS**

Impact (Overall Goal)	Target	End of Programme Results	Evaluation comment
	<p><b>1.2 National and local authorities have increased tools and capacities to develop and implement laws, policies and services that address unpaid care work.</b></p>		

<p>work by women and girls.  <b>Baseline:</b> guidelines  <b>Target:</b></p>	<p><b>Indicator 1.2.1:</b> Number of reports, policy briefs and tools developed to influence national and/or local policy formulation and interventions disseminated to key stakeholders.  <b>Baseline:</b>  <b>Target:</b> 3 policy brief</p>	<p>Implementation did not take place</p>	<p><b>Indicator Target not achieved.</b></p>
<p><b>[linked with UNW</b></p>	<p><b>Indicator 1.2.2:</b> Number of national authorities/non state actors with increased access to knowledge products and tools for enhanced knowledge and skills to implement laws, policies and services that address unpaid care work. (disaggregated by districts, institutions, ministries, non- state actors)  <b>Baseline:</b>  <b>Target:</b> 150</p>	<p>3R National Consultative Workshop pooled together 55 stakeholders from different government departments and agencies as well as institutions of higher learning and representatives of CSO and local women movements and networks in agriculture and GEWE stakeholders from different provinces</p>	<p><b>Indicator Target achieved.</b></p>
<p><b>SP indicator 8.1]</b></p>	<p><b>Indicator 1.2.3:</b> Number of local authorities/<b>households</b> with increased understanding of women's unpaid care burden and who take action to reduce and redistribute unpaid care work.  <b>Baseline:</b></p>		
<p><b>Indicator</b></p>	<p><b>1.2:</b></p>		
	<p>Target: The plan was to do it simultaneously with Output 2.4, ie same audience where possible</p>		
	<p>200 households and 100 local authorities 240 in Free State</p>	<p>Implementation did not take place</p>	<p><b>Indicator Target not achieved.</b></p>

**INDICATORS, BASELINE AND TARGETS**

Impact (Overall Goal)	Target	End of Programme Results	Evaluation comment
Number of local laws, policies and services and guidelines developed/ revised to recognize and address the disproportionate share of unpaid care work by women and girls.			
<p><b>Outcome 2: Women’s cooperatives and other organisations provide care services in rural and/or urban areas to reduce and redistribute unpaid care work</b></p>	<p><b>2.1 Women’s cooperatives and other organisations have increased capacity to provide care services.</b></p> <p><b>Indicator 2.1.1:</b> Number of women’s cooperatives and other organisations with increased capacity to provide care services in rural and/or urban areas.  <b>Baseline:</b>                      5 women cooperatives were with over 2,050 (1230 women and 820 men) from 410 families.</p> <p><b>Indicator 2.1.2:</b> Number of women with increased access to transformative childcare services  <b>Baseline:</b>  <b>Target:</b> 5 (minimum 25 members in total from these organisations. And these 5 organisations support minimum 45 women each)</p>	<p>Implementation did not take place</p> <p>Implementation did not take place</p>	<p><b>Indicator Target was achieved.</b></p> <p><b>Indicator Target was achieved.</b></p>
<p><b>Indicator 2.1:</b>                      Number of sustainable cooperative-operated</p>	<p><b>Target:</b> 6 (Total is minimum 200 trained staff national</p>	<p>Not implemented due to perceived fraudulent activities for the IP who was identified</p>	<p><b>Indicator Target not achieved.</b></p>

**INDICATORS, BASELINE AND TARGETS**

Impact (Overall Goal)	Target	End of Programme Results	Evaluation comment
childcare and early childhood development facilities/services piloted.			Indicator Target not achieved.
	<b>2.3 Women’s cooperatives and other organisations have access to timesaving, climate resilient infrastructure and/or technologies needed to provide care services.</b>		Indicator Target not achieved.
<p><b>Baseline:</b></p> <p><b>Target:</b></p> <p><b>Indicator 2.2:</b> Number of women with access to care services in rural and/or urban areas</p> <p><b>Baseline:</b></p> <p><b>Target:</b></p>	<p><b>Indicator 2.3.1:</b> Number of women with increased access to timesaving, climate-resilient infrastructure and/or technologies, disaggregated by urban/rural.</p> <p><b>Baseline:</b></p> <p><b>Target:</b> 20 water infrastructure (boreholes repairs and maintenance/ installations. Water Jojo tanks where borehole not justifiable) <i>Targeted individuals to benefit through these women supported is 3000.</i></p> <p><b>Indicator 2.3.2:</b> Number of women’s cooperatives and other organisations with increased capacity to deliver sustainable energy and/or WASH services.</p> <p><b>Baseline:</b></p>	<p>Implementation did not take place</p>	<p>Indicator Target not achieved.</p>
	<b>2.4 Women’s cooperatives and other organisations have strengthened capacity to advocate for recognizing, reducing, and redistributing unpaid care work.</b>		Indicator Target achieved.
	<p><b>Indicator 2.4.1:</b> Number of community members, including opinion leaders, men and boys, who demonstrate increased awareness and understanding of the disproportionate share of unpaid care work by women and girls.</p>	<p>Over 240 community members/beneficiaries and stakeholders (traditional leaders, opinion leaders, youth in sports) were engaged in 3R Programme awareness which was also an entry point for the establishment of the HeForShe networks.</p>	

