

**ANNEXES**

**COUNTRY PORTFOLIO EVALUATION  
UN WOMEN RWANDA (2019–2024)**

The annexes provide further detail to supplement information in the main body of the report. The annexes are set out as follows:

<b>Annex</b>	<b>Page number</b>
<b>Annex 1:</b> Recommendations for areas to consider in the new Strategic Note	3
<b>Annex 2:</b> List of stakeholders consulted, and documents reviewed.	8
<b>Annex 3:</b> Theory of Change	15
<b>Annex 4:</b> Summary of results data	18
<b>Annex 5:</b> Sampling frame	22
<b>Annex 6:</b> Strategic Note Interventions	23
<b>Annex 7:</b> Stakeholder mapping	27
<b>Annex 8:</b> Evaluability assessment	38
<b>Annex 9:</b> Evaluation matrix	42
<b>Annex 10:</b> Data collection tools	46
<b>Annex 11:</b> Data Management Plan	51
<b>Annex 12:</b> Evaluation Reference Group and Evaluation Management Group members and Terms of Reference	53
<b>Annex 13:</b> Terms of Reference	54
<b>Annex 14:</b> Country Context	55
<b>Annex 15:</b> Contribution Analysis (Women’s leadership, participation and governance; Women’s economic empowerment; Ending Violence against women)	64
<b>Annex 16:</b> Inception Report	73
<b>Annex 17:</b> Normative change	74
<b>Annex 18:</b> Progress against Results Framework	76
<b>Annex 19:</b> Sources of Lessons Learned	79

## ANNEX 1: RECOMMENDATIONS FOR AREAS TO CONSIDER IN THE NEW STRATEGIC NOTE

This Annex builds on evaluation data collection and findings to provide recommendations for 1) approaches and 2) areas to consider in the new strategic note. This was something requested specifically by the Country Office. This is intended to support the new Strategic note Planning.

### 1. Approaches:

- Scaling its **convening / coordination and normative work** (Finding 2)
- Focusing **operational** work where there are **synergies** with its coordination and normative work (Finding 2)
- Scaling its support to ministries **beyond the gender machinery**, to support policy implementation
- Mainstreaming across all its intervention a focus on:
  - **social norms change and engaging men and boys** – aligned to UN Women SP Systemic outcomes and the policy brief on strengthening programs on men’s engagement in Gender Equality and Women’s Empowerment and
  - **disability inclusion**, a UN Women priority and aligned with government’s ratification of *Convention of the Rights of Persons with Disabilities* in 2018 (Finding 4)

### 2. Specific areas:

The country office requested recommendations to consider for focus areas for the new strategic note, in order to tap into opportunities and address remaining challenges affecting gender equality and women’s empowerment in Rwanda.

Stakeholders mentioned that gender is so mainstreamed in Rwanda, that specific, tangible outcomes are not achieved. They recommended that UN women focus on specific areas that can ‘really shift the dial’, rather than trying to cover everything. The UNSDCF planning is also aiming to focus on a small number of critical, systemic issues that the UN is best placed to support.

With that in mind, taking note of the rapidly changing country context, the soon to launch NST2 and the ending of the UN Women Strategic Plan, the evaluation sets forward the following suggestions, based on document review and stakeholder feedback. The criteria for consideration are:

1. **Alignment** with relevant strategies and commitments, including:
  - a. UN Women 2022-25 **Strategic Plan (SP)**<sup>1</sup>,
  - b. the current **NST** noting the new NST is due to be launched soon,
  - c. the **policy brief** on gender priorities submitted by UN Women and the gender machinery to inform the design of the new NST
  - d. the planning documents available for the new Rwanda **UNSDCF**, and
  - e. the **Six Transitions to Deliver the SDGs**.
2. **Transformational effect and scale**
3. **Alignment to UN Women’s comparative advantage**, considering the role of other development actors and where the Country Office is best placed to support

