

INCEPTION REPORT

RWANDA COUNTRY PORTFOLIO EVALUATION



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INCEPTION REPORT
RWANDA COUNTRY

PORTFOLIO

EVALUATION



EVALUATION SECTION
UN WOMEN
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Acronyms

AU	African Union
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CO	Country Office
COAT	Country Office Assessment Tool
CPE	Country Portfolio Evaluation
CSW	Commission on the Status of Women
DRF	Development Results Framework
ERG	Evaluation Reference Group
EVAW	Ending Violence Against Women
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GRB	Gender Responsive Budgeting
GRES	Gender Results Effectiveness Scale
GTG	Gender Thematic Group
HIV	Human Immunodeficiency Virus
HQ	Headquarters
IEAS	Independent Evaluation and Audit Service
IES	Independent Evaluation Service
IOM	International Organization for Migration
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
OECD	Organisation for Economic Co-operation and Development
OEEF	Operational Effectiveness and Efficiency Framework
RCO	UN Resident Coordinator Office
RMS	Results Management System
RCO	Rwanda Country Office
SDG	Sustainable Development Goals
STEM	Science, Technology, Engineering and Mathematics
UN	United Nations
UN Women	United Nations Entity for Gender Equality and Women's Empowerment
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UN OHCHR	the UN Human Rights Office
UNSCR 1325	United Nations Security Council Resolution 1325 on Women, Peace and Security
UNSDCF	United Nations Strategic Development Cooperation Framework
UN-SWAP	United Nations System-Wide Action Plan
US\$	United States Dollar
WEE	Women’s Economic Empowerment
WPS	Women, Peace and Security
3R	Recognize, Reduce, and Redistribute

1. INTRODUCTION

This section introduces the inception phase and the inception report.

The inception phase for the Rwanda Country Office (RCO) portfolio evaluation (CPE) has involved:

- Document review (evaluability assessment, portfolio analysis; Stakeholder mapping and analysis); and
- An inception workshop with key UN Women Country Office (CO) staff.

This inception report is intended to provide the framework and plan for the CPE, including the timeline and workplan for conducting the evaluation.

The rest of the report is set out as follows:

Section 2 introduces the evaluation objectives and scope;

Section 3 provides the context on gender equality and human rights in Rwanda;

Section 4 sets out the preliminary analysis undertaken on the Strategic Note, and areas for further enquiry;

Section 5 sets out the evaluation criteria and questions, which is followed by the evaluation approach and methodology;

Section 6 sets out the workplan.

The **Annexes** include the stakeholders and documents consulted, the theory of change, further detail on the Strategic note interventions, human and financial resources analysis, stakeholder mapping, evaluability assessment and country contexts, the full evaluation matrix, data collection tools, the data management plan, and the composition of the evaluation reference group.

2. EVALUATION PURPOSE, OBJECTIVES AND SCOPE

The evaluation's purpose is for learning and accountability. The primary users are the Country Office (CO), who will use the findings to develop the new strategic note.

The purpose of the Country Portfolio Evaluation (CPE) is to deliver a systematic assessment of UN Women's

work in Rwanda. The intended uses of the evaluation are:

1. Learning on effective approaches, to support improved decision-making.
2. Accountability for UN Women's contribution to Gender Equality and Women's Empowerment.

The primary users of this evaluation are intended to be the UN Women Rwanda country office who will use the findings to inform the design of the new Strategic Note and implementation of interventions aimed at addressing gender related gaps and the promotion of gender equality and women's empowerment in Rwanda, and also for accountability purposes. Primary users also include the UNCT, who will use findings and recommendations to feed into the development of a new UNSDCF and to inform the design and implementation of joint programmes. Secondary users are expected to be UN Women East and Southern Africa Regional Office and HQ colleagues, government of Rwanda, national partners and others working in the country to identify what works to promote gender equality and women's empowerment, and areas that need additional support and opportunities for strategic partnership.

The scope of the CPE is the Strategic note, including the development results framework (DRF) and the Operational Efficiency and Effectiveness framework (OEEF) as the documentation basis for the evaluation. The period covered by the evaluation will be January 2019 to December 2023¹. All activities included in the Strategic Note will be considered, including joint programming.

The specific objectives of the CPE are to:

- Assess the effectiveness, efficiency and coherence of the country portfolio, including between the normative, coordination and operational arms, and the extent to which human rights and gender equality have been addressed.
- Identify lessons learned and good practices that can be scaled.
- Provide actionable recommendations to inform the new Strategic note development.

¹ Given the evaluation team started the evaluation in November 2023 and the SN was extended to 2024.

3. CONTEXT

This section discusses the country contexts, including the status of Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) adoption, the status of national policies on gender, the socio-economic context, marginalized and vulnerable groups and the UN Country Team System.

Annex 13 sets out further details on the country contexts, along with the references.

The government of Rwanda has prioritized political stability since the 1994 genocide against the Tutsi. Rwanda recognizes a multi-party system of Government with power sharing between political organizations while state powers are held by the three independent but complimentary branches of Government (executive, legislative, judiciary). Rwanda has seen strong economic growth. Challenges include high levels of public debt and maintaining inclusive growth.

The government of Rwanda has prioritized gender mainstreaming. The most recent CEDAW report (2021) highlighted responses to issues raised by the Committee in its 2017 concluding observations to the government of Rwanda in the areas of NGO registration, measures to address patriarchal attitudes and stereotypes, the number of long-term shelters available to victims of domestic violence and information about this service, lack of system for standardized collection and analysis of gender-based violence data.

In Rwanda, GEWE is mainstreamed in all development frameworks. The Revised National Gender Policy (2021) aims to improve gender equality and equity in various sectors while increasing women's access to economic resources and opportunities by ensuring that women and men are free from any form of gender-based violence and discrimination. Gender and Family Promotion is one of the cross-cutting areas under the National Strategy for Transformation (NST1 2017-2024). Gender equality in Rwanda is also guided by international treaties. Gender dimensions and requirements are also articulated in Rwanda's legal and policy framework, including the constitution, and laws such as law 27/2016 and the law on state finances and property.

In addition to these legal frameworks, institutional structures are in place to advance gender equality and women's human rights in Rwanda. The dedicated national gender machinery comprised the Ministry of

Gender and Family Promotion (MIGEPROF), the Gender Monitoring Office (GMO), the National Women's Council (NWC), and the Rwanda Women Parliamentary Forum (FFRP). The Gender Monitoring Office (GMO) is responsible for providing gender accountability dialogue across different sectors and levels of government.

The women's movement in Rwanda remains a key player in advancing gender equality and women's empowerment at the grassroots and policy advocacy level. Despite significant progress, challenges remain for the women's movement in Rwanda. Bridging the rural-urban gap in access to opportunities, addressing deeply ingrained inequalities, and ensuring sustained political participation are crucial areas for continued progress.

Rwanda has achieved remarkable gains in access to health, reductions in maternal and child mortality, HIV incidence and prevalence, and malaria incidence. Rwanda has achieved outstanding progress in terms of improving access to education and gender parity in primary and secondary education.

In Rwanda, there has been significant progress in terms of women's business ownership, leadership and engagement in non-traditional sectors. Initiatives in this area include: government initiatives, initiatives supporting networking and membership, technology initiatives, and private sector engagement. However, more men than women participate in the labour market. Women also have limited access to financial decision making and financial products. Challenges remain, in terms of societal expectations around women's roles, limited access to finance and resources for women entrepreneurs, and care responsibilities for women.

The 2003 Constitution states quotas for women to fill at least 30% of key decision-making positions. Measures have been implemented to ensure female representation at all government and public administration levels. Rwanda has significantly improved women's political participation and reduced gender disparities. However, there continues to be a gender imbalance, especially in some institutions.

Rwanda has put in place national and signed international laws that regulate Gender based violence, and various mechanisms to fight gender-based violence. Despite significant advances, GBV remains an issue in Rwanda. One of the most significant interventions in the fight against GBV in Rwanda so far has been the establishment of the Isange One Stop Centre (IOSC) model in 2009 to comprehensively take care of GBV

victims. The "HeForShe" Campaign engages men and boys in the fight for gender equality.

Rwanda has made significant strides, however, women still experience a disproportionate amount of poverty, which is often linked to other intersectional social and economic factors, including: women with disabilities; single mothers and widowed women; refugees and asylum seekers; and women living in rural areas.

The UN Country System (UNCT) in Rwanda works alongside the Rwanda government and civil society towards the nation's development and progress. Since 2008, the UN system has adopted a "One UN" approach. UNCT working groups include Programme Management Team, Operations Management Team, Inter-agency Results Group and Gender Theme Group.

The Common Country Analysis covered four areas: (i) economic development and poverty reduction; (ii) social services and social protection; (iii) environment, climate change and disaster risk management; and (iv) governance and institutional capacity development. It identified that despite some progress in gender equality, gender equality is still not consistently promoted across social, economic and political life. The UNSDCF 2018-24 sets out five focus areas, in response to the issues identified in the CCA and government priorities. These are: 1) Economic Development and Poverty Reduction; 2) Environment, Climate Resilience and Disaster Risk Management; 3) Social Services; 4) Governance, Rule of Law and Institutional Capacity Development; 5) Community Stabilization.

4. PORTFOLIO ANALYSIS

The portfolio analysis summarizes the strategic note, its theory of change, the results framework and results management systems and the key interventions. It also analyzes financial and human resources and stakeholders involved in the delivery of the Strategic note, highlights findings from the evaluability assessment and sets out preliminary observations used to inform the evaluation design.

Strategic Note overview

The Strategic Note originally covered the period 2019-23. The CO extended this to 2024, to ensure it aligns with the UNSDCF Rwanda timeframe (2018-2024).

As of Nov 2023, the planned budget for 2019-2022 was US\$ 16.2m, compared to an actual budget of US\$ 12.8m. The Strategic note covers 2019-24. It targets women, especially the poorest and most excluded, as well as the

institutions and communities that can contribute to strengthening women's empowerment and gender equality. It covers the **thematic areas** of 1) Women Political Participation; 2) Women's Economic Empowerment and 3) Ending Violence Against Women.

Theory of Change

The original theory of change was included in the Strategic Note and is set out below (the full theory of change is set out in Annex 2).

- **If** women and girls participate and lead in decision-making processes;
- **If** women's empowerment and gender equality commitments are translated into practice at national and local governance levels; and
- **If** women in urban and rural settings, including the most vulnerable ones, have equal access to and control over economic resources;
- **Then** women and girls will be able to fully benefit from and contribute to political and economic opportunities;
- **Because** women and girls will have decision making powers, gender specific needs will have been accounted for in all spheres of governance and barriers will have been removed for women to attain economic autonomy.

Results Framework

The **Development Results Framework** sets out indicators against the target outcomes and output set out below.

<p>Result Area 1: Women lead, participate in and benefit equally from governance systems</p> <p>Outcome: A diverse cohort of women leaders is formed to lead in governance at local and national level</p> <p>Outputs: Women's capacity to compete for leadership positions and to lead decision making processes at local and national level strengthened; Organizational capacities, outreach and convening power of networks that promote women's leadership and participation in decision making organs enhanced</p> <p>Outcome: Women are perceived as equally legitimate and effective leaders as men throughout all spheres of society</p> <p>Outputs: Community awareness of gender equality and civic understanding of women's right to equal participation in decision making increased; Individual and networks of men and boys, women and girls mobilized in favour of gender equality and respectful relationships</p>
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Outcome: Implementation of gender equality and women’s empowerment commitments strengthened at national and local levels

Outputs: National Gender Machinery Institutions’ capacity to coordinate and oversee gender mainstreaming at national and local level strengthened; Capacities to execute gender-responsive development strategies, sector strategies, district development plans and budgets by Government institutions at national and local levels increased

Result Area 2: Women have equal economic opportunities and economic autonomy

Outcome: New opportunities are unlocked for women to benefit from Rwanda’s expanding private sector markets

Outputs: Women have enhanced skills and access to finance and markets to leverage business opportunities; Women’s capacity and opportunities to access remunerated off-farm employment increased; Corporate sector actors demonstrate increased understanding of and commitment to implement gender equality and women’s empowerment practices

Outcome: Women farmers and cooperatives’ engagement in higher segments of the food and agricultural value chains is increased

Outputs: Women agripreneurs’ access to productive and transformative inputs, technologies and services strengthened; Women farmers benefit from dedicated production and marketing platforms linking them to national, regional and international supply chains

Result Area 3: Women and girls live a life free from violence

Outcome: Communities and other stakeholders are better able to prevent and respond to violence against women and girls and deliver essential services to victims

Outputs: Increased awareness among communities to prevent and respond to S/GBV including available services (health, social, justice, economic); Strengthened capacity of relevant institutions /service providers to provide quality services to S/GBV victims

Outcome: Attitudes and behaviours related to women’s and girl’s rights to enjoy spaces free from VAW improved

Outputs: Women and girls, men and boys at community level are mobilized in favour of respectful relationships, gender equality and safety in public spaces; Transformative initiatives on GBV in public spaces developed and integrated into formal operating frameworks and procedures to increase safety for women and girls, men and boys

The **Operational Effectiveness and Efficiency Framework** includes the following goals to support intended development results:

1. Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women’s empowerment
2. Increased engagement of partners in support of UN-Women’s mandate
3. High quality of programmes through knowledge, innovation, results-based management and evaluation
4. Improved management of financial and human resources in pursuit of results

Results Data

The **results-based management system** involves quarterly reporting against output indicators, bi-annual reporting against outcome indicators, and annual reporting as per the UN Women template. A summary of the main results from the Results Management System and Annual Reports is set out in Annex 3. Selected data from these systems will be validated during the evaluation.

Strategic Note interventions

The full list of programmes undertaken during the strategic note, mapped against normative, coordination and operational (national, regional and global programmes) is set out in Annex 4. The Annex also identifies joint programmes and provides the timeline of implementation.

The largest five projects are as follows:

1. **Swiss agency for Development and Cooperation – Women and Girls Live Dignified Lives:** supporting women with financial training, providing assistance to GBV victims and building the capacity of Isange One Stop Centres to handle GBV cases, with a total budget of US\$2m. (118694 – operations, EVAW and WEE)
2. **Covid-19 Response Fund – Recovering better through from Covid-19 through gender sensitive social protection system:** A One UN joint Programme, providing cash transfers, protection against gender based violence and strengthening entrepreneurship skills, with a total budget of US\$.6m. (127738 – operations, EVAW and WEE)
3. **Multi-Donor Trust Fund Office - Joint programme on Gender - Leveraging the full potential of Gender Equality and Women’s Empowerment to Achieve Rwanda’s Transformation:** working to strengthen women’s capacity to compete for

leadership positions, government capacity to execute gender responsive strategies, community awareness of gender equality, accountability mechanisms on gender equality and women's empowerment, women's skills and access to finance and markets, awareness on sexual and gender based violence prevention and service availability, and capacity of relevant institutions to respond to S/GBV cases, with a total budget of US\$1.8m. (119834 – operations, Leadership/Governance)

4. **UN Peace Building Fund – Support to the reintegration of Ex FDLR Combatants and dependents repatriated to Rwanda from DR Congo:** supporting ex-combatants and their dependents to access support services provided by government institutions and inclusive local development programmes that support reintegration, and combatants remaining in armed groups outside Rwanda to benefit from sensitization programmes, with a total budget of US\$0.5m. (119475 - operations, women, peace and security)
5. **Canada Department of Foreign Affairs Trade & Development - 3R Unpaid Care Work:** working to redistribute unpaid care work in women's economic empowerment programming, with a total budget of US\$1.0m (00126681 – operations, WEE)

Financial and Human Resources analysis

The financial and human resources analysis draws from January 2019 to November 2023. Annex 5 provides more detail on the preliminary financial resources analysis undertaken.

RCO has been moderately successful with its resource mobilization. Its annual budget has increased from US\$ 2.3m (2019) to US\$ 4.39m (2022). However, the overall budget raised over 2019-22 of US\$ 12.8m falls short of the target of US\$ 16.2m. The top three donors account for 64% of its budget.

To date, the CO has disbursed US\$ 11.8m. Disbursement rates from 2019-2023 averaged 84%.

Timeliness of donor reporting has been strong, with 92% of reports submitted on time between 2019 and November 2023.

The largest area of work is **Women's Political Empowerment**, accounting for 42% of development results framework expenditure during 2019-23. This is followed by Women's Economic Empowerment (38%) and Elimination of Violence Against Women (16%).

According to the **UN Women's Country Office Assessment Tool (COAT) programme resource efficiency indicators**, the CO's management ratio, use of core for staffing and operational ratio for 2019-22 are all rated 'green' as per UN Women's benchmarks. The CO's non-core to core ratio at 156% is rated 'amber'.²

In 2023, based on the organogram accompanying the workplan, the office employed 18 people in total. Of the 18, 8 were staff, 9 were on service contracts, and 1 on consultancy contracts. This consists of 9 people in operations/finance; 1 communications officer, 1 planning, monitoring, evaluation and reporting officer, 1 senior manager, and 1 Monitoring and Evaluation officer; and 8 in programs.

Stakeholder mapping and analysis

The main stakeholder groups are as follows:

- **Governmental Stakeholders:** principle and primary duty bearers who make decisions and responsible for leading the country's development, including the National Gender machinery.
- **Civil Society Organisations:** Partners working with UN Women to deliver, as well as partners working on different activities aiming to contribute to the same target outcomes.
- **Research and academic institutions:** Researchers working in the areas of UN Women's work, providing useful insights into what does and does not work.
- **Private sector:** Partners on Women's Economic Empowerment Projects and funders.
- **UN agencies:** Partners on joint programs, development partners supported by UN Women's coordination work.
- **Bilateral and foundation donors:** Donors of UN Women's work.
- **UN Women team:** responsible for implementing the Strategic Note.

² COs are required to reach 300% to be rated 'green'.

- **Other multilaterals / regional bodies:** Key partners contributing to same target outcomes.
- **Target groups of right holders:** Right holders that UN Women are aiming to support to achieve gender quality and women’s empowerment, including Urban/peri-poor women, women leaders and gender advocates, civil society, religious and cultural leaders, and youth.

Annex 6 sets out the additional information on the institutions included within each stakeholder group, as well as their roles in the strategic note, and their main intended contributions to the strategic note, mapped against UN Women’s normative, coordination and operational work.

Evaluability Assessment

The evaluability assessment comprises four areas. Findings are set out below, and implications for the evaluation approach in italics.

1. **Assessment of the CO Strategic note Theory of Change:** The overall theory of change is relevant and sets out assumptions and causal pathways between outputs and outcomes. This was further developed during the inception workshop, including the hypothesized links between activities, outputs, and outcomes, to strengthen evaluability and support the evaluation’s contribution analysis approach.
2. **Quality and completeness of the DRF/OEEF:** The table below summarizes the assessment of the quality and completeness of the Development Results Framework (DRF) and Organizational Effectiveness and Efficiency Framework (OEEF). Annex 7 sets out more detail. *The evaluation will review the existing evidence base against target outcomes and focus on gathering additional evidence to support achievement against target outcomes.*

Measure	Overall Rating
DRF Outcomes	Strong
DRF Outputs	Strong
DRF Framework Indicators	Adequate
DRF data quality	Adequate
OEEF Outputs	Strong
OEEF Indicators	Strong
OEEF data quality	Strong

The evaluation will also be informed by other reviews and evaluations undertaken before and during the Strategic Note period, including the previous

country portfolio evaluation, the midterm evaluation of the Joint Programme “Leveraging the full potential of gender equality and women’s empowerment to achieve Rwanda’s transformation” and the 3R programme evaluation.

Preliminary observations

The following preliminary observations will be further explored during the evaluation.

- The **country context** and changed significantly since 2019, so this requires adaptations to the Country Office portfolio. Specifically, the Covid-19 pandemic disproportionately impacted women’s livelihoods, and Covid-19 regulations required the country office to adapt its programming. Also, Rwanda has become a centre for international conferences, many of which focus on gender equality and women’s empowerment. This has provided the Country Office with opportunities to leverage its normative and coordination mandates.
- The **UN Country Team** has restructured over the Strategic Note period. There has been increased emphasis on cross-agency collaboration, joint programming and the establishment of a One Un steering Committee chaired by the Ministry of Finance and Economic Planning. This has affected the way the Rwanda CO delivers its programming in country and the way it works with the UNCT.