**INDICATORS, BASELINE AND TARGETS**

**Impact (Overall Goal)**

**Target**

**End of  
Programme  
Results**

**Evaluation  
comment**

**Baseline:**

**Target:** 45,000

### Annex 13: Outcome Harvesting for 3R Programme in Rwanda

Outcome	3R Programme contribution	Evidence	Any other notes	Assessments of strength of evidence
<i>Detailed description of the outcome (what happened, for who and when)</i>	<i>How 3R Programme contributed to this outcome, and the component(s) of the programme that contributed</i>	<i>Summary of the types of evidence for this outcome</i>	<i>E.g. was this outcome more frequent among women than girls  E.g. was this outcome only common in certain environments</i>	<i>What evidence is available and how measurably strong is the evidence?</i>
<p><b>Outcome 1:</b> National and local governments develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work by women and girls.</p> <p><b>Indicator 1:</b> Percentage increase in women's labour force participation  <b>Baseline:</b> 44.2% (Source: National Institute of Statistics of Rwanda (NISR), Labour Force survey, February 2021)  <b>Target:</b> 2% percentage points increase (intend to reach 46%)</p> <p><b>Indicator 2:</b> Percentage decrease of time spent by women on unpaid care work.  <b>Baseline:</b> 26.7 hours per week (Source: NISR, Gender thematic report, Labour Force survey 2019)  <b>Target:</b> 10% (intend to reduce by 2.67 hours from the current time spent per week on unpaid care work)</p>	<p>The time spent by women on unpaid care work stands on average at 19 hours per week in 2022 according to the Labour Force survey 2022. This means that the time spent on unpaid care work has reduced from 26.7 hours per week in 2019 to 19 hours per week in 2022 which is 7.7 hours. However, it should be noted that the project was implemented from October 2021 to March 2023 and the reduction in hours is a result of many ongoing joint efforts including Government interventions such as ECDs, clean water, improved cooking stoves.</p>	<p>documentary evidence of research products, policy briefs</p> <p>Labour Force Participation rate in 2022 stands on average at 48.8% according to the Labour Force Survey 2022. This means that, there has been an increase of 4.6% increase in labour force participation rate during the implementation period of the programme.</p>	<p>This outcome was common with poor women, in rural areas, and local community environments where women never had leadership roles of cooperatives until 3R Programme.</p>	<p>strong: The evaluation team could collect opinions concerning knowledge and changes in capacities, though it was not able to verify extent of capacities at local and national level.</p> <p>Consultations with technical service providers highlighted their skills and knowledge on unpaid care work.</p>
<p><b>Output 1.1:</b> National and local governments have greater understanding and knowledge of the 3Rs of unpaid care work and the disproportionate share of unpaid care work by women and girls.</p>	<p>In sept 2022, the first National Policy Dialogue on Unpaid care work took place, participants/ stakeholders</p>	<p>Capacity building workshops</p>	<p>The evaluation did not have disaggregated data between women and girls/young women</p>	



<p><b>Indicator 1.1.1:</b> Number of national policy dialogues on the disproportionate share of unpaid care work by women and girls <b>Baseline: 0</b></p> <p>Target: 2(2 National dialogues but with participation of representatives from all 8 districts).</p> <p><b>Indicator 1.1.2:</b> Number of targeted employees from local authorities including traditional leaders who demonstrate greater understanding of and increased knowledge to address the disproportionate share of unpaid care work by women and girls. (Disaggregated by sex and district)</p> <p>Target: 240 (30 people per district)</p>	<p>were from the 8 Districts of intervention. From 22-24 March 2023, the second national workshop on Unpaid Care Work was held.</p> <p>172 male and 167 female local authorities including opinion/traditional leaders (339) have now greater understanding of and increased knowledge to address the disproportionate share of unpaid care work by women and girls</p>	<p>documentary evidence of research products, policy briefs</p> <p>consultations with programme participants, service providers, interviews with UN Women, interviews with IPs, field observation</p>	<p>This outcome was common with poor women, in rural areas, and local community environments where women never had leadership roles of cooperatives until 3R Programme</p>	
<p><b>Output 1.2:</b> National and local authorities have increased tools and capacities to develop and implement laws, policies and services that address unpaid care work.</p> <p><b>Indicator 1.2.1:</b> Number of reports, policy briefs and tools developed to influence national and/or local policy formulation and interventions disseminated to key stakeholders. <b>Baseline: 0</b></p> <p>Target: 4 (3 study reports and one policy brief)</p> <p><b>Indicator 1.2.2:</b> Number of national authorities/non state actors with increased access to knowledge products and tools for enhanced knowledge and skills to implement laws, policies and services that address unpaid care work. (Disaggregated by districts, institutions, ministries, non- state actors) <b>Baseline: 0</b></p>	<p>Below description shows disaggregated numbers</p> <p>30 Districts has increased access to knowledge products as their Directors of Planning were trained on unpaid care work.</p> <p>4 Provinces’ Directors of planning and the city of Kigali</p> <p>3 Ministries: 1. Ministry of Gender and Family Promotion (MIGEPROF) 2. Ministry of Environment,</p>	<p>Capacity building workshops, knowledge products</p> <p>interviews with UN Women and IPs personnel</p> <p>documentary evidence of research products, policy briefs</p> <p>consultations with programme participants, service providers, interviews with UN Women, interviews with IPs, field observation</p>	<p>National authorities/non state actors with increased access to knowledge products and tools for enhanced knowledge and skills to implement laws, policies and services that address unpaid care work.</p>	<p>strong: The evaluation team interacted with technical service providers and observed their skills and knowledge on unpaid care work.</p> <p>Evaluators confirmed existence of tools for policy development discussions on the Programme with technical services confirmed their capacities and knowledge regarding unpaid care work and its implications on WEE.</p>