Area	Alignment	Transformational Effect and Scale	Alignment to the Country Office’s comparative advantage
Financing for gender equality and engagement with private sector	<ul style="list-style-type: none"> <li>• <b>UN Women SP</b> - Systemic outcomes</li> <li>• <b>Policy brief</b> – use of existing and new financial products for capital investment</li> <li>• <b>UNSDCF planning</b> – heavy</li> </ul>	<p>There are three main areas to consider, based on the strategy documents set out in the ‘alignment’ column:</p> <ol style="list-style-type: none"> <li>1. <b>Influencing financial flows on gender equality</b>: to support gender equality and women’s empowerment beyond direct delivery, and that will support the Government of Rwanda in financing national gender priorities. This could potentially help UN Women achieve scale</li> </ol>	<p><b>Influencing financing</b>: This aligns well with UN women’s comparative advantage of being in a unique position to convene the sector, across UN, development partners, government and civil society. (Finding 1)</p> <p><b>Innovative financing / blended finance</b>: This is not an area that the Country Office currently has capacity in, though some exploratory work has</p>

<sup>1</sup> The CO’s programmes have, therefore, aligned more with the Joint Programmes than to UN Women’s results areas and thematic ToC. Going forward, CO will ensure that joint program result areas, monitoring and reporting frameworks systematically align and contribute to the realization of UN Women’s thematic result areas and systemic outcomes at global and national levels. (WP22-23)

Area	Alignment	Transformational Effect and Scale	Alignment to the Country Office's comparative advantage
	<p>focus on innovative financing approaches</p> <ul style="list-style-type: none"> <li>• <b>Six Transformations</b> – recommendation to develop the ‘deal room’</li> </ul>	<p>(by influencing other financial flows) with a small footprint.</p> <ol style="list-style-type: none"> <li>2. <b>Partnerships that do not involve financial resources transfer to UN Women:</b> for example, public private partnerships, or linking up women to financial institutions.</li> <li>3. <b>Financing rather than funding approaches:</b> for example, through loans, blended finance to leverage private sector and capital markets. This can potentially be transformational and help UN Women deliver at scale, but in practice, it can be difficult to identify relevant deals that align to the expectations of all stakeholders as well as yield a positive financial return<sup>2</sup>.</li> <li>4. <b>Supporting financial inclusion of women and girls:</b> The final evaluation on the Joint programme on gender identified that the programme supported women’s access to finance (through seed funding, women investment fund, financial literacy, and linkages to financial institutions). This was noted to be key to supporting women’s businesses, resulting in tangible outcomes in terms of improved livelihoods. Rightsholders and implementing partners also highlighted the value add of this seed funding.</li> </ol>	<p>been done corporately and regionally (e.g. around gender bonds) that the CO could tap into. Expertise would need to be sought to strengthen this, as well as relationships with such stakeholders nurtured, for example, by engaging platforms such as <i>Convergence: The Global Network for Blended Finance</i>. (Finding 17 on efficiency)</p> <p><b>Public / private partnerships:</b> UN women has had some partnerships with private sector (see finding 15) though this needs to be further scaled.</p> <p><b>UN Women systems:</b> UN Women in other countries such as South Sudan are setting up systems to provide loans to rightsholders, which could be leveraged. The Country Office will have to engage HQ teams to identify the extent to which current systems and processes enable UN women to engage in blended finance mechanisms such as borrowing and lending money, with the expectation of returning / receiving the money with interest.</p>
Gender responsive Budgeting	<p><b>UN Women SP Systemic outcomes</b> (Global normative frameworks, laws, policies and institutions)</p> <p><b>The Policy Brief Six Transformations</b> also recommends <i>driving shifts across policy and regulatory frameworks, going beyond the standard sectoral approaches</i></p>	<p>Several donors noted that UN Women could do more structural work on gender responsive budgeting (GRB). The policy brief recommends that GRB can be reinforced by:</p> <ul style="list-style-type: none"> <li>• Integrating it into national performance frameworks and specifying budget allocated to gender equality</li> <li>• Clearly defining gender equality and implications for each sector, along with benchmarks through the GMO gender profiles, which can be used to set annual targets in line with SSPs</li> </ul>	<p>The Country Office can build on its partnerships with the gender machinery and its existing work on gender responsive budgeting, to support this, including through support to other line ministries.</p>

<sup>2</sup> [Blended finance guidance & principles - OECD](#)