The Country Office has identified the following key lessons learned through its annual work planning process, which will be further explored during the evaluation.

- **Partnerships:** need to deepen and broaden partnerships, by working with civil society, religious leaders, men and boys and the media. Need to target non-traditional actors, such as private sector, to support resource mobilization. Need to streamline implementing partners, working with those that can implement cross-pillar approach, to support increased effectiveness and efficiency.
- **Alignment to UN Women’s result areas:** Ensuring alignment of programmes both with the UNSDCF and UN Women’s result areas.

5. METHODOLOGY

The evaluation will use a mixed-methods, contribution analysis approach. This section introduces the evaluation criteria and questions, the overall approach, sampling, data collection and analysis approach, ethics, risks and limitations and mitigation, and the dissemination plan.

Evaluation Criteria and Questions

The table below sets out the evaluation criteria and questions, and a summary of the proposed approach. Additional details are set out in the evaluation matrix in Annex 8.

Evaluation Questions	Approach
Effectiveness, Coherence and Human Rights and Gender Equality: Is the Country Office contributing to the target outcomes set out in the Strategic Note to advance gender equality and the women’s empowerment in Rwanda?	
E1. To what extent did UN Women contribute (through its coordination, normative and programmatic work) to the target outcomes (including addressing the underlying/root causes of gender equality and empowering vulnerable and marginalized women, men, boys and girls including those with disabilities)?	Contribution analysis, assessing the strength of evidence for outcomes achieved and UN Women’s contribution. Outcome harvesting to capture unexpected outcomes in sampled interventions. Focus on most significant outcomes achieved, guided by CO (deep dive sample).
E2. What unexpected outcomes have been achieved?	
E3. What are the enablers and barriers to achieving target outcomes?	
E4. How effective were UN Women’s partnerships (including partnerships with other UN agencies)?	Review of effectiveness of partnerships (considering extent to which they led to tangible outcomes).
E5. What synergies are there across the UN Women CO portfolio and with the UN country team?	Review of project sample for synergies and effective coordination and collaboration with other stakeholders.
Efficiency: Did UN Women have appropriate organizational structures, systems and capacity in place to ensure efficient use of resources to maximize results?	
F1. Did the CO management structure support efficient resource mobilization? What were the other enablers and barriers to efficient resource mobilization?	Review resource mobilization strategy and implementation.
F2. Were there systems in place to ensure efficient use of resources and management of risks to deliver results?	Review key results and resource management systems.
F3. Did the CO have sufficient capacity and capability to deliver the portfolio?	Review of portfolio needs against staffing levels and skillsets within the team
Relevance: Are UN Women’s activities (programmatic, normative and coordination), including its thematic focus, relevant for advancing gender equality and women’s empowerment in Rwanda?	
R1. To what extent was the CO’s target objectives and portfolio design responsive to right-holders’ (beneficiaries) needs and government priorities as set out in national policies and strategies?	Assessment of alignment between target objectives and portfolio design, beneficiaries’ needs and government priorities.
R2. What is the Country Office’s comparative advantage in Gender Equality and Women’s Empowerment compared with other UN entities and key partners?	Assessment of UN Women’s perceived comparative advantage
R3. How well do the CO’s activities align with its comparative advantage?	Assessment of alignment of project sample to UN Women’s perceived comparative advantage
Sustainability: How sustainable are the positive outcomes supported by UN Women programming?	
S1. What evidence is there that any positive effects generated by the CO continued after the end of the intervention.	Assessment of evidence of continuation of positive effects, evidence of measures put in place expected to sustain positive outcomes, and evidence of deliverable activities by the CO to support sustainability, in the project sample.
S2. What evidence is there that the positive outcomes will be sustained? For example, is there evidence of i) strengthened capacity, iii) national/regional/local ownership, iv) financial commitment and v) systems such as local accountability and oversight mechanisms, to support the continuation of activities?	
S3. How did the CO support sustainability?	

Evaluation Approach

The evaluation approach is theory-based. Contribution Analysis will be used to assess UN Women's contribution to target outcomes as set out in the theory of change (see Annex 2). The evaluation will also use mixed methods, drawing on both quantitative data (primarily financial and from the survey) and qualitative data (from document review, interviews and focus group discussions).

Gender equality and human rights will form a critical component of the evaluation in the following ways³:

Stakeholder analysis and methodology: The stakeholder analysis has been used to select a diverse group of stakeholders to engage in the evaluation, including women and men, as well as those most affected by rights violations, and those who are marginalized and may be difficult to reach. The evaluation will carefully consider outreach efforts to ensure their participation. Data will be triangulated across different sources and stakeholders.

Evaluation criteria and questions: A specific evaluation criteria has been added that focuses on gender equality and human rights. Associated evaluation questions have been developed. For sampled interventions, the evaluation team will assess outcomes against The Gender Results Effectiveness Scale (GRES)⁴ developed by UNDP, see below:



Reporting: Human Rights and Gender Equality issues will be covered in all sections of the report (findings, lessons learned, recommendations)

Sampling Frame

There are two levels of sampling.

1) Project sample

Most significant change was used to identify which UN Women's contributions to target outcomes to focus on. Based on review of annual reports and discussions with CO stakeholders, several areas (see Annex 3) have been highlighted as areas where UN Women has made the

most significant contribution to target outcomes. These were selected for case study.

To ensure a comprehensive review of the processes and systems in place at the CO, and not just areas of the most significant progress, the sample also includes other interventions.

The main interventions undertaken by the CO have been mapped into a sample frame for evaluation (see Annex 4). Across this, a **stratified, random desk review sample** has been taken to ensure a good coverage across thematic areas and normative, coordination and operational work.

The samples will be subject to the following analysis:

- **Contribution Analysis** to: validate and gather additional evidence for the achievement of these outcomes; gather evidence for UN Women's contributions; identify factors contributing to this outcome, as well as enablers and barriers to this achievement.
- **Evaluation questions focused on specific interventions:** including exploring unexpected outcomes (E2); effectiveness of UN Women's partnerships and synergies across the UN Women and UNCT portfolio (E4 and E5); relevance of intervention objectives and design to right-holders' needs and government priorities (R1) and alignment to Country Office's comparative advantage (R3); and evidence of sustainability (S1, 2 and 3)

2) Stakeholder sampling

The evaluation applies a purposive sampling approach to ensure a diverse range of perspectives is taken into account.

A full stakeholder mapping has been undertaken with the support of the CO (See Annex 6). There will be three main areas of stakeholder consultation and associated sampling.

1. **Most significant contribution to outcomes:** Stakeholders able to comment on the most significant contributions to target outcomes - to support validating the achievement and UN Women's contribution. Here we will also be speaking to a sample of beneficiaries, which will be purposively selected to ensure a good mix

³ Building on the *Integrating Human Rights and Gender Equality in 26 Evaluation -- Towards UNEG Guidance*

⁴ [The Gender Results Effectiveness Scale \(GRES\)](#)

across geographical region, ethnicity, disability, and gender.

2. **Sampled interventions:** Stakeholders able to comment on the sampled interventions, including program managers, partners and government stakeholders. These stakeholders will be purposively selected.
3. **Country level stakeholders,** including UNCT, UN Women staff members, donors, government stakeholders and others. These have been purposively sampled, to focus on stakeholders with a strategic overview of the portfolio, stakeholders whose perspective have not been previously captured; and stakeholders working in significant areas for the RCO (based on priority areas and relative size of area in comparison to the entire portfolio).

Annex 6 sets out the proposed sample split across these categories, as well as more detail on the sampling approach. The evaluation team will prioritize incorporating perspectives of vulnerable groups (including those with disabilities), youth as well as men. Feminist, youth-led and activist organizations will be consulted to get their insights.

Data Collection

Interviews and Focus Group Discussions with key informants identified through the stakeholder analysis, comprising 55 KIIs and 9 FGDs. Focus group discussions will be only used for rightsholders/beneficiaries.

Surveys of UN Women personnel, UNCT partners and other stakeholders. The surveys have been piloted with one individual from each category.

- Survey 1 with UNCT: 9 organizations (those not already covered by interviews)
- Survey 2 with Country Office personnel: 23 respondents
- Survey 3 with donors, government stakeholders, CSOs and other partners: 24 respondents.

In total, the evaluation team is proposing to cover a sample of approximately 100 stakeholders.

Data collection tools are set out in Annex 9.

⁵ The evaluation will adhere to UNEG and UN Women Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations

Document review of UN Women documents, including monitoring data and activity reports, national documents on progress against gender equality and women’s empowerment.

All data will be disaggregated by sex and gender. Beneficiary data will be disaggregated by geographical region and disability where possible. Data will be managed as per the data management plan, set out in Annex 10.

Analysis

The evaluation matrix forms the framework for analysis. Qualitative data will be analyzed in NVivo, using codes developed based on the evaluation matrix. Quantitative data will be analyzed in Stata, to identify patterns and trends. Data analysis will disaggregate data by sex and age, and where available, by geographical region and disability. The evaluation team will use the debrief meetings with CO staff and the presentation of preliminary findings to validate findings and identify if there are other avenues that need to be further explored.

Contribution towards each target outcome will be analyzed using the format below.

Target Outcome
Evidence for achievement
Achievement – strength of evidence (Strong / Moderate / Weak)
Evidence for UN Women contribution
UN Women contribution – strength of evidence (Strong / Moderate / Weak)
Contribution of other factors / realization of key assumptions

The evaluation will also seek to capture any changes in mindsets and social norms, and contribution to impact.

Ethics

The evaluation will comply with the relevant UNEG and UN Women standards on ethics⁵. Specifically, the evaluation will be delivered as follows:

Integrity:

The evaluators will ensure compliance with the Code of conduct, and to deliver the evaluation with honesty, professionalism and impartiality. The evaluators are independent from the program delivery and will

with gender responsive and human rights approaches integrated into the approach

document any areas of disagreement between the evaluation team and the CO, and changes to the evaluation findings.

Accountability:

The evaluation follows a transparent process through the inception report and sampling approach. Analysis will be transparently done in NVivo and Stata. All evaluation findings will be clearly mapped to the evaluation objectives and evaluation questions, with clear reference to the underlying evidence.

Beneficence:

The evaluation team will seek informed consent, clearly explaining the purpose of the evaluation and how the information will be used. Explicit oral consent will be sought. The evaluators will also highlight potential benefits and harm to participating. All responses will be kept confidential, so there is limited expected harm to participants. Evaluators will highlight that participants can stop the interview or focus group discussion at any point. In case of any potential ethical issues, the evaluators will refer cases to local services.

Respect:

The evaluation will meaningfully engage evaluation stakeholders, and not only as subjects of data collection. The evaluation team will share the evaluation brief with all evaluation stakeholders and respondents. To ensure fair representation of different voices, the sampling approach takes into consideration coverage of different categories of stakeholders, including those hard to reach.

Risks and Limitations

Current political context: Two major national events are taking place in the upcoming months: the 30th commemoration of the Genocide against the Tutsi (April 7-13) and combined elections (presidential and members of parliament) in July 2024. This will affect the availability of stakeholders, especially government and some CSO stakeholders. These events may also increase the political sensitivity, and hence openness of respondents. The evaluation team will share all data collection tools with the CO for review, to ensure potential sensitivities are addressed. The evaluation team will aim to complete data collection by the end of March.

Ongoing evaluations and consultations: The CO has also commissioned a final evaluation of its Joint Programme; the timeline for the evaluation will be

similar to the CPE timeline. Other UN agencies are also planning evaluations, to feed into the design of new strategies. UN agencies and the government are also planning consultations to inform the development of the national strategy of transformation. This may affect the availability of stakeholders. The evaluation team will work closely with the CO to align data collection processes where possible to avoid overburdening stakeholders. A larger sample will be targeted, with the understanding that not all target stakeholders will be available for interview.

Timing of projects: Some sampled projects have been completed several years ago. This will mean it will be difficult to identify and access certain stakeholders, where there has been turnover. The evaluation team will work closely with the CO team to reach out to relevant stakeholders.

Dissemination and Use

The table below sets out the dissemination plan for the targeted primary and secondary users.

Dissemination approach	How this will be tracked
RCO Evaluation team to share two-page brief and host a meeting to discuss findings and next steps.	Uptake of findings and extent to which meeting results in concrete, actionable next steps
UN Women Regional Office and HQ colleagues Evaluation team to share two-page brief and host webinar.	Number of stakeholders the brief is shared with Number of attendees at webinar
National partners and others working in the sector Evaluation team to share two-page external facing brief	Number of stakeholders the brief is shared with

The Country Representative will lead the follow-up process to facilitate the use of evaluation findings, and is responsible for issuing a management response within 6 weeks of evaluation report finalisation

WORK PLAN

IEAS and the evaluation reference group and management group will provide quality

assurance. The evaluation will be completed by July 2024.

Evaluation Management and Quality Assurance

The Director of IEAS and Chief of IES will review and sign off on all evaluation products, which will comply with relevant guidance.⁶ Supported by the international and national evaluation consultants, the Team Lead will be overall responsible for the CPE, including data collection, analysis and reporting. The evaluation will also be subject to the Global Evaluation Report Assessment and Analysis System (GERAAS) process, which assesses the quality of the report, and the level of confidence readers can place on the evaluation.

The Evaluation Reference Group and Management Group (see Annex 11 for composition and terms of reference) are responsible for providing technical review and support and ensuring a high quality, transparent process. The peer reviewer will support with providing another layer of review.

Evaluation Plan

The table below sets out the overall timeline.

Task	Date
Validation of draft Inception Report by the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	Mar 2024
Final Inception report addressing comments from the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	Mar 2024
Data collection	Mar 2024
Data analysis, presentation of preliminary findings and draft report	Apr 2024
Draft report reviews by the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	May 2024
Final Report addressing the comments of the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	Jun 2024
Presentation of the final report	Jun 2024
Brief summarizing the findings of the report	Jul 2024

⁶ UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation

ANNEXES

- Annex 1 List of stakeholders consulted and documents reviewed
- Annex 2 Theory of Change
- Annex 3 Summary of results data
- Annex 4 Strategic Note Interventions
- Annex 5 Financial resources analysis
- Annex 6 Stakeholder mapping
- Annex 7 Evaluability assessment
- Annex 8 Evaluation Matrix
- Annex 9 Data Collection Tools
- Annex 10 Data Management Plan
- Annex 11 Evaluation Reference Group and Management Group Members
- Annex 12 Terms of Reference
- Annex 13 Country context

Annex 1: List of stakeholders consulted and documents reviewed

UN Women Rwanda Country Office Stakeholders consulted

- Country Representative
- WEE Programme Associate
- Programme Coordinator (Women Political Participation -WPP)
- Programme Manager (WPP)
- Administration and Procurement Assistant
- Planning, Monitoring, Evaluation and Reporting Specialist
- ERAW Programme Specialist
- ERAW Project Coordinator
- Administrative Associate/Procurement
- WEE Programme Associate - 3R Programme
- Communication Consultant
- Operations Manager
- Finance Associate
- National Coordinator (3R Programme)
- WEE Project Manager
- MEAL Coordinator - WEE
- Planning and Coordination Specialist
- Communication and Knowledge Management Officer

Documents / systems reviewed

- RCO 2019-2024 Strategic Note
- RCO 2019, 2020, 2021 and 2022 annual reports and annual work plans
- RMS data on results and donors
- OneApp and Quantum Data
- Rwanda Common Country Analysis 2021
- Rwanda UNDP II 2018-23
- National Strategies, including the National Strategy for Transformation 2017-2024, the 2030 UN Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), the African Union Agenda 2063, and the East African Community (EAC) Vision 2050. The State of Gender Equality in Rwanda: From Transition to Transformation, Gender Monitoring Office, March 2019.
- Rwanda CEDAW recommendations and reviews
- 2023 Rwanda Voluntary National Review
- 2030 Agenda for Sustainable Development and the Sustainable Development Goals, the African Union Agenda 2063, and the East African Community Vision 2050.
- Government of Rwanda. (2021). Revised National Gender Policy (2021). Retrieved from https://www.gender.gov.rw/fileadmin/user_upload/Revised_National_Gender_Policy_2021.pdf

- National Institute of Statistics of Rwanda. (2019). Rwanda Demographic and Health Survey 2019-2020: Key Indicators Report. Retrieved from <https://www.statistics.gov.rw/publication/demographic-and-health-survey-2019-2020-key-indicators-report>
- Republic of Rwanda. (2015). Constitution of the Republic of Rwanda. Retrieved from <https://www.wipo.int/edocs/lexdocs/laws/en/rw/rwo12en.pdf>
- Republic of Rwanda. (2018). National Strategy for Transformation (NST) 2018-2024. Retrieved from https://www.nst.rw/fileadmin/user_upload/NST_English_FINAL_web.pdf
- UN Women. (2020). Rwanda. Retrieved from <https://africa.unwomen.org/en/countries/rwanda>

Annex 2: Theory of Change

The Strategic Note included the following theory of change.

- If women and girls participate and lead in decision-making processes;
- If women’s empowerment and gender equality commitments are translated into practice at national and local governance levels; and
- If women in urban and rural settings, including the most vulnerable ones, have equal access to and control over economic resources;
- **Then** women and girls will be able to fully benefit from and contribute to political and economic opportunities;
- **Because** women and girls will have decision making powers, gender specific needs will have been accounted for in all spheres of governance and barriers will have been removed for women to attain economic autonomy.

The diagram below sets out a revised theory of change, building on the narrative theory of change in the Strategic Note, the Results Framework and the inception workshop. As part of the inception phase, the expected causal pathways have been further elaborated, to strengthen the evaluability of the theory of change.