Target: 60	(MOE) 3. Ministry of Agriculture and Animal resources  3 Academia institutions 20 non-state actors			
<b>Outcome 2:</b> Women's cooperatives and other organisations provide transformative care services in rural and/or urban areas to reduce and redistribute unpaid care work. <b>Indicator 1.2.3:</b> Number of local authorities/households <sup>2</sup> with increased understanding of women's unpaid care burden and who take action to reduce and redistribute unpaid care work. Baseline: 0 (household)  Target: 400 households	120 couples/ households were trained on the recognizing, redistributing of unpaid care work with a GTA; Gender Transformative approach and 339 has increased understanding of women's unpaid care burden and took action to reduce and redistribute unpaid care work	Workshops, advocacy sessions  Consultations with programme participants, service providers, interviews with UN Women, interviews with IPs, field observation  interviews with UN Women and IPs personnel	Couples/ households were trained on the recognizing, redistributing of unpaid care work and increased understanding of women's unpaid care burden and took action to reduce and redistribute unpaid care work	Strong: The is existence of tools for policy development discussions on the Programme with regional level technical services confirmed their capacities and knowledge regarding unpaid care work and its implications on WEE.
<b>Output 2.1:</b> Women's cooperatives and other organisations have increased capacity to provide care services.  <b>Indicator 2.1.1:</b> Number of women's cooperatives and other organisations with increased capacity to provide care services in rural and/or urban areas. Baseline: 0	<b>Target met: 4</b> Four women's cooperatives from Nyaruguru, Kirehe, Ngoma Districts  1 from Nyaruguru, Ngera sector 1 from Kirehe, Nyamugari sector 2 from Ngoma, Jarama sector	Household and community capacity building activities  Interviews with UN Women and IPs personnel	This outcome was common with poor women, in rural areas, and local community environments where women never had leadership roles of cooperatives until 3R Programme	Strong: The evaluation team confirmed women's cooperatives and other organisations with increased capacity to provide care services in rural and/or urban areas.
<b>2.1 Women's cooperatives and other organisations have increased capacity to provide care services.</b>  <b>Indicator 2.1.2:</b> Number of women with increased access to transformative childcare services Baseline: 0	Target: 100 623 mothers including 88 teen mothers have access to transformative childcare services. They benefited from 4 Early Childhood Development Centers (ECDs).	Household and community capacity building activities  Interviews with UN Women and IPs personnel	Agreement on the significant progress in building capacities at local level, challenges in ensuring strong capacities at local level.	Evaluator visited 3 of the 4 ECD centres and observed women with increased access to transformative childcare services

<p><b>Indicator 2.3.1:</b> Number of women with increased access to timesaving, climate-resilient infrastructure and/or technologies, disaggregated by urban/rural <b>Baseline: 0</b></p> <p>Target: 3000</p> <p><b>Indicator 2.3.2:</b> Number of women’s cooperatives and other organisations with increased capacity to deliver sustainable energy and/or WASH services. <b>Baseline: 0</b></p> <p>Target: 5</p>	<p>Target: 3000 (targeting women through women farmers’ cooperative)</p> <p>2,817 Women have increased access to timesaving, climate-resilient infrastructure.</p> <p>Target: 5</p> <p>19 women’s cooperatives and other organisations has increased capacity to deliver sustainable energy and/or WASH services</p>	<p>Timesaving, climate-resilient infrastructure and/or technologies</p> <p>Interviews with UN Women and IPs personnel</p>	<p>Programme participants had increased access to timesaving, climate-resilient infrastructure</p>	<p>strong: existence of women’s cooperatives and other organisations with increased capacity to deliver sustainable energy and/or WASH services.</p>
<p><b>2.4 Women’s cooperatives and other organisations have strengthened capacity to advocate for recognizing, reducing, and redistributing unpaid care work.</b></p> <p>Target: 400</p>	<p>Target: 400</p> <p>421 community members, including opinion leaders, men and boys increased awareness and understanding of the disproportionate share of unpaid care work by women and girls.</p>	<p>Consultations with programme participants, service providers, interviews with UN Women, interviews with IPs, field observation</p> <p>Household and community capacity building activities</p>	<p>Large numbers of community members, including opinion leaders, men and boys increased awareness and understanding of the disproportionate share of unpaid care work by women and girls.</p>	<p>Strong: Women’s cooperatives and other organisations demonstrated strengthened capacity to advocate for recognizing, reducing, and redistributing unpaid care work.</p>