Area	Alignment	Transformational Effect and Scale	Alignment to the Country Office's comparative advantage
		<ul style="list-style-type: none"> <li>Setting guidelines to mainstream gender in GBS and Imihigo planning and implementation</li> <li>Additional capacity building to stakeholders involved in planning and implementation, including at local levels</li> </ul> <p>This would support implementation and actualization of the organic law on gender responsive budgeting, across all sectors.</p>	
<p>Women's economic employment – rural women, employability / youth, Care Economy</p>	<p><b>The policy brief</b> highlights entrepreneurship and employability skills and the care economy (water, energy and division of labour) as priorities.</p> <p>The <b>Six Transformations</b> notes Jobs and social protection and energy access and affordability as <i>transformative entry points</i></p> <p>UN Women <b>Women's Economic Empowerment Strategy</b> (2024) – highlights the care economy, rural women and youth as particular priority areas.</p> <p><b>Government priority:</b> The recent census has shown that 65% of the Rwanda population are youth. Partners noted this is likely to be a priority in NST2 and will affect the government's strategic direction and programming.</p>	<p><b>Rural women</b> Civil society and UN partners noted that UN women's work with rural women was particularly relevant to advancing gender equality, due to higher disparities in rural areas. The CCA reported that rural women face higher amounts of unpaid care work. This is a particular area that UN Women can scale.</p> <p><b>Employability / Youth</b> As a growing demographic area facing higher levels of unemployment, youth is an emerging focus area. The Country Office can consider incorporating youth as a particular focus area, across its entrepreneurship and employability capacity building, seed funding and private sector partnerships. Additionally, UN stakeholders noted that the Country Office could invest in youth across all thematic areas, working with youth which is key for social norms change on GBV and engaging young people on their leadership programme, which would strengthen coherence with UNICEF.</p> <p><b>Care Economy</b> Transforming the Care Economy is a key component of the new UN Women's strategy, which sets out the importance of strengthening the care economy, to addressing care deficits and ensure caregivers are recognized and supported. The policy brief highlights the many factors that constrain women's employment, including water, energy sources and inequitable division of labour between men and women. Supporting the care economy could increase opportunities for women to engage in employment, and strengthening of the care economy can</p>	<p>Builds on the Country Office's existing work and partnership with FAO, and its expertise.</p> <p>The Country Office can build on previous work with youth, including the gender café in 2020 on generation equality and partnership with the national youth council. Aligned to the Country Office's expertise and comparative advantage, including its global gender equality work.</p> <p>Donors and partners also reported that young feminists feel like today's programmatic approaches do not address their needs, and there are new dynamics in the growth of feminism; UN Women can consult and learn from their approaches. UN partners also recommended that UN Women scale its work with young people, which is key for social norms change and also to strengthen women's leadership.</p> <p>UN Women can build on its existing work in this area, that spans both operational and normative (see finding 2). Donors report that there are opportunities to strengthen synergies with other actors also working in this space, for example, FCDO.</p>

Area	Alignment	Transformational Effect and Scale	Alignment to the Country Office's comparative advantage
		also unlock jobs. Building on the Country Office's policy work here could create change at scale.	
Ending Violence Against Women	<b>policy brief</b> – recommending continued support to this thematic area	<p>The evaluation found that certain projects supported outputs, but not sustainable outcomes and impact (see finding 19 &amp; 20).</p> <p><b>The Country Office should carefully consider what areas to work on, considering the context.</b> The 2024 Common Country Analysis reported limited enforcement support. The Country Office effectively provided legal support to many victims of gender-based violence. However, even among those who won their cases, many reported that court judgements were not executed, with perpetrators not complying with restraining orders or financial systems. Within the current realities of the court system, the Country Office should carefully consider the value of legal support in the current context, and how best to provide its legal support, to ensure it ultimately leads to tangible outcomes and impacts for rightsholders.</p> <p><b>The Country Office should also consider trade-offs between breadth and depth,</b> consider the limitations in the referral system and accessibility issues. Rightsholders reported significant court fees, filing fees and other legal expenses associated with taking forward a gender-based violence case. The Isaange One Stop Centre effectively provides response support, but limited psychosocial support and reintegration support. Given the weak referral pathways, implementing partners and donors suggested that UN Women could consider providing more holistic support including psychosocial support as well as empowering victims, either through reintegration or through moving, depending on the context.</p>	<p>Well aligned to the Country Office's comparative advantage and extensive experience supporting the government with ending violence against women, including the Isaange One Stop Centre. (see finding 7)</p> <p>Donors also suggested that the Country Office could consider how it empowers victims, including providing support to victims who do not want to be reintegrated but want to leave.</p>
Women's Political Participation	<b>policy brief</b> – focusing on decentralized entities	<p>The Country Office's personnel and partners suggested that it should stop working on things that are going well, and shift to prioritizing things that are not going so well.</p> <p>The policy brief and desk review identified that while women's representation has improved significantly at the central level, women</p>	Well aligned to the Country Office's comparative advantage and extensive experience supporting government bodies and political parties to strengthen women's participation and leadership. (see finding 5)