Goal	Women and girls, especially the most vulnerable, benefit equally from political and economic opportunities and fully enjoy their human rights		
Impacts	Women lead, participate in and benefit equally from governance systems	Women have equal economic opportunities and economic autonomy	Women and girls live a life free from violence
Outcomes → Impacts	Women leaders with capacity to lead are supported by a positive perception of women leaders and by strengthened government capacity to implement gender commitments, resulting in increased women leadership and participation in governance systems, which results in increased benefits to women.	Increased skills and access for women to leverage business and employment opportunities results in women being able to participate in key productive sources and attain economic autonomy.	Increased safe spaces and better prevention and response to violence against women and girls results in women and girls being free from violence.
Outcomes	<p>Outcome 1.1 A diverse cohort of women leaders is formed to lead in governance at local and national level</p> <p>Output 1.1.1: Women’s capacity to compete for leadership positions and to lead decision making processes at local and national level strengthened</p> <p>Output 1.1.3: Organizational capacities, outreach and convening power of networks that promote women’s leadership and participation in decision making organs enhanced</p> <p>Activities: capacity building for current and future women leaders; strengthening of dialogue mechanisms and networks for the promotion of women’s leadership and participation.</p> <p>Contribution to outcome: women with capacity to compete and to lead and increased opportunities for women leaders results in a cohort of women’s leaders in post who are able to lead</p>	<p>Outcome 2.1 New opportunities are unlocked for women to benefit from Rwanda’s expanding private sector markets</p> <p>Output 2.1.1: Women have enhanced skills and access to finance and markets to leverage business opportunities</p> <p>Output 2.1.2: Women’s capacity and opportunities to access remunerated off-farm employment increased</p> <p>Output 2.1.3: Corporate sector actors demonstrate increased understanding of and commitment to implement gender equality and women’s empowerment practices</p> <p>Activities: capacity enhancement and increase of access to markets and productive inputs for aspiring and current women entrepreneurs,</p>	<p>Outcome 3.1 Communities and other stakeholders are better able to prevent and respond to violence against women and girls and deliver essential services to victims</p> <p>Output 3.1.1: Increased awareness among communities to prevent and respond to S/GBV including available services (health, social, justice, economic)</p> <p>Output 3.1.2: Strengthened capacity of relevant institutions /service providers to provide quality services to S/GBV victims</p> <p>Activities: awareness raising on GBV prevention and response, community outreach and social media campaigns, mobile clinics, dialogue to share good practices, capacity building of GBV service</p>
	<p>Outcome 1.2 Women are perceived as equally legitimate and effective leaders as men throughout all spheres of society</p>		

Goal	Women and girls, especially the most vulnerable, benefit equally from political and economic opportunities and fully enjoy their human rights		
	<p>Output 1.2.1: Community awareness of gender equality and civic understanding of women's right to equal participation in decision making increased.</p> <p>Output 1.2.3: Individual and networks of men and boys, women and girls mobilized in favor of gender equality and respectful relationships</p> <p>Activities: raising of community awareness and promotion of civic understanding of women's right to equal participation in decision making; engagement of men, boys, women and girls on gender equality and respectful relationships; engagement of educational institutions, media and thought leaders in the promotion of a positive portrayal of gender equality and women's leadership.</p> <p>Contribution to outcome: Awareness and mobilization activities lead to changes in perception of women's role as leaders</p>	<p>including vulnerable women; facilitating women and girls' access to remunerated off-farm employment opportunities; engagement of the corporate sector to increase its understanding of and commitment to implement gender equality and women's empowerment practices.</p> <p>Contribution to outcome: Increased business and employment opportunities, and women have capacity to access these opportunities.</p>	<p>providers, community-based monitoring and reporting tools</p> <p>Contribution to outcome: Increased capacity of communities and service providers leads to better prevention and response to violence against women and girls</p>
	<p>Outcome 1.3 Implementation of gender equality and women's empowerment commitments strengthened at national and local levels</p> <p>Output 1.3.1: National Gender Machinery Institutions' capacity to coordinate and oversee gender mainstreaming at national and local level strengthened</p> <p>Output 1.3.3: Capacities to execute gender-responsive development strategies, sector strategies, district development plans and budgets by Government institutions at national and local levels increased</p> <p>Activities: strengthening of National Gender Machinery institutions and national coordination and oversight mechanisms on gender equality; strengthening of accountability mechanisms towards gender equality and of institutional capacity to execute gender responsive strategies, development plans and budgets.</p> <p>Contribution to outcome: Government's capacity to coordinate, oversee and implement gender mainstreaming increases, which results in strengthened implementation of gender commitments.</p>	<p>Outcome 2.3 Women farmers and cooperatives' engagement in higher segments of the food and agricultural value chains is increased</p> <p>Output 2.3.1: Women agripreneurs' access to productive and transformative inputs, technologies and services strengthened</p> <p>Output 2.3.2: Women farmers benefit from dedicated production and marketing platforms linking them to national, regional and international supply chains</p> <p>Activities: promoting women farmers' equal access to finance, climate-smart agricultural and market information and productive inputs; facilitating women farmers' access to marketing platforms linking them to national, regional and international supply chains.</p> <p>Contribution to outcome: Increased access to inputs, technologies, services and supply chains removes the barriers in place, resulting in women farmers being able to engage in higher segments of food and value chains.</p>	<p>Outcome 3.2 Attitudes and behaviours related to women's and girl's rights to enjoy spaces free from VAW improved</p> <p>Output 3.2.1: Women and girls, men and boys at community level are mobilized in favour of respectful relationships, gender equality and safety in public spaces</p> <p>Output 3.2.2: Transformative initiatives on GBV in public spaces developed and integrated into formal operating frameworks and procedures to increase safety for women and girls, men and boys</p> <p>Activities: capacity enhancement sessions to local security organs, community awareness raising, supporting gender champions</p> <p>Contribution to outcome: initiatives changes attitudes, which translates to improved behaviours related to women's and girls' rights</p>
Key Assumptions			
Assumptions	<ul style="list-style-type: none"> • There is political will and commitment at local and national levels across stakeholders to politically and economically empower women, including support for gender-responsive economic development initiatives and willingness to adopt or comply with gender provisions such as the periodic gender accountability barometer • Changes in attitudes and beliefs will result in behaviour change • Harmful social norms can be substantially influenced within a five year period 		

Goal	Women and girls, especially the most vulnerable, benefit equally from political and economic opportunities and fully enjoy their human rights		
	<ul style="list-style-type: none"> • Commitment and interest of women to actively participate in decision-making processes • Provisions rendering the production of Gender Budget Statements at national and district level mandatory remain in force 	<ul style="list-style-type: none"> • Stable macroeconomic environment with continued GDP growth and stable export market • Access to financial services for women, including collateral security such as guarantees and grants 	<ul style="list-style-type: none"> • Funding and opportunities available to translate increased capacity and awareness into better provision of prevention and response to gender based violence and increased safety

Annex 3: Summary of Results data

This annex synthesizes secondary results data for the Development Results Framework (DRF) and the Organizational Effectiveness and Efficiency Framework (OEEF) of the Country Office.

TABLE 1

Summary of progress against indicators

The table below sets out the summary of progress against indicators for the DRF outcomes and outputs (by thematic area) and OEEF as at the end of 2022.

Thematic area		No change	Some progress	Significant progress	Target reached / surpassed
Leadership & political participation	Output	45%	15%	20%	20%
	Outcome	50%	33%	0%	17%
Economic Empowerment	Output	20%	7%	47%	27%
	Outcome	33%	50%	17%	0%
Ending Violence Against Women	Output	0%	50%	25%	25%
	Outcome	20%	20%	60%	0%
OEEF		42%	32%	11%	16%

Source: OneApp Results Management System

The sections below synthesizes results data from the DRF, drawing on the Results Management System and Annual Report, focusing on what the CO has identified as the areas of the most significant change. A sample of these achievements will be validated during the evaluation.

Ending Violence Against Women

1. Shift from Reactive to Proactive:

- Prevention campaigns: Launched national campaigns like "Generation Zero Tolerance" with Ministry of Gender and Family Promotion, targeting youth and communities to address root causes of GBV. (Ref: UN Women Rwanda, "Generation Zero Tolerance Campaign")
- Economic empowerment: Partnered with local NGOs to provide income-generating skills training to GBV survivors, reducing their vulnerability and promoting independence. (Ref: Rwanda Women's Network, "Economic Empowerment Program for GBV Survivors")
- Positive masculinities workshops: Collaborated with MenEngage Network to train men and boys on healthy relationships, gender equality, and challenging harmful gender norms. (Ref: MenEngage Network, "Rwanda Country Report")

2. Multi-sectoral Approach to Service Delivery:

- One Stop Centres: Established 15 centres across Rwanda with Rwanda National Police, offering confidential legal counseling, medical care, psychosocial support, and temporary shelter. (Ref: UN Women Rwanda, "One Stop Centre Network")
- Mobile medical units: Partnered with Rwanda Biomedical Centre to deploy mobile units reaching rural areas, providing medical care and GBV awareness to remote communities. (Ref: Rwanda Biomedical Centre, "GBV Prevention and Response in Rural Areas")

- Private sector partnerships: Secured funding and resources from companies like MTN Rwanda for technology solutions and awareness campaigns targeting young people. (Ref: MTN Rwanda, "Corporate Social Responsibility: Ending GBV")

3. Leveraging Technology and Data:

- One Stop Centre Rwanda App: Features location-based services, emergency hotlines, information on legal rights, and survivor testimonies, downloaded by over 50,000 users. (Ref: Ikuzwe Project, "One Stop Centre Rwanda App Impact Report," 2023)
- Real-time data dashboard: Developed with Gender Monitoring Office, tracking service utilization, GBV prevalence, and case referral pathways for informed decision-making. (Ref: Government of Rwanda, "Gender Monitoring Dashboard")
- Chatbots and AI-powered helplines: Working with technology startups to develop AI-powered chatbots providing initial support and information to GBV survivors in rural areas. (Ref: UN Women Rwanda, "Innovation in GBV Response")

4. Building Local Capacity and Ownership:

- Community dialogues and awareness sessions: Supported local NGOs and community leaders to organize regular dialogues and awareness sessions on GBV prevention and identifying support services. (Ref: Rwanda Civil Society Platform, "Community-Based GBV Prevention Initiatives")
- Paralegal training program: Trained over 200 community paralegals with Rwanda Women's Network to provide legal advice, support court appearances, and bridge the gap between communities and formal justice systems. (Ref: Rwanda Bar Association, "Community Paralegal Program Evaluation Report," 2022)
- Shelter capacity building: Provided training and resources to local shelters on trauma-informed care, case management, and financial sustainability, empowering them to better serve survivors. (Ref: UN Women Rwanda, "Shelter Capacity Building Workshop Report," 2023)

5. Advocacy and Policy Reform:

- Revised GBV law: Successfully advocated for increased penalties for GBV perpetrators alongside Rwanda Women Parliamentarians Group, leading to a revised law in 2023. (Ref: Government of Rwanda, "The Revised Law on Gender-Based Violence")
- Media advocacy training: Launched training programs for journalists with national media outlets to improve reporting on GBV, promote responsible language, and avoid victim blaming. (Ref: Rwanda Journalists Association, "Media Advocacy for Gender Equality Training Report," 2022)
- Youth advocacy platforms: Supported youth networks and organizations to organize online campaigns, petitions, and public events, amplifying youth voices in demanding social change and ending GBV. (Ref: UN Women Rwanda, "Youth Activism for Gender Equality")

Leadership and political participation

1. Institutional Integration and Policy Change:

- Revised Constitution: Advocacy through Rwanda Women Parliamentarians Group contributed to integrating gender equality principles into the revised Constitution in 2023. (Ref: Government of Rwanda, "The Revised Constitution of the Republic of Rwanda")
- National Gender Policy Implementation: Collaboration with Ministry of Gender and Family Promotion on gender-responsive budgeting guidelines ensures policy translates into resource allocation. (Ref: Ministry of Finance and Economic Planning, "Gender Responsive Budgeting Guidelines," 2020)
- Decentralization Reforms: Partnered with local governments to empower them in allocating resources and making decisions related to gender equality issues at the local level. (Ref: Government of Rwanda, "Decentralization Policy," 2016)

2. Strengthened Capacity Building and Empowerment:

- Government officials training: Collaborated with Rwanda Public Administration Institute to train officials on integrating gender equality considerations into planning, budgeting, and program implementation. (Ref: UN Women Rwanda, "Capacity Building for Gender Equality Initiatives")
- Women leadership development: Partnered with private sector companies and NGOs on leadership training programs for women in business and politics, increasing their representation and influence. (Ref: Rwanda Management Institute, "Women Leadership Development Programme")
- Community scorecard workshops: Trained community members with civil society organizations to use scorecards in monitoring local service delivery and holding authorities accountable for gender-responsive services. (Ref: UN Women Rwanda, "Community Scorecard Methodology")

3. Innovative Approaches and Technology Integration:

- SheCanCode program: In partnership with tech companies, trained young women and girls on software development and web design, creating pathways to economic opportunities and closing the digital gender gap. (Ref: UN Women Rwanda, "SheCanCode Program Report," 2023)
- Mobile learning platforms: Developed mobile apps and online courses with educational institutions to provide accessible and flexible learning opportunities for women on various gender equality topics. (Ref: University of Rwanda, "Gender Equality e-Learning Platform")
- Data-driven advocacy: Partnered with National Institute of Statistics of Rwanda to analyze gender statistics and inform evidence-based advocacy for policy changes and resource allocation. (Ref: National Institute of Statistics of Rwanda, "Gender Statistics Dashboard")

4. Enhanced Community Ownership and Participation:

- Local-level action plans: Supported communities in developing and implementing local gender action plans, ensuring their needs and priorities are addressed at the grassroots level. (Ref: Rwanda Civil Society Platform, "Compilation of Local Government Gender Action Plans," 2023)
- Women's leadership forums: Facilitated the establishment of forums in rural districts where women discuss challenges, share best practices, and advocate for local solutions to gender-related issues. (Ref: UN Women Rwanda, "Rural Women's Leadership Forums")
- Menstrual hygiene and sanitation initiatives: Partnered with community-based organizations on raising awareness, providing menstrual hygiene products, and improving access to clean sanitation facilities for women and girls. (Ref: WaterAid Rwanda, "Menstrual Hygiene Management Project Report," 2022)

5. Diversification of Funding and Sustainable Partnerships:

- Public-private partnerships: Secured funding and collaborative projects with private companies like MTN Rwanda and Bank of Kigali for economic empowerment and technology solutions for women. (Ref: MTN Rwanda, "Corporate Social Responsibility: Gender Equality")
- Resource mobilization strategy: Developed a strategy with the Ministry of Finance and Economic Planning to diversify funding sources beyond traditional donors, ensuring long-term financial sustainability. (Ref: UN Women Rwanda, "Resource Mobilization Strategy 2020-2024")
- South-South cooperation: Partnered with other UN agencies and governments in the region to share best practices and facilitate knowledge exchange on gender equality initiatives. (Ref: UN Women Africa, "South-South Cooperation on Gender Equality")

Women's Economic Empowerment

6. The 3R Programme⁷ implementation proved that investing in women's economic empowerment sets a direct path towards gender equality, poverty eradication and inclusive economic growth. Women make enormous contributions to economies, whether in businesses, on farms, as entrepreneurs or employees, or by doing unpaid care work at home. The programme complements existing UN Women programmes on rural women's economic empowerment in Rwanda, by developing a care component which aims to recognize, reduce, and redistribute women's unpaid care and domestic workloads and overall time poverty. The 3R Programme studies⁸ also revealed that women remain disproportionately affected by poverty, discrimination and exploitation. Gender discrimination means women often end up in insecure, low-wage jobs, and constitute a small minority of those in senior positions. It curtails access to economic assets such as land and loans. It limits participation in shaping economic and social policies. Because women perform the bulk of household work, they often have little time left to pursue economic opportunities.
7. Strengthening national capacities for industrial and trade competitiveness: The UN's Joint Programme on Youth and Women Employment developed tools that have been posted on the e-Regulations online platform. These online tools have helped give policymakers a global overview of the application of laws and guidelines that can help SMEs in their business development.
8. Strengthening agricultural innovation and value chain: The Buy from Women pilot initiative, trained farmer cooperatives in four districts on gender concepts and gender responsiveness in agriculture. It also taught postharvest handling techniques. The positive outcomes are apparent: these women farmers are now accessing more fertilizers than their male counterparts.

Coordination

⁷ The overarching goal of the programme is to remove the structural barriers to women's full and equal participation in the economy by recognizing, reducing, and redistributing unpaid care work. The 3R Programme builds on UN Women's expertise at the global, regional, and country level as well as UN Women's existing strong partnerships with women's cooperatives and other women's rights organizations, traditional leaders, communities, men and boys, and the private and public sectors to address unequal power relations, systemic discrimination and harmful norms and practices that underpin inequities in care work.

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

1. Successfully negotiated for gender-responsive outcomes and outputs in the One UN Joint Work Plans.
2. Provided technical leadership of the Gender Technical Reference Group (GTRG) in the new UNDAP II Gender Mainstreaming Strategy to drive GEWE mainstreaming in all Results Groups.
3. Set up an inter-agency accountability framework on Generation Equality Commitments implementation.
4. Set up a gender development partners group to strengthen coordination

Normative

1. Provided technical and financial support to the government of Rwanda through Gender Monitoring Office (GMO) to timely produce and submit the country's Beijing+25 report
2. Succeeded in advocating for a four-page section in the country report on progress against Goal 5.
3. Provided technical guidance and oversight to government, which culminated into the Rwanda's Generation Equality Commitments to bridge the digital gender gap and spur women led technology and innovation solutions to various issues.
4. Provided technical and financial support to the Legal Aid Forum, to conduct an assessment aimed at determining whether there are any discriminatory provisions in Rwandan laws. The study sparked high interest among legislators that prompted anticipated reforms even before the final assessment report was officially produced. It led to the validation and repealing of articles 215 and 243 of the Law n° 32/2016 of 28/08/2016 governing persons and family which were repealed effective from March 2020.
5. Commissioned a study on unpaid care work. These findings triggered national and local policy dialogues and discussions on different advocacy forums. The findings influenced a reform of the family law which will recognise women's right to partake marital properties in divorce cases even though they spend their time in domestic work.
6. With UN Women financial and technical support especially technical guidance and integrated policy advice, gender mainstreaming frameworks and tools were developed to guide government and stakeholders' institutions in GEWE during the revision of the National Gender Policy and the Girls Education Policy in Rwanda.
7. Participated in the strategic and technical working groups that were formed to assess the socio-economic impact of the pandemic and articulate the National Socio-Economic Recovery Plan and related programmes. The UN Women led advocacy efforts has contributed to the gender-responsiveness of the plans.

Annex 4: Strategic Note Interventions

TABLE 2

Strategic Note Interventions

The table below sets out the list of Strategic Note Interventions, as per Atlas, along with actual budget values across the Strategic Note cycle. Sampled projects are indicated in the 'sample' column.

The **sampled projects** will involve a validation of reported project achievements and assessment of UN Women's contribution to target outcomes. Data collection will involve interviewing of all relevant stakeholders, including UN women personnel, donor, implementing partners, other government, CSO and private sector partners and a sample of beneficiaries. The sample will also be used to answer evaluation questions concerning individual interventions (around unexpected outcomes, coherence of intervention with those of other stakeholders, alignment with UN Women's comparative advantage and gender and human rights dimensions).