## Annex I4: Outcome Harvesting analysis for the 3R Programme in Senegal

Outcome	3R Programme contribution	Evidence	Frequency of outcome	Any other notes	Assessments of strength of evidence
<i>Detailed description of the outcome (what happened, for who and when)</i>	<i>How 3R Programme contributed to this outcome, and the component(s) of the programme that contributed</i>	<i>Summary of the types of evidence for this outcome</i>	<i>Outcome mentioned by most, some or few people</i>	<i>E.g. was this outcome more frequent among women than girls  E.g. was this outcome only common in certain environments</i>	<i>What evidence is available and how measurably strong is the evidence?</i>
<p><b>Outcome 1:</b> National and local governments develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work by women and girls</p> <p>Indicator 1.1 Number of national laws and policies and guidelines developed/ revised to recognize and address the disproportionate share of unpaid care work by women and girls [linked with UNW SP indicator 8.1] baseline: 0; target: 3</p> <p>indicator 1.2: Number of local laws, policies and services and guidelines developed/ revised to recognize and address the disproportionate share of unpaid care work by women and girls baseline: 0; target: 6</p>	<p>The Programme carried out very important work to prepare policy adoption. This included knowledge generation through research, needs and context analyses and policy briefs, and capacity building efforts based on the knowledge generated. No policy was adopted during the Programme timeframe The target for Indicator 1,1 was not achieved.</p>	<p>6 strategic documents at local level</p> <p>interviews with UN Women personnel</p> <p>interviews with ARD</p>	<p>unanimously recognised as success of the Programme</p>		<p>strong: existence of local policy documents incorporate unpaid care work knowledge products that analyse the unpaid care work situation and propose possible solutions</p>

	important work was carried out at local level in 6 municipalities to incorporate unpaid care work in the local planning documents. The target for indicator 1.2 was achieved				
<p><b>Output 1.1:</b> National and local governments have greater understanding and knowledge of the 3Rs of unpaid care work and the disproportionate share of unpaid care work by women and girls.</p> <p>indicator 1.1.1: Number of national and provincial policy dialogues on the disproportionate share of unpaid care work by women and girls baseline: 0; target: 13</p> <p>indicator 1.1.2: Number of targeted employees from local authorities including traditional leaders who demonstrate greater understanding of and increased knowledge to address the disproportionate share of unpaid care work by women and girls baseline 0; target 190</p>	<p>the Programme involved strong research components to bridge existing gaps on the realities of unpaid care work in Senegal. A national dialogue, a symposium, a regional platform contributed to knowledge sharing among key actors. Target indicator 1.1.1 was achieved. The evaluation could not independently verify target 1.1.2</p>	<p>documentary evidence of research products, policy briefs</p> <p>interviews with UN Women</p> <p>interviews with ARD</p>	<p>unanimously perceived as fundamental contribution into filling the existing knowledge gap</p>	<p>medium: the evaluation could collect opinions concerning knowledge and changes in capacities, though it was not able to verify extent of capacities at local and national level. At regional level, consultations with technical service providers highlighted their skills and knowledge on unpaid care work.</p>	

<p><b>Output 1.2:</b> National and local authorities have increased tools and capacities to develop and implement laws, policies and services that address unpaid care work.</p> <p>indicator 1.2.1: Number of reports, policy briefs and tools developed to influence national and/or local policy formulation and interventions disseminated to key stakeholders</p> <p>baseline: 0; target: 19</p> <p>indicator 1.2.2: Number of national authorities with increased access to knowledge products and tools for enhanced knowledge and skills to implement laws, policies and services that address unpaid care work</p> <p>baseline: 0; target:200</p> <p>indicator 1.2.3: Number of local authorities with increased understanding of women's unpaid care burden and who take action to reduce and redistribute unpaid care work</p>	<p>Capacity building efforts included in the elaboration of local planning documents provided key. The evaluation could not independently verify the full achievement of the target for indicator 1.2.1. UN Women's monitoring report indicates the target as achieved. The evaluation could not independently verify the target for indicator 1.2.2. The evaluation could not independently verify the target for indicator 1.2.3. UN Women monitoring framework indicates the target as achieved</p>	<p>interviews with UN Women interviews with ARD</p>	<p>agreement on the significant progress in building capacities at regional level, challenges in ensuring strong capacities at local level</p>		<p>medium: the existence of tools for policy development discussions on the Programme with regional level technical services confirmed their capacities and knowledge with regard to unpaid care work and its implications on WEE</p> <p>the evaluation did not directly verify change in capacities at local level.</p>
<p><b>Outcome 2:</b> Women's cooperatives and other organizations provide transformative care services in rural and/or urban areas to reduce and redistribute unpaid care work</p>	<p>The Programme contributed through the rehabilitation of</p>	<p>consultations with programme participants,</p>	<p>the recent completion of activities does not allow to</p>		<p>medium: the evaluation could only visit 3/22 of the childcare facilities, 2 transformation centres,</p>

<p>indicator 2.1: Number of sustainable cooperative-operated childcare and early childhood development facilities/services piloted baseline 0; target 22</p> <p>indicator 2.2: Number of women with access to care services in rural and/or urban areas baseline 0; target: 6900</p>	<p>childcare services and enrollment in health insurance. The target for indicator 2.1 was achieved according to the Implementing Partner's report of December 2022</p> <p>The target for indicator 2.2 was almost achieved with 6408 persons enrolled in health insurance according to data communicated to the junior evaluator in January 2023 .</p>	<p>service providers, interviews with UN Women, interviews with ARD field observation</p>	<p>validate results of implemented efforts, but the evidence suggests promising outcomes in the near future</p>		<p>and 3 households who had received an improved cook stove</p>
<p><b>Output 2.1:</b> Women's cooperatives and other organizations have increased capacity to provide care services.</p> <p>Indicator 2.1.1: Number of women's cooperatives and other organizations with increased capacity to provide care services in rural and/or urban areas baseline: 0; target: 1</p> <p>Indicator 2.1.2: Number of women who access transformative care services baseline: 0; target: 15900</p>	<p>improvement in childcare facilities as a consequence of rehabilitation and equipment, access to health insurance</p> <p>Indicator 2.1.1 was achieved by working with REFAN to strengthen their capacities to provide care</p>		<p>recent completion of activities and sample size does not allow validating contributions</p>		