Area	Alignment	Transformational Effect and Scale	Alignment to the Country Office's comparative advantage
		remain underrepresented in leadership in decentralized entities. This may be a good focus area for the new Strategic Note.	

There were other areas identified by stakeholders as part of the evaluation and as part of the strategy / commitment documents, which may not be priority areas, considering the relative alignment to the Country Office's comparative advantage, current capacity and UN Women overall Strategic Plan. The Country Office can provide mainstreaming support or guidance to other UN agencies and partners to deliver on these priorities or recruit / contract for this expertise if it decides to prioritize these areas.

1. **Education:** Several stakeholders suggested that the Country Office could girls and women to increase their participation, especially in formal education. The **Six Transitions** also highlights education as a *transformative entry point*. The **two pager policy brief** also suggests prioritizing bridging the gender divide in education especially in Tertiary, ICT, STEM and TVET education programs. Though UN Women has done some work in this area, for example, through the *African Girls Can Code* initiative, this area, especially in terms of formal education, is less aligned to UN Women's current expertise and more aligned to that of other UN agencies.
2. **Sexual and reproductive health rights:** The **two page policy brief** recommends 'continued support to programs in education on sexual and reproductive health and decision making for all categories of population' something well aligned with UNFPA's mandate and expertise.
3. **Prevention of health-related diseases.** The **two pager policy brief** notes the 'need to have gender specific awareness and prevention program to increase the awareness and the ability to prevent non-communicable diseases', something that UN Women could support WHO with.
4. **Climate change, biodiversity loss and pollution:** Several donors noted that this was an increasingly important priority. The **Six Transitions** document also highlights this area as a *transformative entry point*. The Country Office noted that the country is strong on climate and there is an opportunity to issue green bonds. As the CO does not currently have this expertise, it could support other agencies / organizations in this area, to ensure it is gender responsive.
5. **Digital connectivity, innovation and technology.** This is a priority for the Government, as set out in Rwanda's gender equality commitments under the action coalition on technology and innovation. This area is also set out as a *transformative entry point* in the **Six Transitions**. The Country Office also reported that Rwanda is becoming a hub for technology in the East African community. The Country Office has done some work in this area, for example, through the *African Girls Can Code*, and this would be an area where additional expertise is needed.

UN agencies also suggested the Country Office should carefully review its value add in operational work traditionally led by other UN agencies (humanitarian, sexual reproductive health rights).

## ANNEX 2: LIST OF STAKEHOLDERS CONSULTED AND DOCUMENTS REVIEWED

The first two tables provide an overview of institutions and people consulted and details of the breakdown across stakeholder category and gender. This is followed by a detailed list of the stakeholders consulted and documents reviewed.

### TARGET AND ACTUAL SAMPLE

	Survey		Interviews		Focus Groups	
	Target	Actual	Target	Actual	Target	Actual
Government	5	4	15	21	n/a	n/a
CSOs	15	13	20	43		
Academic institutions	2	1	2	0		
Donors and multilaterals	5	3	5	7		
Private sector and media	1	0	2	3		
UNCT	9	0	6	5		
UN Women Country Office personnel	23	12	5	10		
Programme participants	n/a	n/a	0	15		
<i>Total</i>	69	33	55	104	45	58

### DISAGGREGATION BY GENDER

	Survey	Interviews	Focus Groups	Total
Male	12	46	9	67
Female	23	58	49	130
Total	35	104	58	197

### INTERVIEWS

105 stakeholders were interviewed in total.