Project Name	Donor	start	finish	Budget	Category	Result / thematic Area	Sample d
SPF2 O1.1 Legislation	SIDA Fund for SPF Goal 1 &4	2016	2016	80,002	Normative	WPP	
SPF2 Humanitarian action	SIDA Fund for SPF Goal 1 &5	2016	2022	51,087	Operations		
Counter-trafficking in Persons	COST SHARING FUNDS UNWOMEN	2016	2019	29,224			
Safe Cities Global Programmes	FPI - Safe cities & safe public	2016	2019	11,925	Operations	EVAW	
MEGWC Africa-Gender Statistics	FPI - Gender Statistics	2018	2031	216,002	Normative	WEE/WPP	
Increase Response to HIV for W	UNAIDS UBRAF 18_19	2018	2019	299,521			
Generation Equality Forum	COST SHARING FUNDS UNWOMEN	2019	2023	20,000	Normative	WEE	
Rwanda+Extra+Budgetary +Funds-UNW-RWA-00039043	COST SHARING FUNDS UNWOMEN	2004	2031	11,000			
RWA CO_Goal 5 MRF-UNW-RWA-00082773	COST SHARING FUNDS UNWOMEN	2012	2023	18,326			
RWEE-UNW-RWA-00092490	Joint Programming	2014	2021	389,660	Operations	WEE	x
Strengthening IOSCs to preven-UNW-RWA-00113365	Joint Programming	2019	2023	364,401	Operations	EVAW	
Women and Girls dignified live-UNW-RWA-00118694	SWISS AGY FOR DEVELOPMENT & COOPERATION	2019	2023	687,733	Operations	EVAW	
Support to the reintegration o-UNW-RWA-00119475	UN Peace Building Fund	2020	2021	497,243	Operations	WPS	
Leveraging the Full Potential-UNW-RWA-00119834	Multi-Donor Trust Fund Office	2020	2023	545,153	Operations	WPP	
Safe rural Public Places : Tea-UNW-RWA-00119978	FP-Safe cities & safe public p	2020	2022	378,094	Operations	EVAW/WEE	
Youth Joint Programme UNDAF 2-UNW-RWA-00120082	Multi-Donor Trust Fund Office	2020	2024	215,593	Operations	WEE	
SDG Fund Rwanda : Accelerating-UNW-RWA-00121072	Multi-Donor Trust Fund Office	2020	2023	62,876	Operations	WEE	x
Support to Covid-19 response a-UNW-RWA-00122789	COVID-19 Response	2020	2022	236,977	Operations	EVAW	
Advocacy and financial inclusi-UNW-RWA-00122791	UNAIDS UBRAF 20_21	2020	2031	113,182	Operations	WPP / WEE	

Project Name	Donor	start	finish	Budget	Category	Result / thematic Area	Sample d
3R Unpaid Care Work in WEE - R-UNW-RWA-00126681	Dept of Forgn Afrs Trade & Dev	2021	2023	126,559	Operations	WEE	
Recovering better through gend-UNW-RWA-00127738	COVID-19 Response	2021	2022	620,371	Operations	EVAW / WEE	
RWA_Strength disability inclus-UNW-RWA-00129859	UNPRPD Disability Fund	2021	2023	76,186	Operations	WEE	x
ESA Women Count Phase II-UNW-ESA-00129939	BILL AND MELINDA GATES FOUNDATION	2021	2025	100,000	Operations	WEE	
Community engagmt for GE&Girls-UNW-RWA-00130749	UNAIDS	2022	2024	94,895	Operations	WPP / WEE	
Investing_girls&young women's-UNW-RWA-00131623	UNAIDS	2022	2024	104,208	Operations	WPP/ WEE	x
Achieving Transform Change_RWA-UNW-RWA-00131627	Multi-Donor Trust Fund Office	2022	2031	37,662	Operations	EVAW	
Food Crisis Response: RWEE - R-UNW-RWA-00133985	BILL AND MELINDA GATES FOUNDATION	2022	2027	430,583	Operations	WEE	
Unpaid Care Work Rwa	GOVERNMENT OF GERMANY	2023	2023	333,402	Operations	WEE	
SPF 3_Outcome1 WPP-UNW-00129648	Swedish International Development Cooperation	2021	2025				
Safe Public and Online Spaces-UNW-00132281	Government of the Republic of Korea	2023	2025	30,000	Operations	EVAW	
Safe rural Public Places : Tea	UNILEVER PLC	2020	2022	378,095	Operations	EVAW/WEE	
3R Unpaid Care Work in WEE - S	Dept of Forgn Afrs Trade & Dev	2021	2023	146,000	Operations	WEE	
Adolescent Girls and YWs Lead	UNAIDS	2021	2023	3000	Operations	WPP	
SPF 3 Governance (outcome 2)	SWEDISH INT'L DEVELOPMENT COOP	2021	2025	2,673	Normative / Operations	WPP	
AGCCI Coding Camps in 5 AU mem	GERMANY NATIONAL COMMITTEE	2022	2024	95,000	Operations	WEE	
RWA CO_Goal 5 MRF	UNITED NATIONS DEVELOPMENT PRO	2012	2024	4,902,280	Normative / Operations		
Advancing & Sustaining GE gain	Multi-Donor Trust Fund Office	2013	2022	6,711,710			
National scale up of IOSC Mode	Multi-Donor Trust Fund Office	2014	2019	3,436,121	Operations	EVAW	
HQ Innovation Incubator	GOVERNMENT OF DENMARK	2014	2023	42,351	Operations	WEE	
JOINT PROGRAMME FOR RWANDA ONE	Multi-Donor Trust Fund Office	2014	2019	460,125			
Safe Cities Iceland NC	ICELAND NATIONAL COMMITTEE	2015	2020	92,348		EVAW	
Prog-Action on Gender & AIDS	UNITED NATIONS POPULATION FUND	2012	2019	1,304			
Risk Mitigat & Response to GBV	UN Tr Fund for Human Security	2013	2020	202,294		EVAW	
RWA CO_Goal3_Ending VAW	Multi-Donor Trust Fund Office	2012	2019	406,973	Normative/ Operations	EVAW	
UN Women and WHO Global Joint	JP UN Women as AA	2018	2031	3,506			

Project Name	Donor	start	finish	Budget	Category	Result / thematic Area	Sample d
Women and girls dignified lives	SDC	2019	2023	1,927,505	Operations	EVAW / WEE	x
Strengthening IOSC Programme	Netherlands Embassy through MPTF	2019	2024	364,400	Operations	EVAW	

Source: Atlas

The sample includes two components:

- projects contributing to the most significant achievements as reported by the annual reports and identified by the Country Office, while ensuring a good mix across the Strategic Note time period and across different categories and result areas of the Strategic Note.
- randomly selected projects using a stratified sample approach (across category, result area, outcomes, geographical area, and time period) to ensure a good mix of projects.

The Ending Violence Against Women projects are *umbrella* projects, that include various components, all contributing to the wider EVAW portfolio. Hence, it was agreed that a more meaningful sampling approach would involve developing the sampling frame using *components* of work. See table below which sets out these components:

Components of work	Projects	Period
Addressing gender-based violence within sports	Women and Girls dignified live-UNW-RWA-00118694	2020-23
GBV mobile clinics and GBV shelters	Women and Girls dignified live-UNW-RWA-00118694	2019-23
Isange one stop centres	Women and Girls dignified live-UNW-RWA-00118694	2019-23
Legal assistance to victims of S/GBV	Women and Girls dignified live-UNW-RWA-00118694	2020-23
Norms changing, with religious leaders, parents, and to strengthen accountability within government institutions	Safe cities	2019-23
Producing knowledge products	All projects	2019-23
Support national coordination on GBV and development of policy	Women and Girls dignified live-UNW-RWA-00118694	2019-23
Work in the extractive industries	Women and Girls dignified live-UNW-RWA-00118694	2022-23
Working with those with disabilities, and with men as champions	Women and Girls dignified live-UNW-RWA-00118694	2019-23

The table below sets out the proposed sample:

TABLE 3

Project sample

Project title	Budget value	Includes normative	Beneficiaries – does it target LNOB groups?	Beneficiaries (geographic area)	Most significant change reported in annual report	Outcome and output	Start and end date
Women's Economic Empowerment							
(JP RWEE) Accelerating Progress Toward the Economic Empowerment of Women in Rwanda	US\$ 389,660, one of the largest joint programmes	Yes	Not targeted directly	Substantial coverage, covering 10 Districts: Kirehe, Ngoma, Nyaruguru, Kamonyi, Kayonza, Rubavu, Nyagatare and Musanze.	Yes, highlighted in annual report	2.3, 2.3.1, 2.3.2	2014-2021
Strengthening disability inclusion accountability and coordination in Rwanda	US\$ 110,914.06	Yes	Yes	National	Not highlighted in annual report	2.3, 2.3.1, 2.3.2	2022-2023
SDG Fund Rwanda: Accelerating-UNW-RWA-00121072	US\$ 178,844	Yes	Not targeted directly	National coverage and 3 districts of Kirehe, Ngoma and Nyaruguru	Yes, highlighted in annual report	2.3, 2.3.1, 2.3.2	2018-23
Participation, Governance and Leadership							
Strengthen the capacity	US\$ 30,000	Yes	Not targeted	National coverage, with a	Yes, highlighted in	1.3& 1.3.1.	2018 -21

Project title	Budget value	Includes normative	Beneficiaries – does it target LNOB groups?	Beneficiaries (geographic area)	Most significant change reported in annual report	Outcome and output	Start and end date
of the GMO to promote Gender accountability Dialogue (part of 13152)			directly	particularity in Southern province, with gender-responsive villages	annual report	&1.3.2	
Nurturing young women and girls' graduates through professional internships in leadership in Local Government by RALGA (part of 13152)	US\$ 110,000	No	Young women and girls	National coverage Some proactive districts: Rubavu, Karongi, Muhanga, Nyagatare, Rulindo	Not highlighted in annual report	1.1 & 1.1.2 & 1.1.2	2022-23
Investing in Girls and Young Women: Breaking the Silence and Advocating for Women's Rights in HIV Response in Rwanda	US\$ 105,000	Y	Girls and women living with HIV	11 districts across Rwanda, with high HIV prevalence: Bugesera, Burera Gatsibo, Kayonza, Muhanga, Ngororero, Nyabihu, Nyamagabe, Rulindo, Rutsiro, Rubavu	Not highlighted in annual report	1.3 & 1.3.1 & 1.3.2	19/10/2022 - 31/03/2023
Ending Violence Against Women							
Legal assistance to victims of S/GBV		Yes	Teen mothers, sex workers, and other vulnerable women and girls.	National coverage	Yes	3.1 & 3.1.1 & 3.1.2 & 3.2 & 3.2.1 & 3.2.2	2019-2023
Comprehensive support provided under the Isange stop centre model		Yes	Teen mothers, sex workers, and other vulnerable women and girls.	Rural women and girls across all 30 districts of Rwanda Security organs, GBV service providers	Yes	3.1 & 3.1.1 & 3.1.2 & 3.2 & 3.2.1 & 3.2.2	2019-2023
Work in the extractive industry		Yes	Young women in poor communities	Muhanga Gakenke	Not highlighted in annual report	3.1 & 3.1.1 & 3.1.2 & 3.2 & 3.2.1 & 3.2.2	2022-23

Across the three thematic areas, we have covered the largest projects in each area (based on value). The sampled projects cover all outcomes and outputs under this thematic area. We have also sampled to ensure we cover projects that target Leave Noone Behind stakeholders, and cover different geographic areas. We have sampled projects highlighted as contributing to the most significant changes, but also randomly selected others (so we are not focusing only on the most successful projects). We have also sampled to include projects of different durations and being delivered during different periods of the SN. The sampled projects also work across multiple thematic areas.

TABLE 4

Result areas – main intervention and partners

The table below summarizes the main intervention details across the result areas, though noting this is not exhaustive and will be further explored during the evaluation.

Governance and participation in public life

Technical support and capacity building

- Capacity building for women candidates in the 2021 local and 2023 parliamentary elections, and for elected women leaders
- Supporting Civil Society Organizations, professional and political networks to advocate for women's participation in decision making processes.
- Supporting parliament and political parties to attract, promote and retain women leaders
- Engaging media, educational institutions, community and religious leaders and political organizations to positively impact the perception of the role of woman and girls as leaders within their households, communities, governance institutions and society.

- Supporting a six-month internship programme to promote leadership for young women university graduates, in collaboration with MIGEPROF and RALGA

Supporting the implementation of gender policies and commitments

- Supporting the implementation of gender progressive policies, laws and strategies developed with UN Women support under the Strategic Note 2014 – 2018. For example, supporting service delivery at all levels through capacity building and development of budget tracking tools and monitoring systems in the areas of elimination of violence against women, access to justice and gender responsive budgeting.
- Supporting the Government in mainstreaming GEWE commitments into key national governance accountability frameworks such as the Performance Contracts (Imihigo) and the Citizen Report Cards, through producing and using gender data, and supporting parliamentary oversight on gender issues will be strengthened to promote increased accountability of the Executive on GEWE issues.
- Provide institutional support to the National Gender Machinery (NGM) and CSOs to strengthen implementation mechanisms of the CEDAW recommendations and monitoring and reporting on gender equality and women's empowerment normative frameworks.
- Supporting relevant government institutions, such as the judiciary, police, and health sectors, to fully realise the normative framework against SGBV with the goal of increasing investment and improving service delivery for survivors of GBV.

Women's economic empowerment

- Advocacy and capacity building initiatives to support women's access to formal finance, with a focus on supporting vulnerable women.
- Support private sector companies in the creation of business opportunities for women-owned enterprises through gender responsive procurement measures.
- Capacity strengthening of women entrepreneurs and the facilitation of market interlinkages directly benefitting women owned enterprises by creating knowledge management platforms and discussion fora. Supporting women farmers with agricultural inputs and best practices. Career women's centre to support young women in entrepreneurship, life skills and ICT.
- Promote women and girls in traditionally male dominated STEM industries, by supporting career guidance and mentorship.
- Leverage the One UN Joint Programme with WFP, FAO and IFAD to enhance women farmers' business and financial management skills, and to facilitate the participation of women in agriculture value chain. Link women farmers with off-takers (buyers), market information and financiers through a digital platform (Buy from Women), facilitating forward contracts.
- Use the UN Women supported Gender Management Information System (GMIS) managed by the Gender Monitoring office (GMO) as well as the Buy From Women digital platform to track and improve sex-disaggregated data and indicators to monitor progress on closing the gender gap in agriculture.
- Supporting the Youth Connect programme through the Ministry of Youth, and advocating for young women and girls' employment, job creation and innovation.
- Supporting young women through relevant channels including Rwanda Women Career Centre and the Ministry of ICT and Innovation (under AGCCI) to enhance their digital literacy, entrepreneurship and business skills to effectively engage and benefit from a digitized world
- Building the capacity vulnerable women and girls on entrepreneurship and business skills; cooperative management/leadership and financial literacy.
- Enhancing market linkages for women entrepreneurs at national and regional level through peer-to-peer learning, networking events, digital platform and other business opportunities.
- Working to positively transform attitudes on unpaid care work, behaviors and practices for more equitable gender power relations that lead to women's and girls' social, economic, and political empowerment in public spaces and at home.

Ending Violence Against Women

- Scaling up the Isange One Stop Centres (IOSCs) and the Safe Cities programme and further reinforce and scale up the initiatives.
- Capacity building of service providers to provide essential services to gender-based violence victims
- Increasing knowledge of individuals on GBV prevention and response.
- Providing psycho-social and economic support to women.
- Delivering awareness raising campaigns, trainings and community engagement activities aimed at ending harassment and violence in public spaces.
- Strengthening the capacities of service providers and institutions to ensure access to essential and quality services for GBV victims, women and girls living with HIV including psycho-social support, shelters, medical support and legal aid.

Coordination

- Negotiating for gender-responsive outcomes and outputs in the One UN Joint Work Plans.
- Providing technical leadership of the Gender Technical Reference Group (GTRG) in the new UNDP II Gender Mainstreaming Strategy to drive GEWE mainstreaming in all Results Groups.
- Chairing UNDP Result Group on Transformational Governance for two years and will use this platform to showcase and incite effective gender mainstreaming throughout the implementation and monitoring of the UNDP.
- Delivering joint initiatives with UNICEF, UNFPA, UNDP and UNAIDs (90% of UN Women's portfolio in Rwanda is implemented through joint programmes).
- Follow up on the implementation and reporting of the UNCT-SWAP framework (including gender parity) and gender score card, including training of the UNCT Gender Technical Group (co-chaired by UNW Rwanda) and the OMT
- Participate in and contribute to the implementation of UNSDCF for Rwanda (2019-2024) and ensure a gender-responsive evaluation process.
- Setting up an Inter-agency accountability framework on Generation Equality Commitments implementation

Normative

Women's Economic Empowerment:

- Policy level advocacy, through the popularization of Women's Empowerment Principles (WEPs) and the Gender Seal certification in the private sector, enhance the gender responsiveness of Rwandan business and work environments.
- Provide capacity enhancement for key Government Institutions, private sector and women entrepreneurs in gender responsive planning and budgeting; gender responsive procurement (GRP); standardization and regional integration opportunities including AfCFTA

Women's Leadership and Governance

- Provide strategic, technical and financial support to the National Gender Policy and the Gender Based Violence policy.
- Support gender review of Rwanda laws with the active participation of the Forum of Women Parliamentarians (FFRP) and the Legal Aid Forum.

Ending Violence Against Women

- Provide technical and financial support to partners including the National Gender Machinery and CSO's to strengthen awareness raising and advocacy, strengthen approaches to transform harmful and patriarchal masculinities and accountability for GBV and HIV prevention and response
- Provide technical and financial support to the Ministry of Gender and Family Promotion for the dissemination of a national Men Engage and gender transformative strategy for Gender Equality

Cross-cutting

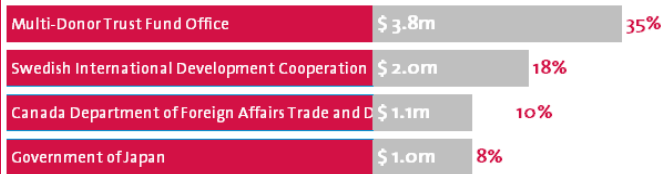
- Support the Government and CSOs to review, implement, monitor, report and position themselves to key normative and intergovernmental frameworks on Gender Equality and Women's Empowerment, including CSW, BPfA, IWD/IWM, Women Deliver, etc.
- *Contribute with technical and financial support to the development of the Country Gender Profile for Rwanda (2022-2023).*
- Organize multi-stakeholder policy dialogue forums on financing for gender equality in Rwanda

Annex 5: Financial Resources Analysis

The diagram below sets out the key financial resources analysis undertaken for the Rwanda Country Office, based on data available as at November 15, 2023.

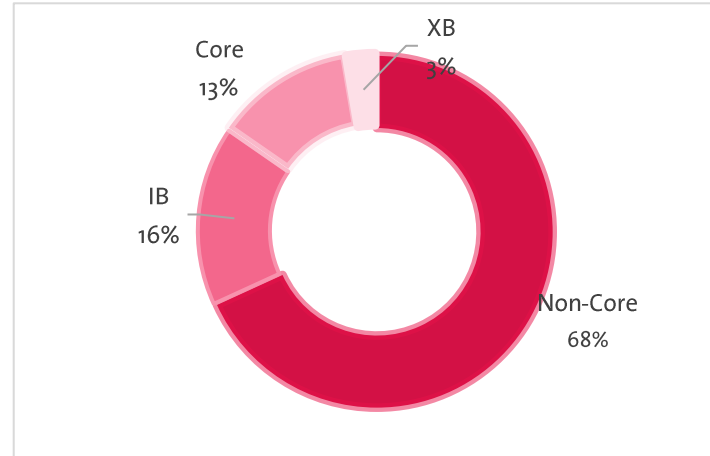
COUNTRY PORTFOLIO EVALUATION UN WOMEN RWANDA COUNTRY OFFICE 2019-23

TOP DONORS to RCO and US\$ during 2019-23



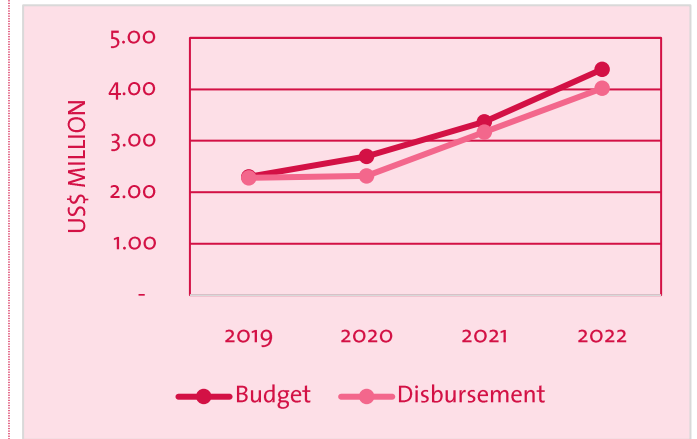
Source: UN Women DAMS

RCO TYPE OF FUNDING US\$ (2019-23)



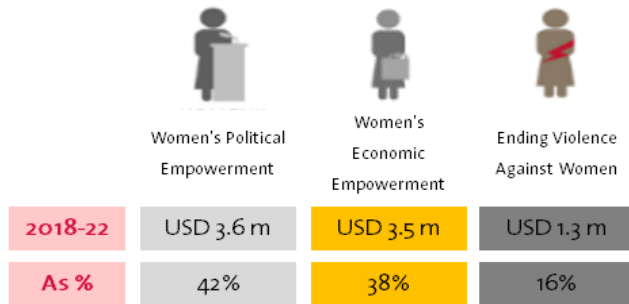
Source: UN Women Quantum

RCO ANNUAL BUDGET vs. DISBURSEMENT US\$ (2019-22)



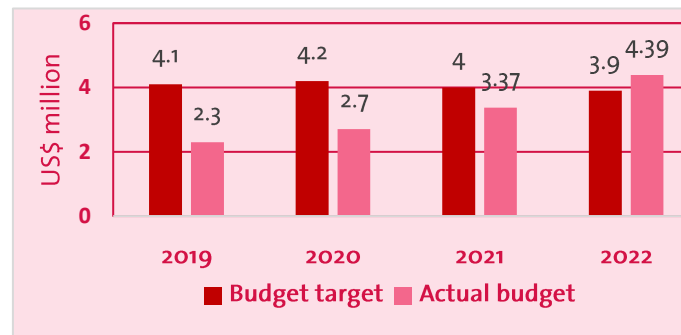
Source: UN Women Quantum

Disbursement by Thematic Areas, US\$ million (2018-22)



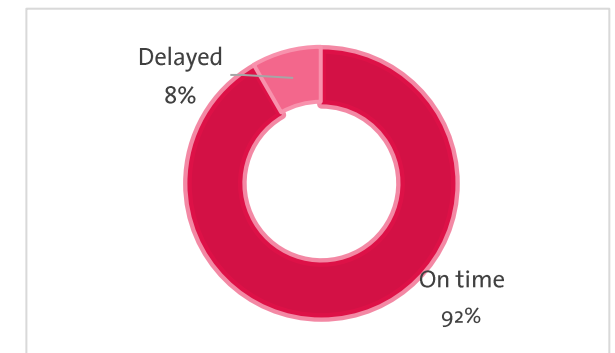
Source: UN Women Quantum
NB 3% consists of other, not pictured in diagram

Results Framework Resource Mobilization (2019-22)



Source: UN Women Quantum (actual) and Results Management System (target).