	<p>services. This included work related to advocacy work to include women members as members of childcare facilities' management groups</p> <p>Indicator 2.1.2 is indicated as achieved in UN Women's monitoring framework.</p>				
<p><b>Output 2.2:</b> Conduct needs and ecosystem assessment research for digital risk transfer and risk financing solutions to address unpaid care risks for rural women in Senegal.</p> <p>Indicator 2.2.1: Number of research and knowledge products produced on digital microinsurance to address unpaid care risks in Senegal baseline: 0; target: 4</p> <p>Indicator 2.2.2: Number of rural women with increased knowledge and capacity to access digital microinsurance solutions to address unpaid care risks in Senegal baseline: 0; target: 5000</p>	<p>research on needs carried out by Amarante consulting; market research on possible solutions; identification of health insurance. The collaboration with CMU led to signature of the convention for the delivery of health insurance to 6900 programme participants.</p> <p>The target for indicator 2.2.1 was achieved through the</p>	<p>desk review of research outputs,</p> <p>establishment of partnership with National Health Agency for the enrolment into health plan</p> <p>interviews with UN Women, ARD, National Health Agency</p>	<p>unanimously regarded as a key innovative success of the Programme by programme participants, UN Women, ARD and National Health Agency respondents</p>		<p>strong: existence of key knowledge products, and of subsequent action to implement health insurance enrolment for REFAN membership</p>



	<p>production of a mobile training module on insurance and departmental agreements for the provision of health insurance.</p> <p>The target for indicator 2.2.2 was achieved through sensitisation leading to enrolment in health insurance of over 6400 individuals, and use of mobile training module by over 700 women.</p>				
<p><b>Output 2.3:</b> Women’s cooperatives and other organizations have access to timesaving, climate resilient infrastructure and/or technologies needed to provide care services</p> <p>indicator 2.3.1: Number of women who access time-saving, climate resilient infrastructure and/or technologies, disaggregated by urban/rural. baseline 0; target: 9000</p> <p>2.3.2: Number of women’s cooperatives and other organizations with increased capacity to deliver sustainable energy and/or WASH services baseline 0; target: 1</p>	<p>time-saving equipment was delivered to all expected transformation centres and individual beneficiaries according to the implementing partner’s report of December 2022. The evaluation, however, only visited two</p>	<p>field observation, interviews with programme participants, documentary review</p>	<p>the two field observations both pointed towards</p>		<p>weak: only two transformation centres which had received time-saving equipment were visited during the evaluation, and a few houses with improved cook stoves.</p>

	<p>transformation sites, and remarked that the equipment is not in use yet. The junior evaluator also saw several cook stoves which were not delivered yet. As a consequence, women's access to time-saving equipment is not fully achieved yet (indicator 2.3.1). Indicator 2.3.2 was achieved through the delivery of sustainable equipment to REFAN organisation.</p>				
<p><b>Output 2.4:</b> Women's cooperatives and other organizations have strengthened their capacity to advocate for recognizing, reducing, and redistributing unpaid care work.</p> <p>indicator 2.4.1: Number of community members, including opinion leaders, men and boys, who demonstrate increased awareness and understanding of the disproportionate share of unpaid care work by women and girls target: 0: baseline: 10000</p>	<p>the knowledge generated facilitated framing unpaid care work as a systematic phenomenon, supporting women's capacities to carry out advocacy efforts on the issue. capacity building efforts were reported to take place at community level</p>	<p>consultations with programme participants</p> <p>documentation of successful partnership between REFAN and the National Health Agency</p>	<p>in addition to programme participants, both UN Women and ARD have pointed to REFAN's progress in framing the issue of unpaid care work and their ability to advocate during local-level</p>		<p>medium: consultations with REFAN leadership revealed strong understanding of unpaid care and its role in WEE. the network's capacity to negotiate for a group plan for health insurance provides clear evidence of their advocacy efforts. the evaluation was however unable to verify increased awareness among other community members.</p>

	to strengthen community members' knowledge around the issue.		decision-making processes		
	the evaluation was unable to verify achievement of the target for indicator 2.4.1				

**Annex 15: Table A: Contribution analysis in accessing the effectiveness of the 3R design and implementation in Rwanda**

Country	Category	Stakeholder identified	Stakeholder contribution/interest/impact in 3R Program	Program participation		Evaluation Participation	
				women	men	women	men
Rwanda	National Government	Ministry of Gender and Family Promotion (MIGEPROF)	Participated and provided Government authorizations on policy and programme process for the 3R programme	1	0	n/a	n/a
	Governmental entities	National Child Development Agency (NCDA)	Championed the enactment of transformative their guidelines for ECD education which are being used in all ECDs, including those commissioned during 3R Programme implementation	NCDA Team	NCDA Team	n/a	n/a
		Gender Monitoring Office	Gender Monitoring Office (GMO) is a government entity at central level which provided Government authorizations on policy and programme monitoring process for the 3R programme	1	1	n/a	n/a
	Local authorities	Districts	District is a decentralized/local government level. Also, at District level 8 Deputy Heads (officially called Vice Mayors of District) who have direct oversight of programmes like 3R Programme, provided permissions, guidance, and facilitation of 3R and inherited all 3R on-going program activities after the close of the programme.	District Teams	District Teams	8	8
	Academia	Center for Gender Studies of the University of Rwanda	They participated in the 3R programme studies and provided inputs. Spearheading efforts to introduce the Care Economy and the 5Rs as a stand-alone module in the university curriculum of gender studies.	1	1	n/a	n/a