No	Organization	Title	Gender	Project sample
<b>Programme participants</b>				
1	Haguruka	Property case	F	S/GBV Legal assistance project
2	Haguruka	DNA case	F	S/GBV Legal assistance project
3	Haguruka	Divorce case	F	S/GBV Legal assistance project
4	Haguruka	Property case	F	S/GBV Legal assistance project
5	HUGUKA UKORE KIGARAMA Coop	Individual farmer	F	
6	Igitego	VSLA Ngoma President	F	
7	Isange One Stop Centre (IOSC)/Rwanda Investigation Bureau (RIB)	Rightsholder	F	Comprehensive support provided under the Isange stop centre model
8	Isange One Stop Centre (IOSC)/Rwanda Investigation Bureau (RIB)	Rightsholder	F	Comprehensive support provided under the Isange stop centre model
9	Isange One Stop Centre (IOSC)/Rwanda Investigation Bureau (RIB)	Rightsholder	F	Comprehensive support provided under the Isange stop centre model
10	Rwanda Association of Local Government Authorities (RALGA)	Women freshly graduated university interns	F	Nurturing young women and girls' graduates

No	Organization	Title	Gender	Project sample
11	Rwanda Association of Local Government Authorities (RALGA)	Former intern of 2nd intake	F	Professional internships in leadership in Local Government
12	Rwanda Association of Local Government Authorities (RALGA)	Former intern of 3rd intake	F	Professional internships in leadership in Local Government
13	Rwandan Demobilization and Reintegration Commission (RDRC)	Ex-combatant living with disabilities	M	UN Peace Building Fund – Support to the reintegration of Ex FDLR Combatants and dependents repatriated to Rwanda from DR Congo
14	Rwandan Demobilization and Reintegration Commission (RDRC)	Ex-combatant living with disabilities	M	UN Peace Building Fund – Support to the reintegration of Ex FDLR Combatants and dependents repatriated to Rwanda from DR Congo
15	Twaguke Murama Coop	Individual farmer	F	JP RWEE
<b>Bilateral, foundation donors and multilaterals</b>				
16	Auswärtiges Amt (Federal Foreign Office) Germany	Deputy Head of Development Cooperation	M	
17	Embassy of Sweden	National Programme Officer – Democracy, Human Rights and Gender	M	
18	FCDO	Social Development Lead	F	
19	French Institute of Rwanda	Head of Cooperation	F	
20	GIZ	Project Manager - Prevention of sexualised and gender-based violence	F	
21	Netherlands Embassy - Foreign Trade and Development Cooperation	Senior policy officer for the great lakes region	F	
22	EU	Programme Officer/ M&E and Gender Focal Point	F	
<b>CSO</b>				
23	ActionAid	Programmes lead, Business development and donor coordination	M	
24	ActionAid	Local Rights programme and 3R project lead	M	
25	ADEPE	Executive Director	M	Economic Empowerment Women in informal cross boarder traders in Ruvavu district to cope with COVID 2020
26	ADEPE	Program Coordinator	F	Strengthening disability inclusion accountability and coordination in Rwanda
27	AJPHRODO	project coordinator	F	
28	AJPHRODO	executive secretary	M	
29	ARCT-Ruhuka	Executive Secretary	F	Women and Girls dignified live-UNW-RWA-00118694
30	Civil Society Platform	Partnership & resource mobilisation	M	Women and Girls dignified live-UNW-RWA-00118694