RCO TIMELINESS OF DONOR REPORTING 2019-23



Source: UN Women One App, Donor agreements dashboard

Annex 6: Stakeholder mapping

The table below maps out the key stakeholders, and their main contributions to the Strategic Note. Their contribution to and/or engagement in UN Women’s normative, coordination and operational work is also mapped. The list is drawn from: list of donors from Atlas, list of partners from list of partner agreements, annual reports.

The Operational Result Areas are:

- **Result Area 1:** Women Lead, Participate and Engage with Governance Systems (WPP)
- **Result Area 2:** Women have income security, decent work and economic autonomy (WEE)
- **Result Area 3:** Ending Violence Against Women (EVAW)

The final column indicates whether the institution is to be sampled, and which sample it is to be included in.

TABLE 5

Stakeholder mapping

Category	Institution	Normative	Coordination	Operational	Thematic area ⁹	Link to project sample	Sampled
Beneficiaries	n/a			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	FGD
Beneficiaries	n/a	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	FGD
Beneficiaries	n/a			x	EVAW		FGD
Beneficiaries	n/a			x	EVAW		FGD
Beneficiaries	n/a			x	EVAW		FGD
Beneficiaries	n/a			x	PGL		FGD
Beneficiaries	n/a			x	PGL		FGD
Beneficiaries	n/a			x	PGL		FGD
Beneficiaries	Tuzamurane Kigoma Cooperative in Ngoma District, Jarama Sector			x	WEE	SDG Fund Rwanda: Accelerating-UNW-RWA-00121076	FGD
Bilateral and foundation donors	Active members of Gender DP group						KII
Bilateral and foundation donors	Bill and Melinda Gates Foundation						KII
Bilateral and foundation donors	Department of foreign affairs and International Trade Canada						KII
Bilateral and foundation donors	MPTF – SDG Fund						KII
Bilateral and foundation donors	MPTF-UN Covid-19						KII
Bilateral and foundation donors	Siemens technologies SAE						KII
Bilateral and foundation donors	Swedish International Development Cooperation						KII
Bilateral and foundation donors	Swiss Agency for Development & Cooperation						KII

⁹ WEE: Women’s Economic Empowerment; EVAW: Ending Violence Against Women; PGL: Participation, Governance and Leadership

Category	Institution	Normative	Coordination	Operational	Thematic area ⁹	Link to project sample	Sampled
Bilateral and foundation donors	UNAIDS UBRAF						KII
Bilateral and foundation donors	Unilver PLC						KII
Bilateral and foundation donors	UNPRPD						KII
Civil Society Organisations	ACTION POUR LE DEVELOPPEMENT DU PEUPLE					00118694,00082773	Survey
Civil Society Organisations	Action pour le Developpement du Peuple (ADEPE)			x	EVAW	Fostering Women dignified lives	KII
Civil Society Organisations	Action pour le Developpement du Peuple (ADEPE)			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Action pour le Developpement du Peuple (ADEPE)		x		EVAW	Civil Society Advisory Group	FGD
Civil Society Organisations	ActionAid RWANDA					02000358, 00126681	Survey
Civil Society Organisations	ADRA RWANDA					00126681	Survey
Civil Society Organisations	Africa 118						
Civil Society Organisations	AJPRODHO-JJUKIRWA					00118694,00131627, 00127738, 00119978	Survey
Civil Society Organisations	Alight (American Refugee Committee before)						
Civil Society Organisations	Association de la Jeunesse pour la promotion des Droits de l'Homme (AJEPRODHO)			x	EVAW, WEE	Fostering Women dignified lives	KII
Civil Society Organisations	Association pour le Development du Peuple (ADEPE),			x	WEE	SDG Fund Rwanda: Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Association Rwandaise de Conseillers en Traumatisme (ARCT RUHUKA)			x	PGL	11278	KII
Civil Society Organisations	AVSI RWANDA					00126681	Survey
Civil Society Organisations	BAIR,			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Bar association			x	EVAW	Fostering Women dignified lives	KII
Civil Society Organisations	Care International			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Career Women's Network (CWN)						Survey
Civil Society Organisations	Caritas Rwanda						Survey
Civil Society Organisations	CATHOLIC UNIVERSITY OF RWANDA					00082773	Survey
Civil Society Organisations	CoK Trade Unions						Survey

Category	Institution	Normative	Coordination	Operational	Thematic area ⁹	Link to project sample	Sampled
Civil Society Organisations	Community Vision Initiative (CVI)			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Community Vision Initiative (CVI)			x	WEE	SDG Fund Rwanda: Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Cordaid						Survey
Civil Society Organisations	DUHAMIC-ADRI			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Duterimbere NGO			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	FAITH VICTORY ASSOCIATION					00127738	Survey
Civil Society Organisations	Faith Victory Association (FVA)		x			Civil Society Advisory Group	FGD
Civil Society Organisations	FAWE RWANDA						Survey
Civil Society Organisations	Forum for African Women Educationalists (FAWE)			x			Survey
Civil Society Organisations	GLF Rwanda		x			Civil Society Advisory Group	FGD
Civil Society Organisations	Good Neighbors International (GNI)						Survey
Civil Society Organisations	Haguruka			x	EVAW	Fostering Women dignified lives	KII
Civil Society Organisations	HAGURUKA					00118694	Survey
Civil Society Organisations	Help A Child Rwanda						Survey
Civil Society Organisations	HELP A CHILD RWANDA					00126681	Survey
Civil Society Organisations	IGIRE Rwanda Organization						Survey
Civil Society Organisations	IGIRE RWANDA ORGANIZATION					00120082	Survey
Civil Society Organisations	Imbutu foundation			x	EVAW	Fostering Women dignified lives	KII
Civil Society Organisations	Imbutu Foundation			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Imbutu Foundation,			x	WEE	SDG Fund Rwanda: Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	INADES Formation Rwanda (IFR)			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII

Category	Institution	Normative	Coordination	Operational	Thematic area ⁹	Link to project sample	Sampled
Civil Society Organisations	INADES Formation Rwanda (IFR),			x	WEE	SDG Fund Rwanda: Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Legal Aid Forum (LAF)		x		EVAW	Civil Society Advisory Group	FGD
Civil Society Organisations	NATIONAL ASS SUPPORT PEOPLE WIT HIV/AIDS					00127738	Survey
Civil Society Organisations	National Council of Persons with Disabilities (NCPD)	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	National Union of Disability Organizations in Rwanda	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	New Faces New Voices (NFNV)			x	EVAW	Fostering Women dignified lives	KII
Civil Society Organisations	NILE BASIN CLUB					00121072	Survey
Civil Society Organisations	Nile Basin Club			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Nile Basin Club (NBC)			x	WEE	SDG Fund Rwanda: Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	NOUSPR	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	NUDOR	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	Organization for Integration and Promotion of Persons with Albinism (OIPPA)	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	OXFAM			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Pro-femmes Twese Hamwe		x		WEE	Civil Society Advisory Group	FGD
Civil Society Organisations	PRO-FEMMES TWESE HAMWE					00119834	Survey
Civil Society Organisations	RECOPDO	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	Relig leaders			x	EVAW	Fostering Women dignified lives	KII
Civil Society Organisations	Reseau des Femmes Oeuwrant pour le Devel			x	EVAW	00118694	Survey
Civil Society Organisations	RISDR		x			Civil Society Advisory Group	FGD

Category	Institution	Normative	Coordination	Operational	Thematic area ⁹	Link to project sample	Sampled
Civil Society Organisations	Rwanda Association Of Local Government Authority (RALGA)			x	PGL	11278	Survey
Civil Society Organisations	Rwanda Bar Association			x	EVAW		
Civil Society Organisations	RWANDA CIVIL SOCIETY PLATFORM					00119834	Survey
Civil Society Organisations	Rwanda Development Organization (RDO)			x	WEE&EVAW	Fostering Women dignified lives	KII
Civil Society Organisations	Rwanda Extractive Industry Workers Union			x	EVAW		KII
Civil Society Organisations	Rwanda Media Commission						
Civil Society Organisations	Rwanda Men's Resource Centre					00126681	Survey
Civil Society Organisations	Rwanda National Union of the Deaf	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	Rwanda Network of People living with HIV					00130749,00131624	KII
Civil Society Organisations	RWANDA NGO FORUM HIV/AIDS HEALTH PROMOT					00130749	KII
Civil Society Organisations	RWANDA RELIGIOUS LEADERS INITIATIVE					00118694	Survey
Civil Society Organisations	Rwanda Rural Rehabilitation Initiative (RWARRI)			x	WEE	SDG Fund Rwanda: Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Rwanda Union of Little People (RULP)	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	Rwanda Union of the Blind (RUB)	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	RWANDA WOMEN COMMUNITY DEVT NETWORK					00118694	Survey
Civil Society Organisations	Rwanda Women Network			x	EVAW	Civil Society Advisory Group	FGD
Civil Society Organisations	Rwandan Organisation of Women with Disabilities (UNABU)			x	EVAW	Fostering Women dignified lives	KII
Civil Society Organisations	Rwandan Organisation of Women with Disabilities (UNABU)	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	SOLID'AFRICA					00127738	Survey
Civil Society Organisations	Sustainable Agriculture for Food Security and Economic Development (SAFE)			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Sustainable Agriculture for Food Security and Economic Development, Community Vision Initiative (SAFE).			x	WEE	SDG Fund Rwanda: Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	THE LEGAL AID FORUM					00127738	Survey
Civil Society Organisations	THT	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII

Category	Institution	Normative	Coordination	Operational	Thematic area ⁹	Link to project sample	Sampled
Civil Society Organisations	UMURYANGONYARWANDA ABAGORE BAFITEUBUMUGA					00118694	Survey
Civil Society Organisations	UWEZO	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	Young Women Christian Association (YWCA),			x	EVAW	Fostering Women dignified lives	KII
Civil Society Organisations	Young Women Christian Association (YWCA),			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Young Women Christian Association (YWCA),			x	WEE	SDG Fund Rwanda: Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Governmental Stakeholders	FORUM DES FEMMES RWANDAISES PARLEMENTAIR					00082773	Survey
Governmental Stakeholders	LOCAL ADMINISTRATIVE ENTITIES DEV AGENCY					00127738	Survey
Governmental Stakeholders	NATIONAL INSTITUTE OF STATISTICS OF RWA					00129939	Survey
Governmental Stakeholders	NATIONAL WOMEN'S COUNCIL					00082773,00119834	Survey
Governmental Stakeholders	RWANDA INVESTIGATION BUREAU					00118694	Survey
Governmental Stakeholders	Rwanda National Police					00118694	Survey
Governmental Stakeholders	RWANDA POLYTECHNIC/ IPRC KIGALI					00119834	Survey
Governmental Stakeholders	City of Kigali						Survey
Governmental Stakeholders	Gender Monitoring Office (GMO)	x	x	x	PGL	Uptake of brief	KII
Governmental Stakeholders	Local Administrative Entities Development Agency (LODA)				PGL		Survey
Governmental Stakeholders	MAJ (Access to Justice Bureaux)			x	PGL	Gender Accountability	Survey
Governmental Stakeholders	MINIJUST	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Governmental Stakeholders	Ministry of Agriculture and Animal Resources (MINAGRI)			x	WEE/Agri culture	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Governmental Stakeholders	Ministry of Agriculture and Animal Resources (MINAGRI)		x	x	WEE	SDG Fund Rwanda: Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Governmental Stakeholders	Ministry of Finance and Economic Planning				PGL		KII
Governmental Stakeholders	Ministry of Gender and Family Promotion (MIGEPROF)	x			PGL	11278	KII
Governmental Stakeholders	Ministry of Gender and Family Promotion (MIGEPROF)			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII

Category	Institution	Normative	Coordination	Operational	Thematic area ⁹	Link to project sample	Sampled
Governmental Stakeholders	Ministry of Gender and Family Promotion (MIGEPROF) Permanent Secretary	x	x	x	EVAW & WPP	Uptake of brief	KII
Governmental Stakeholders	Ministry of ICT and Innovation			x	WEE		Survey
Governmental Stakeholders	Ministry of Justice (MINIJUST)	x					Survey
Governmental Stakeholders	Ministry of Local Government (MINALOC)	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Governmental Stakeholders	Ministry of Local Government (MINALOC)	x					Survey
Governmental Stakeholders	Ministry of Sport	x			EVAW		Survey
Governmental Stakeholders	Ministry of Youth and Arts						Survey
Governmental Stakeholders	National Bank of Rwanda			x	WEE		Survey
Governmental Stakeholders	National Consultative Forum of Political Organizations				PGL		Survey
Governmental Stakeholders	National Electoral Commission				PGL		Survey
Governmental Stakeholders	National Institute Of Statistics Rwanda	x		x	PGL		Survey
Governmental Stakeholders	National Women's Council (NWC)	x			PGL	11278	Survey
Governmental Stakeholders	NCPD	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Governmental Stakeholders	NWC			x	PGL		FGD
Governmental Stakeholders	Private Sector Federation (PSF)			x	WEE		KII
Governmental Stakeholders	RLRC	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Governmental Stakeholders	Rwanda Agriculture Board (RAB)				WEE		Survey
Governmental Stakeholders	Rwanda Association Of Local Government Authority (RALGA)			x	PGL	Nurturing young women and girls' graduates	KII
Governmental Stakeholders	Rwanda Biomedical Center (RBC)				EVAW		Survey
Governmental Stakeholders	Rwanda Business Development Fund (BDF)				WEE		Survey
Governmental Stakeholders	Rwanda Correctional Service (RCS)			x	EVAW		KII
Governmental Stakeholders	Rwanda ICT Chamber				WEE		Survey
Governmental Stakeholders	Rwanda Investigation Bureau (RIB)			x	EVAW		KII

Category	Institution	Normative	Coordination	Operational	Thematic area ⁹	Link to project sample	Sampled
Governmental Stakeholders	Rwanda National Council of Persons with Disabilities (NCPD)			x	WEE		Survey
Governmental Stakeholders	Rwanda National Early Childhood Development Program			x	WEE		Survey
Governmental Stakeholders	Rwanda National Police (RNP)			x	EVAW		KII
Governmental Stakeholders	Rwanda Standards Board (RSB)			x	WEE		Survey
Governmental Stakeholders	Rwanda Women Parliamentary Forum (FFRP)	x			PGL	11278	Survey
Governmental Stakeholders	Sector's civil status officers			x	PGL	Gender Accountability	Survey
Research and academic institutions	Akilah Institute						Survey
Research and academic institutions	Catholic University of Rwanda						Survey
Research and academic institutions	Integrated Polytechnic Regional College Rwanda				PGL/Women in traditional male areas	11278	Survey
Research and academic institutions	Kepler						Survey
Research and academic institutions	University of Rwanda						Survey
UN agencies	FAO	x	x	x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
UN agencies	FAO			x	WEE	SDG Fund Rwanda: Accelerating-UNW-RWA-00121074	KII
UN agencies	FAO					PSEA member 1	KII
UN agencies	FAO					SWAP scorecard training	KII
UN agencies	FAO					SWAP scorecard training	KII
UN agencies	IFAD	x	x	x	WEE	SDG Fund Rwanda: Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
UN agencies	ILO						Survey
UN agencies	IOM					PSEA member	KII
UN agencies	IOM					SWAP scorecard training	KII
UN agencies	ITC						Survey
UN agencies	OHCHR					PSEA member	KII
UN agencies	OHCHR					SWAP scorecard training	KII
UN agencies	RCO					PSEA member	KII
UN agencies	RCO					SWAP scorecard training	KII
UN agencies	UN HABITAT						Survey
UN agencies	UNAIDS					PSEA member	KII
UN agencies	UNAIDS					SWAP scorecard training	KII
UN agencies	UNCDF						Survey
UN agencies	UNCTAD						Survey

Category	Institution	Normative	Coordination	Operational	Thematic area ⁹	Link to project sample	Sampled
UN agencies	UNDP					PSEA member 1	KII
UN agencies	UNDP					SWAP scorecard training	KII
UN agencies	UNDP	x	x	x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
UN agencies	UNECA						Survey
UN agencies	UNEP						Survey
UN agencies	UNESCO						Survey
UN agencies	UNFPA					PSEA member 1	KII
UN agencies	UNFPA					SWAP scorecard training	KII
UN agencies	UNHCR	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
UN agencies	UNHCR					PSEA member	KII
UN agencies	UNICEF	x	x	x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
UN agencies	UNICEF					PSEA member 1	KII
UN agencies	UNICEF					SWAP scorecard training	KII
UN agencies	UNIDO						Survey
UN agencies	UNRCO	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
UN agencies	UNV					SWAP scorecard training	KII
UN agencies	WFP	x	x	x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
UN agencies	WFP					PSEA member	KII
UN agencies	WFP					SWAP scorecard training	KII
UN agencies	WHO					PSEA member 1	KII
UN Women team	All thematic teams						KII
UN Women team	OHCHR						KII
UN Women team	Planning and Coordination specialist						KII
UN Women team	PMER specialist						KII
UN Women team	Representative						KII

Sampling Approach

The sampling approach for stakeholders is as follows:

- Key informant interviews for:
 - Stakeholders engaged in the project sample, including UN women personnel, donor, implementing partners, other government, CSO and private sector partners
 - Other key national level stakeholders, including key UNCT partners, government agencies, Civil Society Advisory Group members, main donors and academic partners
- Focus group discussions with beneficiaries of the sampled interventions
- Survey for all other stakeholders, not covered by key informant interview or focus group discussion

Annex 7: Evaluability Assessment

This annex sets out the evaluability assessment, including 1) an overall assessment of the Development Results Framework (DRF) and Organizational Effectiveness and Efficiency Framework (OEEF); 2) completeness of the DRF and OEEF in terms of presence of baselines and targets; 3) DRF and OEEF outcomes, outputs and indicators quality assessment; and 4) review of data availability for the Strategic note Interventions.

TABLE 6

Completeness of the Development Results Framework and Organizational Effectiveness and Efficiency Framework

The table below summarizes the assessment of the DRF and OEEF.

Measure	Quality Assessment Highlights	Overall Rating
DEVELOPMENT RESULTS FRAMEWORK	OUTCOMES	Target outcomes adequately focuses on change (behavior, institutional performance, beliefs/attitudes). STRONG
	OUTPUTS	Target outputs consistently use change language, are specific and clear and focused. STRONG
	INDICATORS	Indicators were generally clearly aligned to the target outcomes and target outputs. Many indicators sought to focus on change brought about as a result of UN Women's support. In a few cases, while individual indicators were strong, taken together, they did not adequately capture the target change. For example, the outcome ' <i>a diverse cohort of women leaders is formed to lead in governance</i> ' was measured only by the percentage of seats in parliament and in district councils. Indicators would be strengthened by considering whether the complement of indicators adequately capture the target change. In other cases, the indicators aim to measure number of women / initiatives / organizations supported by UN Women, which are unable to adequately capture the target change of strengthened capacity. ADEQUATE
	DATA QUALITY	Supporting data was included to demonstrate how performance against DRF indicators was calculated. However, in a few cases, the data cited measured activity (for example, attendance at sessions) rather than the output (for example, increased level of awareness / capacity). ADEQUATE
ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY FRAMEWORK	OUTPUTS	OEEF outputs were clearly defined, specific and SMART. STRONG
	INDICATORS	OEEF indicators were clearly aligned to the output and valid to measure the target change. STRONG
	DATA QUALITY	Supporting data was included to demonstrate how performance against OEEF indicators was calculated. STRONG

TABLE 7

Completeness of the Development Results Framework and Organizational Effectiveness and Efficiency Framework

The table below assesses the completeness of the DRF and OEEF in terms of whether baselines and targets were included against all indicators.