	CSOs and IPs	Action Aid	Action Aid raised awareness, through policy dialogues and capacity development initiatives, on women's burden of unpaid care work, which was based on Action Aid's research conducted in 2020 indicating the effects of unpaid care work on women's economic participation in Rwanda. These activities targeted a total of 60 opinion leaders including local leaders, religious leaders, women representative and development partners, in two districts, Gasabo and Musanze.	Senior Management Team	Senior Management Team	126	14
		Rwanda Men's Resource Center - RWAMREC	RWAMREC worked on social norms, positive masculinity, behavioral change on 3Rs and scale-up the intervention using their approach to other districts. Their interventions: <ul style="list-style-type: none"> <li>✓ significantly contributed to challenging cultural gender norms that prevent men and boys to be involved in care work which constitutes a big barrier to women's economic empowerment in three districts: Kirehe, Ngoma and Nyaruguru districts.</li> <li>✓ Good practice in addressing negative social norms and gender stereotypes through the partnership with RWAMREC has contributed to strengthening the capacity and awareness of community members, focusing on household couples by giving them the tools to recognize and work towards reducing the women's burden of unpaid care and domestic work. This encourages household couples practice and sustain their learnt skills in their household, while contributing to a positive impact on their children and close network of people.</li> </ul>	Senior Management Team	Senior Management Team	112	28
		INADES	Identified women's cooperatives capacity needs in terms of care service provision in three districts, Kirehe, Ngoma and Nyaruguru. Selected a cooperative to implement care solutions. The evaluator observed high quality ECD center and listened to witnesses of teachers and parents about how the 3R programme has changed the lives of hundreds of households at ECDs and thousands of women who are now able to engage in agricultural cooperatives. <ul style="list-style-type: none"> <li>✓ Provided women's cooperatives and other organisations access to timesaving, climate-resilient infrastructure and/or technologies needed to provide transformative care services.</li> <li>✓ This intervention brought well appreciated timesaving and climate resilient solutions such as rainwater harvesting storage facilities, improved cooking stoves that are fuel-efficient, drying sheds, plastic silos, solar powered/manual irrigation pumps, shellers, grinders, sprayers, and cleaning tools.</li> </ul>	Senior Management Team	Senior Management Team	111	29

	Rwanda Development Organisation – RDO	<p>Identified women’s cooperatives capacity needs in terms of care service provision in three districts, Kirehe, Ngoma and Nyaruguru. Selected a cooperative to implement care solutions. The evaluator observed high quality ECD center and listened to witnesses of teachers and parents about how the 3R programme has changed the lives of hundreds of households at ECDs and thousands of women who are now able to engage in agricultural cooperatives.</p> <p>✓ Provided women’s cooperatives and other organisations access to timesaving, climate-resilient infrastructure and/or technologies needed to provide transformative care services.</p> <p>This intervention brought well appreciated timesaving and climate resilient solutions such as rainwater harvesting storage facilities, improved cooking stoves that are fuel-efficient, drying sheds, plastic silos, solar powered/manual irrigation pumps, shellers, grinders, sprayers, and cleaning tools.</p>	Senior Management Team	Senior Management Team	116	24
	Adventist development and Relief Agency (ADRA)	<p>Identified women’s cooperatives capacity needs in terms of care service provision in three districts, Kirehe, Ngoma and Nyaruguru. Selected a cooperative to implement care solutions. The evaluator observed high quality ECD center and listened to witnesses of teachers and parents about how the 3R programme has changed the lives of hundreds of households at ECDs and thousands of women who are now able to engage in agricultural cooperatives.</p> <p>✓ Provided women’s cooperatives and other organisations access to timesaving, climate-resilient infrastructure and/or technologies needed to provide transformative care services</p>	Senior Management Team	Senior Management Team	136	4
	Help a Child	<p>Identified women’s cooperatives capacity needs in terms of care service provision in three districts, Kirehe, Ngoma and Nyaruguru. Selected a cooperative to implement care solutions. The evaluator observed high quality ECD center and listened to witnesses of teachers and parents about how the 3R programme has changed the lives of hundreds of households at ECDs and thousands of women who are now able to engage in agricultural cooperatives.</p> <p>✓ Provided women’s cooperatives and other organisations access to timesaving, climate-resilient infrastructure and/or technologies needed to provide transformative care services.</p>	Senior Management Team	Senior Management Team	95	44
INGOs	Association of Volunteers in International Service (AVSI) (IP)	<p>-Worked on policy and advocacy work done at local (district) level and integration of indicators specific to unpaid care work at District level.</p> <p>-Developed Strategies/Work plans through the integrated approach (financing and monitoring).</p>	Senior Management Team	Senior Management Team	n/a	n/a