No	Organization	Title	Gender	Project sample
31	DUTERIMBERE	Program Manager	M	JP RWEE
32	Haguruka	national executive secretary	F	Legal assistance to victims of S/GBV
33	Haguruka	project coordinator	M	Legal assistance to victims of S/GBV
34	Haguruka	programs manager	M	Legal assistance to victims of S/GBV
35	HAGURUKA officials/staff and right holders	Lawyer	F	Legal assistance to victims of S/GBV
36	IMBUTO FOUNDATION	Program Manager	M	Covid-19 Response Fund – Recovering better through from Covid-19 through gender sensitive social protection system
37	Imbuto Foundation	Project Manager	M	Enhancing Livelihoods of women cooperatives to cope with social economic impacts of COVID-19
38	Impanuro Girls Initiative	Chief Executive	F	
39	INADES	Executive Director	F	EMPLOYABILITY FOR GIRLS AND WOMEN WITH DISABILITIES 2020
40	INADES	Country Director	M	JP RWEE
41	Kvinna till Kvinna	Country Representative	F	
42	Legal Aid Forum	Executive director	M	
43	Legal Aid Forum	senior legal operational policy	F	
44	Legal Aid Forum	program manager	F	
45	Luna	Chief Executive	F	
46	New Faces New Voices (NFNV)	Executive secretary	F	Fostering Women_ dignified lives
47	Organization of Women with Disabilities	Executive Director	F	EMPLOYABILITY FOR GIRLS AND WOMEN WITH DISABILITIES 2020 PROGRAM and SAFE CITIES PROGRAM
48	Organization of Women with Disabilities	Programme Coordinator	F	SDG Fund Rwanda: Accelerating – UNW – RWA- 00121072
49	Pro-Femmes/Twese Hamwe	Executive Director	F	
50	PRO-Pro-Femmes-Twese Hamwe	Executive Director	F	
51	Religious Leaders under RICH (Rwanda Interfaith Council on Health)	Executive Secretary	M	
52	REWU /Trinity Metals/Shyorongi	Secretary General of REWU	M	Women and Girls dignified live-UNW-RWA-00118694
53	REWU /Trinity Metals/Shyorongi	Deputy Secretary General	M	Women and Girls dignified live-UNW-RWA-00118694
54	REWU /Trinity Metals/Shyorongi	Project Manager	M	Women and Girls dignified live-UNW-RWA-00118694
55	RISDR	executive secretary	F	
56	RRP+	Executive Secretary	M	
57	Rwamrec	Communication Advisor	F	
58	RWANDA NGOs Forum on HIV/AIDS and Health Promotion	Chief executive	F	
59	RWANDA NGOs Forum on HIV/AIDS and Health Promotion	Program Manager	F	The Community Led Monitoring Tool in 2022

No	Organization	Title	Gender	Project sample
60	Rwanda Organization of Women with Disabilities	Executice Director	F	EMPLOYABILITY FOR GIRLS AND WOMEN WITH DISABILITIES 2020
61	Rwanda women's network	Founder/Director	F	Women and Girls dignified live-UNW-RWA-00118694
62	THT	Executive Director	M	Disability Inclusion Project
63	THT	Programme Manager	M	Economic Empowerment Women in informal cross boarder traders in Ruvavu district to cope with COVID 2020
64	UNICEF	SBC/Gender Specialist   Programmes	F	
65	Young Women Christian Association (YWCA)	Advisor	M	Advocating for Women's Rights in HIV Response in Rwanda
<b>Government</b>				
66	BDU Business Development and Employment Unit Directorate		M	
67	BDU Business Development and Employment Unit Directorate Director		M	
68	Business Development and Employment Unit	Director for Employment	M	
69	Gender Monitoring Office (GMO)	Executive Secretary	F	Strengthen the capacity of the GMO to promote Gender accountability Dialogue (part of 13152)
70	Gender Monitoring Office (GMO)	Deputy Chief Gender Monitor	M	Strengthen the capacity of the GMO to promote Gender accountability Dialogue (part of 13152)
71	Kirehe BDP/Sector	Director	M	
72	Kirehe BDP/Sector	Kirehe BDP/Sector Director	M	
73	Kirehe District- BDU Business Development and Employment Unit	Business Development and Employment Unit Director	M	
74	Local Administrative Entities Development Agency (LODA)	Division Manager	M	Covid-19 Response Fund – Recovering better through from Covid-19 through gender sensitive social protection system
75	Local Administrative Entities Development Agency (LODA)	M&E specialist	F	Covid-19 Response Fund – Recovering better through from Covid-19 through gender sensitive social protection system
76	MIGEPROF	Permanent Secretary	F	Women and Girls dignified live-UNW-RWA-00118694
77	MOH	GBV Officer RBC/MOH	F	
78	Ngoma District Agricture Sector	Sector Agriculture Officer NGOMA District	M	
79	NISR	Demographic and Social Statistics Director	M	
80	RALGA	General Secretary	M	Nurturing young women and girls' graduates through professional internships in leadership in Local Government by RALGA (part of 13152)