Framework	baseline	targets
Development Results Framework - outcomes	100%	100%
Development Results Framework - outputs	100%	100%
Organizational Effectiveness and Efficiency Framework	100%	100%

Source: Results Management System

TABLE 8

DRF and OEEF outcomes, outputs and indicators quality assessment criteria

A quality check of the indicators of both the DRF and OEEF was conducted, using the following criteria as per the CPE guidance:

Indicators	Grading guidance
Clearly measures change (outcome) or potential for change (output)	Weak = 1-3 attributes
Outcome indicator measures change in behavior, institutional performance, attitude, beliefs	
Output indicator uses change and not action language, and captures change in: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms.	Adequate = 4-6 attributes
Logical direct (preferred) or proxy (acceptable) indication of change	
Clearly aligned to output / outcome	Strong = 6+ attributes
Specific (Sets precise criteria for success)	
Singular Focus	
Plain language	
Valid / Reliable	

TABLE 9

Results Framework 2022 – DRF and OEEF outcomes, outputs and indicators quality assessment

The table below assesses the indicators, based on the quality assessment criteria above

	Strong	Adequate	Weak
Development Results Framework			
Outcome Indicators (18)	12 (67%)	4 (22%)	2 (11%)
Output Indicators (42)	38 (90%)	0 (0%)	4 (30%)
Organizational Efficiency and Effectiveness Framework			
Output Indicators (19)	19 (100%)	0 (0%)	0 (0%)

TABLE 10

Data availability for Strategic Note Interventions

The table below assess the data availability for the strategic note interventions.

Project Name	Donor	Performance Monitoring Framework	Evaluation or Review	Quarterly or Annual Report
People's Republic of China sup	FP-Climate resilient agricultu			
SPF2 O1.1 Legislation	SIDA Fund for SPF Goal 1 &4			
SPF2 Humanitarian action	SIDA Fund for SPF Goal 1 &5			
Counter-trafficking in Persons	COST SHARING FUNDS UNWOMEN			
Safe Cities Global Programme S	FPI - Safe cities & safe publi			
MEGWC Africa-Gender Statistics	FPI - Gender Statistics			
Increase Response to HIV for W	UNAIDS UBRAF 18 19			
Generation Equality Forum	COST SHARING FUNDS UNWOMEN			
Rwanda+Extra+Budgetary+Funds-UNW-RWA-00039043	COST SHARING FUNDS UNWOMEN			

Project Name	Donor	Performance Monitoring Framework	Evaluation or Review	Quarterly or Annual Report
RWA CO_Goal 5 MRF-UNW-RWA-00082773	COST SHARING FUNDS UNWOMEN			
RWEE-UNW-RWA-00092490	Joint Programming			Annual Report
Strengthening IOSCs to preven-UNW-RWA-00113365	Joint Programming			
Women and Girls dignified live-UNW-RWA-00118694	SWISS AGY FOR DEVELOPMENT & COOPERATION			Annual Report
Support to the reintegration o-UNW-RWA-00119475	UN Peace Building Fund			
Leveraging the Full Potential-UNW-RWA-00119834	Multi-Donor Trust Fund Office		Mid-term review	Annual Report
Safe rural Public Places : Tea-UNW-RWA-00119978	FP-Safe cities & safe public p			
Youth Joint Programme UNDA2-UNW-RWA-00120082	Multi-Donor Trust Fund Office			Annual Report
SDG Fund Rwanda : Accelerating-UNW-RWA-00121072	Multi-Donor Trust Fund Office			Annual Report
Support to Covid-19 response a-UNW-RWA-00122789	COVID-19 Response			
Advocacy and financial inclusi-UNW-RWA-00122791	UNAIDS UBRAF 20_21			
3R Unpaid Care Work in WEE - R-UNW-RWA-00126681	Dept of Forgn Afrs Trade & Dev		Baseline evaluation	
Recovering better through gend-UNW-RWA-00127738	COVID-19 Response			
RWA_Strength disability inclus-UNW-RWA-00129859	UNPRPD Disability Fund			Annual Report
ESA Women Count Phase II-UNW-ESA-00129939	BILL AND MELINDA GATES FOUNDATION			
Community engagmt for GE&Girls-UNW-RWA-00130749	UNAIDS			
Investing _girls&young women's-UNW-RWA-00131623	UNAIDS			
Achieving Transform Change_RWA-UNW-RWA-00131627	Multi-Donor Trust Fund Office			
Food Crisis Response: RWEE - R-UNW-RWA-00133985	BILL AND MELINDA GATES FOUNDATION			Annual Report
Unpaid Care Work Rwa	GOVERNMENT OF GERMANY			
SPF 3_Outcome1 WPP-UNW-00129648	Swedish International Development Cooperation			
Safe Public and Online Spaces-UNW-00132281	Government of the Republic of Korea			
Safe rural Public Places : Tea	UNILEVER PLC			
3R Unpaid Care Work in WEE - S	Dept of Forgn Afrs Trade & Dev			
3R Unpaid Care Work in WEE - R	Dept of Forgn Afrs Trade & Dev			
Adolescent Girls and YWs Lead	UNAIDS			
SPF 3 Governance (outcome 2)	SWEDISH INT'L DEVELOPMENT COOP			
AGCCI Coding Camps in 5 AU mem	GERMANY NATIONAL COMMITTEE			
RWA CO_Goal 5 MRF	UNITED NATIONS DEVELOPMENT PRO			
Advancing & Sustaining GE gain	Multi-Donor Trust Fund Office			
National scale up of IOSC Mode	Multi-Donor Trust Fund Office			
HQ Innovation Incubator	GOVERNMENT OF DENMARK			
VALUE CHAIN- ONE UN joint prog	Multi-Donor Trust Fund Office			
JOINT PROGRAMME FOR RWANDA ONE	Multi-Donor Trust Fund Office			
RWEE	Multi-Donor Trust Fund Office			
Safe Cities Iceland NC	ICELAND NATIONAL COMMITTEE			

Project Name	Donor	Performance Monitoring Framework	Evaluation or Review	Quarterly or Annual Report
Prog-Action on Gender & AIDS	UNITED NATIONS POPULATION FUND			
Risk Mitigat & Response to GBV	UN Tr Fund for Human Security			
Counter-trafficking in Persons	INTERNATIONAL ORGANIZATION FOR MIGRATION			
RWA CO_Goal3_Ending VAW	Multi-Donor Trust Fund Office			
UN Women and WHO Global Joint	JP UN Women as AA			
Women and girls dignified lives	SDC			
Strengthening IOSC Programme	Netherlands Embassy through MPTF			

Source: Results Management System and DAMS

Annex 8: Evaluation Matrix

The table below sets out the evaluation matrix, which includes the evaluation questions, indicators, data collection and analysis approach and information sources.

Key evaluation question	Indicators	Data collection and analysis approach	Sources
Effectiveness, Coherence and Human Rights and Gender Equality			
E. Is the Country Office contributing to the target outcomes set out in the Strategic Note to advance gender equality and the women's empowerment in Rwanda?			
E1. To what extent did UN Women contribute (through its coordination, normative and programmatic work) to the target outcomes (including addressing the underlying/root causes of gender equality and empowering vulnerable and marginalized women, men, boys and girls including those with disabilities)?	Evidence of changes in target (and unexpected) outcomes and of UN Women's contribution. Effectiveness of UN women's approach in taking a proactive approach focused on prevention through awareness campaigns, capacity building and addressing root causes. Evidence of contribution to structural changes.	Contribution analysis, assessing the strength of evidence for outcomes achieved and UN Women's contribution. Outcome harvesting to capture unexpected outcomes and focusing on sampled interventions. Focus on most significant outcomes achieved, guided by CO (deep dive sample). Assessment of effectiveness of results, and which initiatives were the most effective.	Documents: monitoring and reporting data, annual reports on outcomes, lessons learned, UNCT reports, SWAP scorecard Interviews and Focus Group Discussions with UN Women, UNCT, partners, beneficiaries of select interventions, stakeholders able to comment on achievement of outcomes – other stakeholders working in the sector, donors, government. Survey: across all stakeholder categories.
E2. What unexpected outcomes have been achieved?	Evidence of internal and external enablers and barriers to achieving target outcomes.		
E3. What are the enablers and barriers to achieving target outcomes?			
E4. How effective were UN Women's partnerships (including partnerships with other UN agencies)?	Evidence of effective partnerships with implementing partners as well as strategic partners (such as academic institutions and media bodies) that lead to tangible outcomes Evidence of new partners engaged effectively.	Review of UN Women's partnerships – both implementing partners in project sample and strategic partners.	Documents: Planning documents. List of interventions. Documentation of key outcomes. Interviews with UN Women, UNCT stakeholders, and other partners (academic institutions, CSOs, media bodies, government).
E5. What synergies are there across the UN Women CO portfolio and with the UN country team?	Evidence of synergies and effective coordination and collaboration between UN Women's interventions and those of UNCT and other stakeholders, including government and civil society. Evidence that potential areas of duplication and overlap have been managed	Review of project sample	Documents: project planning documents. Summary of key projects in this area delivered by UNCT and other stakeholders. Interviews UN Women, UNCT, key stakeholders working on gender equality and women's empowerment, donors and government stakeholders.
Efficiency			
F. Did UN Women have appropriate organizational structures, systems and capacity in place to ensure efficient use of resources to maximize results?			
F1. Did the CO management structure support efficient resource mobilization?	Evidence of effective mobilization of resources – sufficient resources mobilized to deliver against strategic note	Review resource mobilization strategy and implementation.	Documents: resource mobilization strategy, annual work plan, country allocation, needs assessment and design documents for sampled interventions

Key evaluation question	Indicators	Data collection and analysis approach	Sources
			Interviews: UN Women, donors
F2. Were there systems in place to ensure efficient use of resources and management of risks to deliver results?	Evidence of systems to support efficient use of resources and management of risks to deliver results, including systems to collect data and manage results. Evidence of specific tools developed to support resource and results management.	Review key results and resource management systems	Documents: Process documents, results and resource management systems and trackers. Interviews: UN Women
F3. Did the CO have sufficient capacity and capability to deliver the portfolio?	Evidence of the right levels of capacity and capability to effective delivery the portfolio	Review of portfolio needs against staffing levels and skillsets within the team	Documents: Organograms, HR strategy, internal reviews, job descriptions, training plans. Interviews: UN Women, donors, UNCT, partners.
Relevance			
R. Are UN Women’s activities (programmatic, normative and coordination), including its thematic focus, relevant for advancing gender equality and women’s empowerment in Rwanda?			
R1. To what extent was the CO’s target objectives and portfolio design responsive to right-holders’ (beneficiaries) needs and government priorities as set out in national policies and strategies?	CO’s target objectives and portfolio design aligned to government priorities (as set out in national policies and strategy documents, including Rwanda’s Vision 2050 and national development strategies) and rightsholders’ needs (as set out in needs assessments and context analysis). Needs assessments considers the differential needs of different groups of rightsholders. CO’s portfolio remained responsive to changing context, needs and priorities, including during Covid-19.	Assessment of alignment between target objectives and portfolio design, beneficiaries’ needs and government priorities. Identification of innovative approaches used during Covid-19. Review of alignment between project sample and beneficiaries’ needs.	Documents: CO portfolio design documents (Strategic note, workplans, other design documents), government strategy documents, needs assessments Interviews: UN Women, government stakeholders, beneficiaries
R2. What is the Country Office’s comparative advantage in Gender Equality and Women’s Empowerment compared with other UN entities and key partners?	Perceptions of the CO’s comparative advantage by other stakeholders. <i>Comparative advantage defined as: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.</i>	Assessment of UN Women’s perceived comparative advantage, including future opportunities, for example in the humanitarian space.	Interviews: UN Women, UNCT and other stakeholders working on gender equality and women’s empowerment, donors and government stakeholders.

Key evaluation question	Indicators	Data collection and analysis approach	Sources
R3. How well do the CO's activities align with its comparative advantage?	Alignment between interventions selected and UN Women's comparative advantage.	Assessment of alignment of project sample to UN Women's perceived comparative advantage.	<p>Documents: Project design documents, internal stakeholder analysis and landscape mappings, resource mobilization strategy.</p> <p>Interviews: UN Women, UNCT and other stakeholders working on gender equality and women's empowerment, donors and government stakeholders.</p>

Sustainability

S. How sustainable are the positive outcomes supported by UN Women programming?

S1. What evidence is there that any positive effects generated by the CO continued after the end of the intervention.	Evidence of positive effects continuing after the end of the intervention	Review of project sample.	<p>Documents: donor and partner reports</p> <p>Interviews with UN Women staff, partners and beneficiaries</p>
S2. What evidence is there that the positive outcomes will be sustained? For example, is there evidence of i) strengthened capacity, iii) national/regional/local ownership, iv) financial commitment and v) systems such as local accountability and oversight mechanisms, to support the continuation of activities?	Evidence of signs that positive outcomes will be sustained.	Review of project sample.	
S3. How did the CO support sustainability?	Evidence of Country Office taking deliberate steps to identify and implement approaches likely to support sustainability	Review of project sample.	<p>As above.</p> <p>Also review of project exit strategies.</p>

Annex 9: Data collection tools

Introduction and informed consent (to be used across all interview and focus group discussions)

1. Hello, my name is _____. I am part of the evaluation team delivering the country portfolio evaluation of the UN Women Rwanda Country Portfolio Evaluation. I work for UN Women / am an independent consultant.
2. The purpose of this evaluation is to assess UN Women's work in Rwanda since 2019. The evaluation is expected to generate learning on what works, to support better decision-making in the future, and help ensure UN Women is accountable for how it uses resources to contribute to Gender Equality and Women's Empowerment. The primary users of this evaluation are intended to be UN Women country office who will use the findings to design and implement the new Strategic Note. However, we expect that other UN Women offices, as well as other stakeholders in the country will also be able to use the findings.
3. You have been selected to take part in the interview / focus group discussion, due to your role / experience in _____.
4. The interview / focus group discussion is expected to take approximately 45 minutes.
5. Taking part is voluntary, and you can stop at any time if you decide to. You can ask to skip any questions if they make you feel uncomfortable. Refusing to participate or withdrawing your participation at any time will not lead to any penalty.
6. Your input will be extremely valuable to help UN Women reflect on its achievements and how it can strengthen its programming going forward. There are no other expected benefits to participating in the evaluation. There are no costs associated with participating in the evaluation.
7. All information collected is private, and we will keep it confidential. The exception is if you tell us something that makes us concerned that you or somebody else are at risk of harm. We would have a duty to report this, and to keep you and others safe.
8. We will use the evaluation findings to write an evaluation report and set of evaluation briefs. These will be anonymous, so we won't include names or any other information that would allow you to be identified from what they have said or written.
9. The information that is collected will only be used for the evaluation and will be stored securely. We will only keep personal details (e.g. emails, telephone) for it as long they are needed for the project, after which we will delete them. The summary findings may be used for future evaluations.
10. If you want to contact someone else about your rights as participants, you can contact the Chief of the UN Women Independent Evaluation service at inga.sniukaite@unwomen.org or on +1-6467814724.
11. Do you have any questions?
12. Do you consent to participating in this evaluation?

Sampled interventions:

Focus group discussion guide on most significant contributions to target outcomes- beneficiaries

- What were the most significant changes you experienced as a result of this intervention?
- What contributed to these changes?
- To what extent did this intervention address the main, structural, root causes of gender inequality?
- To what extent was the CO's target objectives and portfolio design responsive to right-holders' (beneficiaries) needs?
 - a. What is the evidence for this? Considering needs assessments and context analysis, and other consultations.
- To what extent was the CO's target objectives and portfolio design responsive government priorities as set out in national policies and strategies?
 - a. *Probe for specifics*
- Are positive effects generated by the intervention continuing? To what extent are the observed effects of the intervention persisting? How so?

- Please tell us about the intervention’s sustainability? Is there any evidence of:
 - a. Strengthened capacity
 - b. National / regional / local ownership
 - c. Financial commitment
 - d. Systems such as local accountability and oversight mechanisms, to support the continuation of activities?
- How did the CO support sustainability?

Interview guide – sampled interventions (UN Women, implementing partners, government stakeholders)

Effectiveness

- What evidence is there that this target outcome occurred?
- What evidence is there of UN Women’s contribution?
- For this sampled intervention, what are the enablers and barriers to achieving target outcomes?
- For this sampled intervention, what unexpected outcomes have been achieved?
- How effective were UN Women’s partnerships (including partnerships with other UN agencies)?
- What synergies are there across the UN Women CO portfolio and with the UN country team? (For this project)
- To what extent does this intervention contribute to structural changes in gender equality and women's empowerment?
 - a. E.g. addressing the underlying / root causes of gender equality?
 - b. E.g. taking a proactive approach focused on prevention through awareness campaigns and capacity building
- (LNOB) To what extent did UN Women empower vulnerable and marginalized women, men, boys and girls including those with disabilities) in this intervention?

Relevance

- To what extent was the CO’s target objectives and portfolio design responsive to right-holders’ (beneficiaries) needs?
 - a. What is the evidence for this? Considering needs assessments and context analysis, and other consultations.
- To what extent was the CO’s target objectives and portfolio design responsive government priorities as set out in national policies and strategies? *Probe for specifics*

Sustainability

- What evidence is there that any positive effects generated by the CO continued after the end of the intervention.
- What evidence is there that the positive outcomes will be sustained? For example, is there evidence of
 - o i) strengthened capacity,
 - o iii) national/regional/local ownership,
 - o iv) financial commitment and
 - o v) systems such as local accountability and oversight mechanisms, to support the continuation of activities?
- How did the CO support sustainability?

Forward looking question

- How can UN Women CO strengthen its effectiveness?
 - o Which initiatives, if any, should be continued / scaled?)
 - o Which initiatives, if any, that are ineffective that should be stopped?
- Do you have any other recommendations for the new SN?

National portfolio level

Interview guide – UN Women staff

Effectiveness

- How effective were UN Women’s partnerships?
 - a. Considering effectiveness in terms of contribution to tangible outcomes
 - b. Considering partnerships with:
 - a. UN agencies
 - b. implementing partners (also considering CO’s plans to consolidate number of implementing partners)
 - c. government partners
 - d. other strategic partners (not implementing partners) including academic institutions, media bodies, private sector, civil society, and any others
 - c. How effectively did UN Women engage with *new* partners
- What contribution is UN Women making to UN system coordination on gender equality and women’s empowerment?
- What contribution is UN Women making to national coordination on gender equality and women’s empowerment?
- What synergies are there across the UN Women CO portfolio and with the UN country team?
 - What evidence is there synergies and effective coordination and collaboration between UN Women’s interventions and those of UNCT and other stakeholders, including government and civil society.
 - To what extent were potential areas of duplication and overlap managed well?
- What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?
- How effectively is UN Women including addressing the underlying/root causes of gender equality?
- How effectively is UN Women empowering vulnerable and marginalized women, men, boys and girls including those with disabilities)?

Efficiency

- To what extent did the CO management structure facilitate effective resource mobilization for the implementation of the strategic note?
 - a. How can resource mobilization be strengthened?
- What systems were in place to monitor and evaluate resource allocation and risk management in achieving program outcomes?
 - a. What were the most useful systems to collect data and manage results? What tools have been developed to support resource and results management?
 - b. What additional systems are needed? What would strengthen efficiency?
- Did the CO have sufficient capacity and capability to deliver the portfolio?
 - a. Please describe the CO capacity and capability to deliver the portfolio?
 - b. What capacity gaps are there? How did this affect portfolio delivery?
 - c. What capability / skills gaps are there? How did this affect portfolio delivery?
 - d. How can capacity be strengthened?
 - i. Considering staffing levels, job descriptions.
 - e. How can capability be strengthened?
 - i. Considering training and recruitment plans.