		Oxfam International	Oxfam International conducted research on unpaid care work in five urban settings in Rwanda and developed the Household Care Survey (HCS) toolkit that is being integrated into the methodology of the baseline study of the 3R programme in Rwanda.	Senior Management Team	Senior Management Team	n/a	n/a
	Others	Women farmer cooperatives/associations under RWEE programme (Rwanda) Profemmes Twese Hamwe (Rwanda)	-Fostered and scale-up the programme (behavioral change and social norms) to additional districts. -Maintained women and children with disabilities and their associations/cooperatives as 3 R Program partners and programme participants. They advocated for ECDs to provide extra services, equipment, and competences to safely host children with disabilities.	Senior Management Team	Senior Management Team	n/a	n/a
	3R National Steering Committee		Met with Senior Management and the National Steering Committee for Inception and Exit meeting face to face	7	3	n/a	n/a
	UN Women Rwanda	Programme staff	<ul style="list-style-type: none"> <li>• <b>Tess Kazuba</b> <a href="mailto:tess.kazuba@UN Women.org">tess.kazuba@UN Women.org</a> National Coordinator</li> <li>• Dominique Kanobana <a href="mailto:kanobana.muchochori@UN Women.org">kanobana.muchochori@UN Women.org</a> Technical Adviser for Gender Statistics</li> </ul>	Programme staff team	Programme staff team	3	1

Based on the overall assessment, the evaluation team used the Red, Amber, and Green (RAG) ratings to measure the programme performance and its contribution to the programme results matrix. RAG stands for Red-Amber-Green, also known as 'traffic lighting'. They are used to summarize indicator performance values, where green denotes a 'favourable' value, red an 'unfavourable' value and amber a 'neutral' value. Put in a more direct way, RAG rating is used to indicate if the program is on track or at risk. Green typically indicates normal levels of achievement/progress, amber indicates that low, slow, or average performance (or attention is needed), and red indicates no progress or poor performance that requires immediate action. X is used for rating. Using the criteria of relevance, effectiveness, efficiency, Gender, Human Rights, Disability Inclusion, and sustainability, below is the summary evaluation of the 3R programme at both programme and country levels using the RAG rating.

**Annex I6: Table 3: Evaluation of 3R Programme Sustainability Strategy at 4 levels: Community sustainability, financial sustainability, organisational sustainability, and environmental sustainability**

CRITERIA	DESCRIPTION	SENEGAL	RWANDA	SOUTH AFRICA
Community sustainability	<p>Premised on inclusive and participatory approaches which aim to contribute to its own sustainability over time how solidly was 3R programme anchored in the ownership and strong involvement of programme participants starting from its planning phase throughout all programme cycle's stages, to ensure that their perspectives, needs and concerns are taken into account?</p> <p>How effective was community level engagement, including care service provision and work to transform discriminatory social norms envisioned to translate into long-term results allowing women's full and equal participation in the economy?</p> <p>Assess the leveraging of research on care work, and how far the programme avail evidence-based data to support advocacy efforts and policymaking aimed at removing structural barriers and addressing unpaid care work adversely affecting women's participation in the economy at community level.</p>			
Financial sustainability	<p>Assess the likelihood of organisations/cooperatives established through or involved in the 3R Programme will have the capacity to exist beyond the end of the programme. This includes creating networks between them and the fora within their sectors to continuously access information that will enable growth, opportunities, and sustainability of their organisations beyond the 3R Programme.</p> <p>Assess the likelihood of centres delivering transformative care services to be jointly managed by and for the women's organisations, cooperatives, and associations participating in the programme, supported by CSO implementing partners (depending on the context), together with local and national government agencies to ensure sustainability of care services and activities once project funding is finished. The centres are envisioned as providing childcare facilities and related advising and training services to ensure effective service delivery and proper management of the centers for sustainability, replication &amp; multiplier effects.</p>			

<p><b>Organisational sustainability</b></p>	<p>Assess the level of achievement in the establishment, implementation and consolidation of transformative care services including i) capacity development and/or building of all partners and involved stakeholders: government officials and personnel at both central and local level, political and civil society actors, and beneficiaries, including prototypes and models of the piloted 3R programme projects developed ii) effective knowledge management including 3R programme's findings and knowledge products documented and disseminated highlighting the nexus between care work and climate, transformative care services, digital social microinsurance.</p> <p>Assess technical guidance and recommendations availed to all partners to support the strengthening of institutional capacities, CSOs and gendered data related to unpaid care work with national and local authorities, UN agencies, Women Farmer Organisations, Associations, Clusters and Co-operatives, civil society, private sector, public sector.</p>			
<p><b>Environmental sustainability</b></p>	<p>Assess how effectively the centres delivering transformative care services were equipped throughout the programme implementation for both financial and environmental sustainability. Were they equipped based on the context's specificities and needs, with tools such as grain processing equipment, charging stations, improved energy-efficient cook stoves, and drones. Moreover, are there other potential equipment include solar powered crop dryers and rainwater harvesting tanks for rainwater collection and storage for multiple uses, including drinking and irrigation.</p> <p>Were such renewable or energy-efficient technologies, selected by and for the women beneficiaries and their communities to help reduce women's unpaid care and domestic work and time expenditures in tasks like cooking, collecting water and fuel, and processing and drying food crops after harvest, among others.</p>			
<p><b>OVERAL RATING</b></p>				