No	Organization	Title	Gender	Project sample
81	RIB	GBV Division Manager	F	Strengthening IOSCs to preven-UNW-RWA-00113365
82	Rwanda National Consultative Forum of Political Organizations (NFPO)	Executive Secretary	M	Joint programme on Gender - Leveraging the full potential of Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation:
83	Rwanda National Consultative Forum of Political Organizations (NFPO)	Program Coordinator	M	Joint programme on Gender - Leveraging the full potential of Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation:
84	Rwanda Women Parliamentary Forum (FFRP)	Coordinator	F	Joint programme on Gender - Leveraging the full potential of Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation:
85	Rwandan Demobilization and Reintegration Commission (RDRC)	Executive Secretary	M	UN Peace Building Fund – Support to the reintegration of Ex FDLR Combatants and dependents repatriated to Rwanda from DR Congo
86	Sector Agriculture Office NGOMA District		M	
<b>Media</b>				
87	Isango Star Radio/TV	Chief Executive Officer	F	
88	Urunana Development Communication	Managing director	M	
89	Voice of Hope Radio	Chief Editor	M	
<b>UN Women personnel</b>				
90	UN Women	WEE specialist	M	
91	UN Women	M&E specialist	F	
92	UN Women	3R Coordinator	F	
93	UN Women	Leadership and Participation Programme coordinator	F	
94	UN Women	Communications Analyst	F	
95	UN Women	Senior Communication and Media Consultant	M	
96	UN Women	Planning, coordination and resource mobilization	M	
97	UN Women operations	Operations Manager	M	
98	UN Women operations	Operations	F	
99	UN Women operations	Operations	M	
<b>UNCT</b>				
100	RCO	gender focal point	F	
101	UNFPA	gender and human rights specialist	F	
102	UNICEF	Social and behaviour change /Gender Specialist	F	
103	WFP	WFP JP RWEE Programme Managers	F	JP RWEE
104	WHO	GBV, focal point for PSEA	F	

## FOCUS GROUP DISCUSSIONS

58 stakeholders were consulted as part of focus groups. The table below provides further details on the focus groups.

Project	Detail	Participants		People with disabilities
		F	M	
Local Government internships	IPRC Rutongo campus - interns	11	0	
Advocating for Women's Rights in HIV Response in Rwanda	Former street vendors, teen mothers, sex workers	5	0	
SDG Fund Rwanda	Agriculture cooperative members	9	2	2
Strengthening disability Inclusion project	Tuzamurane Cooperative Executive Committee	8	1	
	Rwanda National Union of the Deaf and National Council of People with Disability	1	1	
JP RWEE	Savings and small loans association	8	1	2
Work in the extractive industry	Mining workers and project participants	7	4	

## DOCUMENTS REVIEWED

72 documents were reviewed. These are listed in the table below.