Relevance

- To what extent was the CO’s target objectives and portfolio design responsive to right-holders’ (beneficiaries) needs?
 - a. What is the evidence for this? Considering needs assessments and context analysis, and other consultations.

- b. To what extent is it responsive to different groups of right-holders? Specifically considering LNOB / hard to reach groups.
- To what extent was the CO's target objectives and portfolio design responsive to government priorities as set out in national policies and strategies (for example Rwanda's Vision 2050 and national development strategies)?
 - a. Please specify areas of alignment, and specific government documents.
- To what extent was the CO's target objectives and portfolio design responsive to the changes in context?
 - a. To what extent did the CO's portfolio adapt to changing contexts, needs, and priorities, including during the COVID-19 pandemic?
- What is UN Women's comparative advantage?

Consider: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.

- To what extent do the chosen interventions align with UN Women's comparative advantages?

Forward looking questions

- How can UN Women CO strengthen its effectiveness?
 - Which initiatives, if any, should be continued / scaled?)
 - Which initiatives, if any, that are ineffective that should be stopped?
- Do you have any other recommendations for the new SN?

Interview guide – UNCT

Introduction

Please could you give us an overview of your collaboration with UN Women?

Relevance

- What is UN Women's comparative advantage?

Consider: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.

- To what extent do the chosen interventions align with UN Women's comparative advantages?
- In your opinion, to what extent was the CO's target objectives and portfolio design responsive to right-holders' (beneficiaries) needs and government priorities?

Effectiveness

- How effective is UN women's approach to partnership? Both with your agency, and with other stakeholders?
- Are UN Women's interventions coherent with the work of the UN Country Team? What synergies are there? How effective is the coordination and collaboration?
- What contribution is UN Women making to UN system coordination on gender equality and women's empowerment?
- What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?
- What is the most significant contribution UN Women has made to gender equality and women's empowerment?
- How effectively is UN Women including addressing the underlying/root causes of gender equality?
- How effectively is UN Women empowering vulnerable and marginalized women, men, boys and girls including those with disabilities)?

Efficiency

- How efficient is the UN Women CO? How can it strengthen its efficiency?
- In your opinion, did the CO have sufficient capability and capacity to deliver its portfolio and against its mandate?

Forward looking questions

- How can UN Women CO strengthen its effectiveness?
 - Which initiatives, if any, should be continued / scaled?)
 - Which initiatives, if any, that are ineffective that should be stopped?
- Do you have any other recommendations for the new SN?
- How can UN women better capitalize on its comparative advantage going forward?

Interview guide – other stakeholders (implementing partners, donors, private sector partners, government partners, other stakeholders working on gender equality and women’s empowerment)

Introduction

Please could you give us an overview of your collaboration with UN Women?

For each item and subitem, whenever possible, probe to know each UNW thematic area’s (WEE, EVAW, WPP) contribution.

Relevance

- What is UN Women’s comparative advantage?

Consider: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.

- To what extent do UN Women's interventions leverage and build upon its comparative advantages to achieve optimal impact?
- In your opinion, to what extent was the CO’s target objectives and portfolio design responsive to right-holders’ (beneficiaries) needs and government priorities?

Effectiveness

- How effective is UN women’s approach to partnership? Both with your organization, and with other stakeholders?
- Are UN Women’s interventions coherent with the work of other stakeholders in the country? (considering government and civil society)? What synergies are there? How effective is the coordination and collaboration?
- What contribution is UN Women making to national / government coordination on gender equality and women’s empowerment?
- What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?
- What is the most significant contribution UN Women has made to gender equality and women’s empowerment?
- How effectively is UN Women including addressing the underlying/root causes of gender equality?
- How effectively is UN Women empowering vulnerable and marginalized women, men, boys and girls including those with disabilities)?

Efficiency

- How efficient is the UN Women CO? How can it strengthen its efficiency?
- In your opinion, did the CO have sufficient capability and capacity to deliver its portfolio and against its mandate?
 - Please tell us about the CO's capability and capacity to deliver its portfolio and against its mandate?

Forward looking questions

- How can UN Women CO strengthen its effectiveness?
 - Which initiatives, if any, should be continued / scaled?)
 - Which initiatives, if any, that are ineffective that should be stopped?
- Do you have any other recommendations for the new SN?
- How can UN women better capitalize on its comparative advantage going forward?

Surveys

- Survey – UN Women
- Survey – UN agencies
- Survey – other stakeholders, including donors, government, CSOs and other partners

Annex 10: Data Management Plan

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional.

This Data Management Plan outlines the following key aspects of data protection:

- Data collection, storage and security
- archiving, preservation and curation;

Data collection and storage and security

The evaluation team will be responsible for data collection. The evaluation team comprises the Regional Evaluation Specialist for the East and Southern Africa Regional Office and two independent evaluation consultants. The primary data collection approaches are as follows:

Data approach	Collection	Data collection and storage
Interviews and focus discussions (virtual and face to face)	and group (virtual)	Virtual meetings will be had over MS teams. Interview notes will be taken and stored using Microsoft Word. Temporarily during the data collection phase, interview notes may be stored in business computers of the UN Women Evaluation Specialist and private/business computers of independent evaluation consultants or in a form of written notes. As soon as the data collection is completed and notes are transferred to sharepoint drive, data will be deleted from personal computers and written notes destroyed.
Survey		Microsoft forms will be used to administer the survey.

All primary and secondary data will be stored using UN Women's MS sharepoint/OneDrive accessible by evaluation team members only. Once the evaluation is over, access to share point folders will be revoked to all external evaluation team members. This is protected under overall data protection mechanisms by UN Women IT service. NVivo and Stata will be used for qualitative and quantitative data analysis respectively. Raw data will be quality assured as part of the triangulation and analysis process.

The only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organisation/institution, their email addresses and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members. During data analysis, personal data will be removed from all interview notes and replaced with unique reference numbers. Only the evaluation team leader will maintain access to a document linking unique reference numbers with personal data, which will be destroyed upon completion of the evaluation. In the report, sensitive data will be protected and ensure they cannot be traced to its source. No personal data will be included in the evaluation report.

Archiving, preservation and curation
UN Women's policy is to preserve data for four years, aligned to the four-year Strategic note period. Upon completion of the evaluation, the team leader will create a clean dataset containing files that might be relevant for further use in evaluations and research by UN Women. All data not assigned to the archive will be deleted upon completion of the evaluation. The dataset will be deleted after four years following the completion of the evaluation.

Annex 11: Evaluation Reference Group and Evaluation Management Group members and Terms of Reference

Confirmed External Evaluation Reference Group Members

No.	Institution	Contact Person	Title
1	Ministry of Gender and Family Promotion	Mireille Batamuliza	PS
2	Gender Monitoring Office	Nadine Umutoni Gatsinzi	Chief Gender Monitor
3	Rwanda Women Parliamentary Forum (FFRP)	Speciose Nyiraneza	Coordinator
4	United Nations Population Fund	Renata Tallarico/Therese Karugwiza	Deputy Representative /
5	UNICEF	Redempter Batete	Gender Specialist
6	Profemmes Twesehamwe	Emma Marie Bugingo	Executive Director
7	ActionAid Rwanda	Ines Mwangavu	Interim Executive Director
8	Haguruka	Ninette Umurerwa	Executive Secretary

Evaluation Management Group Members

No.	Title
1	Country Office Representative
2	Country Office WPP Specialist
3	Country Office EVAW Specialist
4	Country Office WEE specialist
5	Country Office evaluation focal point

TOR for Evaluation Reference Group and Evaluation Management Group

The United Nations Entity for Gender Equality and Women Empowerment (UN Women) is commissioning the evaluation of its Country Portfolio (2019-24). The final evaluation is expected to:

- Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
- Assess effectiveness, organizational efficiency and coherence in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
- Enable the UN Women Country Office to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
- Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
- Identify and validate lessons learned, good practices and examples of innovation that can be scaled up and replicated to support gender equality and human rights.
- Provide insights into the extent to which the UN Women has realized synergies between its three mandates (normative, UN system coordination and operations).
- Provide actionable recommendations with respect to the development of the next Strategic Note.

The management structure of this evaluation will be composed of the following:

- An **Evaluation Reference Group and Evaluation Management Group** that will facilitate participation of stakeholders, partners from the civil society and governments.

Evaluation Reference Group

The Evaluation Reference Group is an integral part of the Country Portfolio Evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design, implementation and dissemination of the Country Portfolio Evaluation.

The Evaluation Management Group will include the Country Representative, UN Women Regional Director/Deputy Director, UN Women programme leads and Country Office evaluation focal person. The Country Representative will be responsible for issuing a management response to the final CPE recommendations within six weeks of approval of the final evaluation synthesis report.

The external Evaluation Reference Group includes the following members: national government partners, civil society representatives, development partners/donors, representatives of the UN Country team.

The Evaluation Reference Groups play a critical role in ensuring a quality evaluation that is delivered transparently. The inputs of Evaluation Reference Group members are expected to strengthen the quality, usefulness and credibility of the evaluation process. An active Evaluation Reference Group is key to ensure the proper validation of evaluation findings and that the voices of key partners in the programme's implementation are considered during the evaluation process and reflected in the final evaluation report.

More specifically, Evaluation Reference Group members will be expected to:

- Participate in the two meetings of the Evaluation Reference Group:
 - i) To discuss and validate the inception report,
 - ii) To validate the final report.
- Facilitate access to information by the evaluation team,
- Provide feedback to the evaluation inception report and interim finding to improve their relevance and quality,
- Review the draft and final report and provide feedback to ensure quality and completeness, and
- Disseminate and promote the use of the final report.

The indicative timeline is as follows:

March 2024	Participate in a presentation of the inception report, and provide feedback on the proposed approach
March 2024	Participate in interviews with the evaluation team
June 2024	Participate in a workshop presenting report findings and provide written comments on the final report

Annex 12: Terms of Reference

The evaluation terms of reference can be accessed [here](#).

Annex 13: Country Context

This section discusses the country context, including the status of CEDAW adoption, the status of national policies on gender, the socio-economic context, marginalized and vulnerable groups and the UN Country Team System.

Country context

The government of Rwanda has prioritized political stability since the 1994 genocide against the Tutsi. Rwanda recognizes a multi-party system of Government with power sharing between political organizations while state powers are held by the three independent but complimentary branches of Government (executive, legislative, judiciary). Women filled 61% of seats. Rwanda aims to be a Middle-Income Country by 2035, through its seven-year National Strategies for Transformation. Rwanda has seen strong economic growth, averaging 7.2% a year between 2009-2019. Living standards have also improved significantly. Rwanda achieved all its health Millenium Development Goals.

Challenges include high levels of public debt and maintaining inclusive growth. The debt-to-GDP ratio rose from 19.4% to 56.7% between 2010 to 2019. The private sector is expected to play a growing role in supporting economic growth. Inclusive growth remains challenging, as poverty reduction has slowed. Rwanda is scored 0.38 by the World Bank's Human Capital Index, slightly lower than average for Sub-Saharan Africa (40 percent).¹⁰

The government of Rwanda has prioritized gender mainstreaming. The Government of Rwanda (GoR) developed different strategies to ensure women's participation and contribution to national development was at par with that of men. This led to a solid political will to mainstream gender into government programs, underpinned by institutional and policy frameworks that have been key to Rwanda's progress in addressing

gender inequality. The country has emerged as one of the top countries in the region and worldwide that has advanced gender equality and narrowed the gender gap.¹¹ This is confirmed by its position (12th with 79.9%) in global gender gap closure based on the Global gender gap report of the World Economic Forum.¹²

The most recent CEDAW report (2021) highlighted responses to issues raised by the Committee in its 2017 concluding observations to the government of Rwanda in the areas of NGO registration, measures to address patriarchal attitudes and stereotypes, the number of long-term shelters available to victims of domestic violence and information about this service, lack of system for standardized collection and analysis of gender-based violence data to allow comprehensive measures and targeted intervention.¹³

National policy context

In Rwanda, GEWE is mainstreamed in all development frameworks, including Vision 2050 and the sector and district development strategies. Gender equality principles have also informed the formulation of the National Strategy for Transformation (NST, 2018-2024).

The Revised National Gender Policy (2021) aims to improve gender equality and equity in various sectors while increasing women's access to economic resources and opportunities by ensuring that women and men are free from any form of gender-based violence and discrimination. The policy priority areas focus on engendering national transformation, ensuring equal rights and access to economic opportunities and productive resources, eliminating negative cultural norms, stereotypes, and gender-based violence, increasing and diversifying mechanisms for improved ownership and gender accountability; continuous education and awareness about gender equality and equity; enforcement of laws, regulation, and supportive institutional arrangement. The national gender policy guides the integration of gender issues in sectoral policy-making and programming.¹⁴ Different sectors

¹⁰ World Bank. Rwanda. Overview. [Rwanda Overview: Development news, research, data | World Bank](#); UN Rwanda website: <https://rwanda.un.org/en>

¹¹ World Bank. Rwanda. Overview. [Rwanda Overview: Development news, research, data | World Bank](#); UN Rwanda website: <https://rwanda.un.org/en>

¹² World Economic Forum. Global Gender Gap Report. 2023.

¹³ Committee on the Elimination of Discrimination against Women, Concluding observations on the combined seventh to ninth periodic reports of Rwanda, (March 9 2017), U.N. Doc CEDAW/C/RWA/CO/7-9, ¶16

¹⁴ <https://leap.unep.org/en/countries/rw/national-legislation/revisted-national-gender-policy-2021#:~:text=The%20Overall%20Goal%20of%20the,gender%2Dbased%2Dviolence%20and%20di,scrimination>

including but not limited to Private Sector, Infrastructure, Agriculture, and Employment have developed gender mainstreaming strategies to guide their strategic interventions on the promotion of gender equality and empowerment of women.¹⁵

Gender and Family Promotion is one of the cross-cutting areas under the National Strategy for Transformation (NST1 2017-2024). It emphasises interventions geared to promote access to finance for women, mainstreaming gender in employment and job creation strategies, capacity development of the gender machinery and scaling up Early Childhood Development (ECD) services at village levels, as well as strengthening and promoting gender equality and ensuring equal opportunities for all Rwandans.

Gender equality in Rwanda is also guided by international treaties such as the CSW 64 Political Declaration¹⁶ on promoting gender equality and women empowerment and addressing gender gaps and the Beijing Declaration¹⁷ on advancing women's rights and gender equality.

Gender dimensions and requirements are also articulated in Rwanda's legal and policy framework.

- **The constitution of the Republic of Rwanda stipulates equality between women and men.**¹⁸ Article 16 of the Constitution of the Republic of Rwanda of 2003, amended in 2015, stipulates that “All Rwandans are born and remain equal in rights and freedoms” discrimination based on ethnic origin, skin colour or race, sex, economic categories, economic status, physical or mental disability are prohibited and punishable by law”. The Constitution guarantees representation in the parliament for special categories of Rwandans, including youth, women, people with disabilities, and historically marginalised people. More specifically for women, the constitution of the Republic of Rwanda confers at least 30% of positions to women in all decision-making organs. The Constitution also

re-affirms the country's adherence to CEDAW.¹⁹

- **The Organic Law N° 12/2013/OL of 12/09/2013 on State Finances and Property provided for mandatory gender responsive planning and reporting** through Gender Budget Statements.²⁰
- **Rwanda also has a law that prevents and punishes gender-based violence crimes** in all of their forms (Law No. 59/2008).²¹
- **Law 27/2016 governs matrimonial regimes, donations granted or received within a family, and succession, which was amended to protect equal inheritance rights.** This complemented the 2013 amendment of the land management law that guarantees equal rights to both men and women on land access, ownership, and utilisation.²²
- **The Law on State Finances and Property, endorsed in 2013, institutionalised gender budgeting** as part of the government's budgeting framework, including accountability measures for gender-sensitive resource allocation across sectors, programmes and projects through mandatory Gender Budget Statements²³ (No 10/20/2013/OL of 11/07/2013). This has enabled targeted efforts to address gender disparities. The Gender Monitoring Office audit of the Gender Budget Statements implementation for the fiscal years 2021-22 found that gender budget statements supported enhanced access to health care, infrastructures, clean water, livelihood, and job creation for male and female beneficiaries.²⁴
- **Law No.66/2018 regulates labour in Rwanda,** providing for equal opportunities and pay for women and men; rights to full salary for 3 months of maternity leave; reasonable adjustments for a pregnant or breastfeeding

¹⁵ [GMO. The State of Gender Equality in Rwanda from Transition to Transformation. 2019.](#)

¹⁶ https://gmo.gov.rw/fileadmin/user_upload/international/CSW_64_Political_Declaration.pdf

¹⁷ <https://www.un.org/womenwatch/daw/beijing/pdf/BDPFA%20E.pdf>

¹⁸ Republic of Rwanda. The Constitution of the Republic of Rwanda. Official Gazette n° Special of 04/08/2023
https://www.constituteproject.org/constitution/Rwanda_2015

²⁰ [GMO. The State of Gender Equality in Rwanda from Transition to Transformation. 2019.](#)

https://gmo.gov.rw/fileadmin/user_upload/laws%20and%20policies/LAW_N_272021_OF_10062021_GOVERNING_LAND_IN_RWANDA.pdf

²² <https://rwandalii.org/akn/rw/act/law/2016/27/eng@2016-08-01>

²³ <https://rwandalii.org/akn/rw/act/ol/2013/12/eng@2013-11-05/source.pdf>

²⁴ https://gmo.gov.rw/fileadmin/user_upload/reports/gmo-annual-report-2021-2022.pdf

woman and prohibits sexual harassment in the workplace²⁵.

In addition to these legal frameworks, institutional structures are in place to advance gender equality and women's human rights in Rwanda. The dedicated national gender machinery comprised the Ministry of Gender and Family Promotion (MIGEPROF), the Gender Monitoring Office (GMO), the National Women's Council (NWC), and the Rwanda Women Parliamentary Forum (FFRP). Moreover, National Gender Statistics Reports enhanced monitoring and tracking key gender-based performance indicators. The Gender Monitoring Office (GMO) works to a Strategic Plan 2017-2022 that sets out actions that must be implemented to ensure accountability for gender equality and the fight against gender-based violence across all sectors.²⁶ For instance, as reported in the 2021-2022 annual report, the GMO conducted a Gender Accountability Day to demonstrate gender equality gains and promote dialogues on issues or inequalities in communities, advocating for prevention and response to teenage motherhood, and mobilising families on child registration and marriage legalisation.²⁷

Women's movement

The women's movement in Rwanda remains a key player in advancing gender equality and women's empowerment at the grassroots and policy advocacy level.

- At the grassroots level, community-based organizations, youth-led initiatives, and survivors' movements have played a vital role in empowering women and driving progress on key issues like healthcare access, education, and economic opportunities. These initiatives have helped to amplify women's voices, support survivors of gender-based violence (GBV) and promote positive gender attitudes.
- At the policy advocacy level, women's rights organizations have effectively engaged with

policymakers through lobbying and coalition building. They have pushed for gender-sensitive legislation and budget allocations, tracked progress on gender equality goals, and held the government accountable. Additionally, Rwandan women's organizations have collaborated with counterparts globally, sharing experiences and best practices to strengthen their influence and impact.²⁸

Economic empowerment has been a critical focus of the women's movement in Rwanda. Skills training and entrepreneurship programs have equipped women with the necessary resources to start and run businesses, fostering financial independence and agency. Women's cooperatives and business networks have provided valuable support and opportunities for economic participation, and financial literacy and inclusion programs have educated women about managing finances, accessing loans, and navigating the financial system.²⁹

The women's movement in Rwanda has also worked to promote social change and transformation. Advocacy campaigns and educational initiatives have challenged harmful gender norms and raised awareness against harmful traditional practices. Initiatives promoting menstrual health and hygiene have broken taboos and ensured access to sanitary products and education, which have empowered women and girls. Engaging men and boys in the fight for gender equality has also been crucial for lasting societal change.³⁰

Despite significant progress, challenges remain for the women's movement in Rwanda. Bridging the rural-urban gap in access to opportunities, addressing deeply ingrained inequalities, and ensuring sustained political participation are crucial areas for continued progress³¹.