**Annex 17: Table 4: Summary evaluation of the 3R Programme at country and programme level**

<b>CRITERIA</b>	<b>DESCRIPTION</b>	<b>SENEGAL</b>	<b>RWANDA</b>	<b>SOUTH AFRICA</b>
Relevance	<p>To what extent was the programme designed to be catalytic and transformative in addressing some of the root causes of unpaid care work and gender inequalities?</p> <p>Are the activities, outputs, and outcomes of the programme consistent with the overall global, regional, national and local gender priorities?</p>			
Effectiveness	<p>What has been the progress made towards achievement of the two expected outcomes? What specific results were achieved, both positive and negative?</p> <p>To what extent are the programme approaches and strategies innovative for recognizing, reducing and redistributing unpaid care work? What -if any- types of innovative good practices have been introduced in the programme to achieve results in this field?</p>			
Efficiency	<p>Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?</p> <p>Are the programme and its components cost-effective? Could the activities and outputs have been delivered with fewer resources or within a reduced timeframe, without reducing their quality and quantity?</p>			
Sustainability	<p>Is the programme supported by national/local institutions? Do these institutions, including Government</p>			

	<p>and Civil Society, programme participants, other implementing partners demonstrate leadership commitment and technical capacity to continue to work with the programme or replicate it to ensure continuity in pursuing the recognition, reduction and redistribution of unpaid care work after the programme ends?</p> <p>What capacity of national partners, both technical and operational, has been strengthened?</p>			
Gender, Human Rights, Disability Inclusion	To what extent are interventions targeting and benefitting the most vulnerable and excluded women and girls, informed by gender, human rights and disability inclusion approaches and adhere to the principles and standards of Leaving no one behind to contribute towards gender transformative changes to advance and sustain Gender equality and Women's empowerment?			
OVERAL RATING	<p>How well did 3R Program achieve Theory of Change?</p> <p>To contribute to this overarching goal/impact, to contribute to the following two outcomes:</p> <p>1) National and local governments develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work by women and girls</p> <p>2) Women's cooperatives and other organisations provide transformative care services in rural and/or urban areas to reduce and redistribute unpaid care work.</p>			

	<p>How well did 3R Program deliver the ToC that frames the intervention logic as follows:</p> <ol style="list-style-type: none"> <li>1) If national and local laws, policies, and services recognize and address the disproportionate share of unpaid care work by women and girls; and</li> <li>2) Transformative care services in rural and urban areas reduce and redistribute unpaid care work.</li> <li>3) Then women's and girls' unpaid care work in Rwanda, Senegal and South Africa is reduced, freeing up their time to equally contribute to and benefit from sustainable livelihoods;</li> <li>4) Because structural gender inequalities that prevent women and girls from realizing their economic rights and empowerment was removed.</li> </ol>			
Across all countries				

## Annex 18: Work plan

This work plan was developed under the assumption that all parties to this evaluation took required action in a timely manner. In cases of delays Evaluators & Evaluation Manager reviewed and adjusted the work plan in the best ways and quickest time possible to meet the evaluation team ToRs and objectives. Key assumptions/dependencies, and requirements from UN Women at inception phase included supporting Evaluators with all required literature in a timely fashion. At data collection stage key assumptions / dependencies, and requirements from UN Women included supporting Evaluators with making timely interview appointments, provision of efficient logistics and timely transportation. At reporting stage timely report review and validation comments helped Evaluators submit reports in a timely manner. As such, at each stage, there was need to adjust the work plan on an ongoing basis as needed.

## Annex 19: Evaluation Work plan

3R Evaluation Work plan											
Task	Who	Support	22-Dec	23-Jan		23-Feb		23-Mar		1-Apr	
			15 to 31	1 to 15	16 to 31	1 to 14	15 to 28	1 to 15	16 to 31	1 to 15	16 to 31
Define Evaluation Reference Group members	Silvia	Willie Tess Rokhaya	By 23 Dec								
Reach out to ERG members	Silvia	Kay	By 23 Dec								
Finalise evaluators' recruitment	Silvia/Kay	HR	By 14 Dec								
Evaluators' onboarding meetings	Silvia/Kay	/	20-33 Dec								
Collects all documents in the online Teams platform	Tess Rokhaya Willie		By 30 Dec								
Share documents with evaluators	Silvia/Kay		By 30 Dec								
Make a list of stakeholders to interview	Tess Rokhaya Willie		By 30 Dec								
Submit inception report	Evaluators		By 3 Jan								
Organize field missions	Silvia+	Rokhaya Tess Willie		By 6 Jan							
	Dr. Godwin +										
	Lou										

Review inception report	Silvia/Kay, management and reference group			By 9 Jan						
Field mission Senegal	Lou	Rokhaya			By 5 Jan					
Submission data collected during Senegal field mission to Dr. Godwin	Lou							12		
Field mission Rwanda	Dr. Godwin	Tess						1 TO 10		
Field mission South Africa	Dr. Godwin	Willie						13 TO 17		
Submit interim report	Dr. Godwin	Lou						30		
EMG review of interim report	Kay/Silvia Tess Rokhaya Willie							31		
Edit for any priority comments from EMG	Dr Godwin								3	
Support reviews (offline) Evaluation Reference Group	Silvia/Kay	Tess Rokhaya Willie							4 to 10	
Integration of EMG and ERG inputs	Dr. Godwin								11 to 14	
Submission of the final report	Dr. Godwin								14	
Share the final report with GSC	Silvia								14	
Hold the last GSC meeting and validation of the final evaluation report	Silvia + Dr. Godwin									19 or 20 TBC
Integrate very last inputs if any and resubmit	Dr. Godwin									21
Submit all invoices for last payments processing	Dr. Godwin									24