Socio-economic context

This section provides an overview of the socio-economic context, in terms of health and education, economic equality, gender-based violence, political participation and Women, and peace and security, humanitarian action and disaster risk reduction.

²⁵ [Law No. 66/2018 of 30 August 2018 Regulating Labour in Rwanda | Legal research | DataGuidance](#)

²⁶ Gender Monitoring Office. GMO Strategic Plan 2017-2022. 2017.

²⁷ Gender Monitoring Office. Annual report 2021-2022. 2022.

²⁸ <https://africa.unwomen.org/en/where-we-are/eastern-and-southern-africa/rwanda>; Inter-Parliamentary Union:

<https://data.ipu.org/women-ranking>:

UN Women Rwanda Annual Report 2020:

<https://africa.unwomen.org/en/digital-library/publications/2021/08/un-women-wcaro-annual-report-2020>:

UN Women: <https://www.heforshe.org/en>:

29 FONERWA: <http://www.fonerwa.org/private-sector/about>;

International Trade Centre: <https://intracen.org/>

<https://intracen.org/>

30 National Gender-Based Violence (GBV) Strategy (2022-2027): <https://blogs.worldbank.org/nasikiliza/gender-based-violence-in-rwanda-getting-everyone-on-board>: everyone-on-board

31 <https://africa.unwomen.org/en/where-we-are/eastern-and-southern-africa/rwanda>; Inter-Parliamentary Union:

<https://data.ipu.org/women-ranking>:

UN Women Rwanda Annual Report 2020:

<https://africa.unwomen.org/en/digital-library/publications/2021/08/un-women-wcaro-annual-report-2020>:

UN Women: <https://www.heforshe.org/en>:

Health and education

The table below sets out some key health and education statistics.

Indicator	Figure
Health	
Contraceptive prevalence rate for any method among currently married women (DHS, 2019/2020).	64%
General Fertility Rate GFR (Number of births per 1000 women) (PHC5, 2022)	105.5
Total Fertility Rate, TFR (Children per woman) (PHC5, 2022)	3.6
Maternal mortality ratio – per 100,000 live births (DHS, 2019/2020)	203
Life expectancy at birth (Female) (PHC5, 2022)	71.2
Education	
Literacy rate, youth female (% of females ages 15-49) (DHS, 2019/2020)	85%
Primary completion rate, female (% of relevant age group) (PHC5, 2022)	52.8%

Source: <https://www.statistics.gov.rw>

Rwanda has achieved remarkable gains in access to health, reductions in maternal and child mortality, HIV incidence and prevalence, and malaria incidence. Rwandan life expectancy was 69.6 years in 2022, with a slightly higher life expectancy for females (71.2 years) than for males (67.7 Years). The mortality rate is also 6.3 per 1000 people, and it is comparable for both males and females.³² The maternal mortality ratio has been decreasing to 203 per 100,000 live births, and almost all women (94%) are assisted during delivery, while women who attended at least one Antenatal care visit was at 98% in 2020, Child mortality rate was 22.5 per 1000 live births.³³

Rwanda has achieved outstanding progress in terms of improving access to education and gender parity in primary and secondary education. In 2020-2021, slightly above half (51%) of all learners were females in Rwanda.³⁴ The overall Net Attendance Rate (NAR) at primary was 89.3% and was higher among females than the male population. Gender parity has been achieved in primary schools in Rwanda due to universal free primary school education since its introduction in 2003.

32 National Institute of Statistics of Rwanda (NISR); The Fifth Rwanda Population and Housing Census, Main Indicators Report, February 2023

33 National Institute of Statistics of Rwanda (NISR), Rwanda Statistical Yearbook 2023, December 2023

34 National Institute of Statistics of Rwanda (NISR), Rwanda Statistical Yearbook 2022, December 2022

35 National Institute of Statistics of Rwanda (NISR), Rwanda

Females had higher net attendance in secondary compared to males (25.8% and 18.8% respectively). Among students in higher learning institutions, 45% were females in the 2020-2021 school year. This same year, many females took an adult literacy course at a rate of 64.8%.³⁵

Women's Economic Empowerment

The table below sets out some key economic statistics:

Indicator	Figure
Estimated % of registered businesses in Rwanda owned by women. (RDB_Annual Report 2023)	34%
% of women in executive committees at the national level (RGS_10th_2023)	33.3%
Women Business and the Law Index score (World Bank 2022)	83.75
Female labor force participation rate (RGS_10th_2023)	38.5%

Source: <https://wbl.worldbank.org>; <https://www.statistics.gov.rw>, <https://rdb.rw/>

In Rwanda, there has been significant progress in terms of women's business ownership, leadership and engagement in non-traditional sectors. The percentage of businesses owned by women in Rwanda has risen from 18.5% to over 25% from 2019 to 2023, showing a remarkable surge in female entrepreneurship³⁶. The number of female CEOs, directors, and senior executives have been steadily rising since 2019.³⁷ Beyond traditional fields such as agriculture and retail, women are increasingly active in other industries such as technology and finance³⁸.

However, more men than women participate in the labour market. The recent labour force survey of May 2023 reported that the labour force participation rate was higher among males (67%) than females (53%). However, the gender gap in labour force participation has decreased over time. For example, in one year, i.e. from May 2022 to May 2023, the gap was reduced by about 6%. Despite this decrease, the gender gap in employment to the population remains high, at 20% for females and 14% for males in May 2023. The labour underutilisation rate was higher among females (58.8%) than males (47.4%).³⁹ Women have also been

Statistical Yearbook 2022, December 2022

36 Rwanda Development Board, 2023. <https://rdb.rw/>

37 World Bank, Gender in Law Report 2020. World Bank Gender in Law Report 2020: <https://wbl.worldbank.org/>

38 UN Women Rwanda:

<https://www.unwomen.org/en/taxonomy/term/1675>

39 National Institute of Statistics of Rwanda (NISR) [Rwanda], Ministry of Health (MOH) [Rwanda]

encouraged and supported to venture into sectors previously dominated by men, including the formal trade sector, construction, manufacturing and mining. However, more efforts are especially needed to increase women participation in Mining and quarrying as well as Transportation and storage sectors.⁴⁰

In 2016, a FinScope report found that 87% of women had access to formal financial services, compared to 91% of men, a significant improvement from 2008 where only 26.8% of women had access.⁴¹

However, women continue to have limited access to financial decision making and financial products. Based on the Rwanda Demographic and Health Survey (RDHS) 2019 – 2020, only 23% of married women who earned money report deciding how they would use it, and only 21% have a bank account. Less than half (48%) of women possessed a mobile phone, and 80% used it for financial dealings.⁴²

Initiatives include:

- **Government initiatives:** These include the Women Entrepreneurship Fund and business development training programs specifically tailored to empower women entrepreneurs. Land titling reforms have ensured increased access to land ownership for women, empowering them economically and promoting agency.⁴³
- **Networking and Membership:** There has been an increase in women’s business networks and mentorship, fostering collaboration, knowledge sharing and mutual support. For example, over 1 million rural women participate in "Girubantu" Women's Savings Groups, which facilitates access to finance.⁴⁴
- **Technology initiatives:** These include initiatives promoting digital literacy and access to technology for women entrepreneurs. Other initiatives break down gender stereotypes, encouraging girls to pursue careers in science, technology, engineering, and mathematics⁴⁵.

- **Private sector engagement:** more than 10 companies complying with the six pillars of the gender equality seal program at beyond 85% were awarded a Gold Seal.⁴⁶ The Private Sector Federation’s (PSF) gender strategy prioritizes increasing the number of women in leadership. This successfully increased women in leadership positions. As of March 2022, the number of women in leadership positions remarkably increased. For instance, at the national level, women occupied 27% of board seats; at the local level, women occupied 45.2% of the PSF Board of Directors at the province level and 31.4% at the district level.⁴⁷

Challenges remain, in terms of societal expectations around women’s roles, limited access to finance and resources for women entrepreneurs, and care responsibilities for women.

Women’s Political Empowerment

The table below sets out key political gender statistics:

Indicator	Figure
% of seats held by women in Chamber of Deputies (Lower House) (2023)	61.3%
% of seats held by women in Senate (Upper House) (2023)	37.4%
% of ministerial positions held by women (2023)	50%
% of women heading public institutions (RGS_10th_2023)	34.15%
% of women permanent Secretaries (RGS_10th_2023)	22.20%
% of women Mayors of Districts (RGS_10th_2023)	30.00%

Source: [Parliament of Rwanda - Women Representation](#)

The 2003 Constitution states quotas for women to fill at least 30% of key decision-making positions. Measures have been implemented to ensure female representation at all government and public administration levels. Rwanda has significantly improved women’s political participation and reduced gender disparities. For example, in five years from 2016 to 2021, the proportion of female presidents of district

⁴⁰ [GMO. The State of Gender Equality in Rwanda from Transition to Transformation. 2019.](#)

⁴¹ [GMO. The State of Gender Equality in Rwanda from Transition to Transformation. 2019.](#)

⁴² National Institute of Statistics of Rwanda (NISR) [Rwanda], Ministry of Health (MOH) [Rwanda], and ICF. 2021. Rwanda Demographic and Health Survey 2019-20 Final Report. Kigali, Rwanda, and Rockville, Maryland, USA: NISR and ICF

⁴³ Ministry of Gender and Family Promotion, Rwanda:

<https://www.facebook.com/RwandaGender/>
44 Rwanda Women Entrepreneurs Network: <https://rwandawomensnetwork.org/>

45 Girls in Tech Rwanda: <https://www.girlsinict.rw/>, Ministry of Gender and Family Promotion, Rwanda: <https://www.facebook.com/RwandaGender/>

46 UNDP. <https://www.undp.org/rwanda/blog/gold-gender-equality-seal-awarded-undp-rwanda>

47 GMO, annual report, 2022 <https://www.gmo.gov.rw/index.php?id=188>

council increased fourfold from 6.5% to 27%, and that of female district mayors increased by 10% from 19.4% to 30%. Moreover, at the district level, females dominate Vice Mayors' positions in Social affairs.⁴⁸ At the legislative level, Rwanda is the first country in the world with a female majority in parliament, with 61.3% in the Chamber of Deputies and 37.4% in the Senate.⁴⁸

However, there continues to be a gender imbalance, especially in some institutions. For example, during the 2019/20 fiscal year, 33.3% of the permanent ministry secretaries were women, 16.5% were director generals in ministries, 24.3% were directors of units, and 303.3% were heads of public institutions⁴⁹.

Ending Violence Against Women

The table below sets out key statistics on ending violence against women:

Indicator	Figure
Age at first marriage, female (DHS, 2019/2020)	22.8
Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months (DHS, 2019/2020)	30%
Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (DHS, 2019/2020)	63.1%
Proportion of women aged 20-24 years who were married or in a union before age 18 (DHS, 2019/2020)	5.5%
Percentage of women who agree that wife beating is justified in at least one of seven specified circumstances (DHS, 2019/2020)	65%
Prevalence of any spousal violence among ever-married women (DHS, 2019/2020)	46%
Percentage of women who have experienced physical or sexual violence but have never sought help to stop the violence or told someone about it (DHS, 2019/2020)	40%
Proportion of young women aged 18-29 years who experienced sexual violence by age 18 (RGS_10 th _2023)	11.1%

Source : <https://www.statistics.gov.rw> ; www.rgb.rw

⁴⁹<https://data.worldbank.org/indicator/SG.GEN.PARL.ZS?locations=RW>

⁵⁰ MIGEPROF. (2021). The fight against gender-based Violence concerns every Rwandan. Kigali, Rwanda. Retrieved on December 8, 2023 [online] from [https://www.migeprof.gov.rw/news-detail/the-fight-](https://www.migeprof.gov.rw/news-detail/the-fight-against-gbv-concerns-every-rwandan)

Rwanda has put in place national and signed international laws that regulate GBV, e.g. the Constitution, CEDAW, The Convention on the Rights of Child, Penal Code 2012, and the 2013 Code of Criminal Procedure law relating to GBV. In 2001, the GoR put in place various mechanisms to fight GBV; the Child Protection Law against Violence was passed, and a National Committee on GBV was created. The Rwanda National Police (RNP) established the Child and Family Protection Unit in 2002 to support the implementation of the Child Protection against Violence Law. In 2005, a Gender Desk was established at the RNP to strengthen the capacity of the Police in its role in GBV prevention and to improve the response to survivors of GBV. In 2006, the GoR established a specialised unit to prosecute gender-based crimes at the national public prosecution authority. Research on child defilement has also been undertaken, including a report on GBV with a focus on defilement by the National Commission for Human Rights in 2016. (NCHR annual activity report, 2016). Rwanda recognizes the need to take a holistic approach, through collaborating with religious leaders and non-governmental institutions.⁵⁰

Despite significant advances, GBV remains an issue in Rwanda. The Rwanda Demographic and Health Survey (RDHS) 2019 – 2020 reports that 37% of women aged 15-49 had experienced physical violence since age 15, and 23% had ever experienced sexual violence. 46% of ever-married women and 18% of ever-married men have experienced physical, sexual, or emotional violence. Forty-one per cent (41%) of ever-married women versus 39% of ever-married men indicated having experienced spousal physical or sexual violence. Overall, 50% of Rwandan women believe that their husbands can beat them if they burn food, argue, go out without telling them, neglect the children, or refuse to have sexual intercourse with them.⁵¹

One of the most significant interventions in the fight against GBV in Rwanda so far has been the establishment of the Isange One Stop Centre (IOSC) model in 2009 to comprehensively take care of GBV victims who needed medical, psycho-social, forensic, legal and judicial services. The first facility was established at the Police Hospital in Kigali. In partnership with UNFPA, UNICEF and UN Women, the

[against-gbv-concerns-every-rwandan](#) >

⁵¹ National Institute of Statistics of Rwanda (NISR) [Rwanda], Ministry of Health (MOH) [Rwanda], and ICF. 2021. Rwanda Demographic and Health Survey 2019-20 Final Report. Kigali, Rwanda, and Rockville, Maryland, USA: NISR and ICF

RNP established the first free-of-charge pilot IOSC as a 24-hour service for victims and survivors of VAWG. The Rwanda National Police (RNP) then extended IOSC facilities across the country⁵²

Main Marginalized and vulnerable groups

Rwanda has made significant strides, women still experience a disproportionate amount of poverty, which is often linked to other intersectional social and economic factors, including.

- **Women with disabilities:** face double discrimination, barriers to education and employment and limited access to public services. Initiatives to address this include inclusive education programs, vocational training and awareness campaigns.
- **Single mothers and widowed women:** often suffer from economic insecurity, lack of support networks and societal biases. Initiatives include microfinance programmes, entrepreneurship training, social safety nets and childcare support.
- **Refugees and asylum seekers:** are affected by lack of legal documentation, limited access to resources and healthcare, and social violence. Initiatives include refugee assistance programmes, legal aid services, and GBV prevention.
- **Women living in rural areas:** are often more impoverished due to their limited access to resources, markets, and social services. Initiatives include rural development programs, mobile health clinics, agricultural training for women, local governance initiatives.
- **Batwa people:** suffer from landownership issues, limited access to education and healthcare, and social stigma. Initiatives include land titling reforms, education programs for Batwa girls, community development projects.⁵³

UN Country System

⁵² UN Women Annual Report, 2022

⁵³ World Bank Gender in Law Report 2020 - Rwanda: <https://genderdata.worldbank.org/countries/rwanda>; UN Women: Progress Report on the Beijing Declaration and Platform for Action: <https://www.unwomen.org/en/digital-library/publications/2015/01/beijing-declaration>; Revised National Gender Policy (2021): https://www.migeprof.gov.rw/fileadmin/user_upload/Migeprof/Publications/Guidelines/Revised_National_Gender_Policy-2021.pdf; "Gender Equality and Women's Empowerment in Rwanda: Policies, Progress and Challenges" by Jeanne Rialoux

The UN Country System (UNCT) in Rwanda works alongside the Rwanda government and civil society towards the nation's development and progress. The system closely collaborates with the Rwandan government, aligning its programs and resources with the nation's Vision 2050 and National Strategy for Transformation (NST1). The UN Country System in Rwanda aligns its efforts with the 2030 Agenda for Sustainable Development, supporting the country's progress towards achieving the 17 SDGs.⁵⁴

Since 2008, the UN system has adopted a "One UN" approach, streamlining its operations across the 22 UN agencies resident in country and maximizing its impact through unified leadership, budget, program, voice, and house. The One UN is convened by the Resident Coordinator, responsible for coordinating all UN operations, supported by the Resident Coordinator Office (RCO).⁵⁵

UNCT working groups include, amongst others:

- **Programme Management Team (PMT) and Operations Management Team (OMT)**
- **Inter-agency Results Groups** reporting to the PMT have been formed around each of the UNDAF focus areas, responsible for planning and coordination, and developing annual/bi-annual work plans
- **Gender Theme Group,** responsible for supporting the mainstreaming of gender as cross cutting issue in the UN Development System programmes and activities, and to promote a deeper understanding and commitment to gender-responsive development programming and implementation⁵⁶

Rwanda 2023 Common Country Analysis (CCA)

The CCA covered four areas: (i) economic development and poverty reduction; (ii) social services and social protection; (iii) environment, climate change and disaster risk management; and (iv) governance and institutional capacity development. It identified that despite some progress in gender equality, gender equality is still not consistently promoted across social,

(2022): <https://www.premiumtimesng.com/opinion/540687-womens-right-a-key-driver-of-rwandas-progress-by-jeannette-bayisenge.html>; <https://www.premiumtimesng.com/opinion/540687-womens-right-a-key-driver-of-rwandas-progress-by-jeannette-bayisenge.html>

⁵⁴ UN Rwanda website: <https://rwanda.un.org/en>

⁵⁵ <https://rwanda.un.org/en/about/about-the-un>

⁵⁶ UN Rwanda website: <https://rwanda.un.org/en>

economic and political life. Women in Rwanda are economically active. Gender attitudes are changing, but significant variations exist across states and between rural and urban environments. This is exacerbated by harmful social norms about early marriage, acceptance of gender based violence and female genital mutation.⁵⁷ The CCA is currently being updated to inform the new UNSDCF.

Rwanda United Nations Development Assistance Framework (UNDAF) 2018-21 (extended to 23)⁵⁸:

The UNDAF sets out five focus areas, in response to the issues identified in the CCA and government priorities. The table below sets out the focus areas, along with plans for how the programming principle of gender equality and women’s empowerment will be incorporated.

Focus area	Human Rights, gender equality and women’s empowerment:
Economic Development and Poverty Reduction	This outcome will support inclusive policies, and equitable and sustainable development, with a focus on the empowerment of women and men, and youths who are unemployed, at risk of being radicalized or engaged in irregular migration, decent rural employment for all, and inclusive social protection systems.
Environment, Climate Resilience and Disaster Risk Management	Gender-responsive programming will include designing income-generating activities for women and ensuring access to micro-financing. In addition, natural resource management groups will be encouraged to include women in decision-making bodies.
Social Services	Interventions in this outcome will focus on the development of women’s capacities, strengthening women’s participation in decision-

Focus area	Human Rights, gender equality and women’s empowerment:
	making processes and addressing negative traditional practices to promote gender equality, protection from harmful traditional practices and reproductive health rights. Protection against gender-based violence will be strengthened.
Governance, Rule of Law and Institutional Capacity Development	Outcome activities will focus on the political empowerment of women, the inclusion of women in conflict resolution and reducing violence (sexual violence against women) and other crimes against women, such as trafficking.
Community Stabilization	Special attention will be given to expanding women’s participation and strengthening their representation in the social, political and economic spheres. As such, women can be given a voice in peace building and recovery processes, and gender equality will be promoted. Community-based approaches will ensure that men and youth understand and accept the importance of gender equality and the empowerment of women. Moreover, interventions will address a multitude of threats across different aspects of human life, highlighting the interface between security, human development and enhancing human rights.

57 [Rwanda Common Country Analysis, April 2016.](#)

58 [Rwanda_UNDAF 2018-2021-E-Ver.pdf](#)

UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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