Category	Document
Country Context	<ul style="list-style-type: none"> <li>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.</li> <li>Rwanda CEDAW recommendations and reviews</li> <li>2023 Rwanda Voluntary National Review</li> <li>2030 Agenda for Sustainable Development and the Sustainable Development Goals, the African Union Agenda 2063, and the East African Community Vision 2050.</li> <li>Government of Rwanda. (2021). Revised National Gender Policy (2021). Retrieved from <a href="https://www.gender.gov.rw/fileadmin/user_upload/Revised_National_Gender_Policy_2021.pdf">https://www.gender.gov.rw/fileadmin/user_upload/Revised_National_Gender_Policy_2021.pdf</a></li> <li>National Institute of Statistics of Rwanda. (2019). Rwanda Demographic and Health Survey 2019-2020: Key Indicators Report. Retrieved from <a href="https://www.statistics.gov.rw/publication/demographic-and-health-survey-2019-2020-key-indicators-report">https://www.statistics.gov.rw/publication/demographic-and-health-survey-2019-2020-key-indicators-report</a></li> <li>Republic of Rwanda. (2015). Constitution of the Republic of Rwanda. Retrieved from <a href="https://www.wipo.int/edocs/lexdocs/laws/en/rw/rwo12en.pdf">https://www.wipo.int/edocs/lexdocs/laws/en/rw/rwo12en.pdf</a></li> <li>Common Country Analysis 2023</li> <li>Labour Force Survey Annual Report (March 2024)</li> <li>Gender Thematic Report from the Agriculture Household Survey 2020</li> <li>Gender thematic reports 2022</li> <li>Men Engage Strategy 2022</li> <li>Ministry of Gender and Family Promotion, Affirmative Finance Action for Women In Africa (AFAWA), Strategy For Rwanda, Kigali, 2022</li> <li>Ministry of Gender and Family Promotion, Revised National Gender Policy: Accelerating the Effectiveness of Gender Mainstreaming and Accountability for National Transformation, February 2021</li> <li>National Institute of Statistics of Rwanda (NISR), Labour Force Survey, 2023</li> <li>The Rwanda Governance Board (RGB), Rwanda Governance Scorecard (RGS) 10th edition., 2023</li> <li>UNCT, 2022 Annual Results Report, Rwanda</li> <li>UNDP, 2018: Gender Equality Strategy: UNDP Rwanda (2019-2022)</li> </ul>
Country Office	<ul style="list-style-type: none"> <li>RCO 2019-2024 Strategic Note</li> <li>RCO 2019, 2020, 2021 and 2022 annual reports and annual work plans</li> <li>RMS data on results and donors</li> <li>OneApp and Quantum Data</li> </ul>
UN Country Team	<ul style="list-style-type: none"> <li>Rwanda Common Country Analysis 2021 and 2024</li> <li>Rwanda UNDAP II 2018-23</li> <li>UNSDCF planning documents – powerpoint sides and inception report</li> </ul>
<b>Thematic</b>	

Category	Document
Women's Economic Empowerment	<ul style="list-style-type: none"> <li>• UNPRPD Final Report 2022</li> <li>• UNPRPD MPTF MOU Global May 2021</li> <li>• UNPRPD Final proposal 2021</li> <li>• Final Workplan UPRPD 2021</li> <li>• Fund Transfer Request Form RWEE</li> <li>• JPRWEE Final Report and appendices Rwanda Sept 2019</li> <li>• JPRWEE Bi/Annual Report 2018, 2019, 2020, 2021 and 2022</li> <li>• National Coordinator JPRWEE Final Report</li> <li>• RWEE UN Women WFP Agreement</li> <li>• JPRWEE Evaluation Final Report</li> <li>• JP RWEE Prodoc</li> </ul>
Ending Violence Against Women	<ul style="list-style-type: none"> <li>• 2020 Annual report for the Project “Fostering Women and Girls’ Dignified Lives through GBV Prevention, response and Women’s Economic Autonomy in Rwanda”;</li> <li>• Isange One Stop Centre, Standard Operating Procedures, Kigali, May 2020</li> <li>• UN Women et al., Access to Justice for GBV Victims: Achievements, Barriers and Recommendations</li> <li>• UN Women et al., Joint Programme, Leveraging the Full Potential of Gender Equality and Women’s Empowerment to Achieve Rwanda’s Transformation”, 2019;</li> <li>• UN Women, HeForShe Alliance Impact Report, 2022</li> <li>• Signed SAA for Netherlands Rwanda support to UNFPA UN Women on IOSC Nov 2018</li> <li>• Swiss UNW Agreement</li> <li>• UN Women impact story Rwanda UN Women provides psychosocial support to teen mothers</li> <li>• Tackling Negative social norms in the extractive industry in Rwanda</li> <li>• GBV prevention in Rwanda UNW approaches</li> <li>• National GBV community Reintegration Guidelines 2022</li> <li>• UN Women EAW brochure</li> <li>• Sustaining religious gender desk initiative baseline mapping survey report</li> <li>• REWU baseline study on GBV in mining sector within Muhanga and Gakenke districts</li> <li>• Final narrative report Haguruka 2024</li> <li>• Final GBV guidelines sports sector</li> <li>• Addendum Joint Programme on Gender</li> <li>• Joint Programme on Gender Project Document</li> <li>• Annual Reports 2020, 2021 and 2022 UN Women SDC Fostering Women and Girls Dignified Lives</li> <li>• Documentation on Legal Assistance to GBV victims</li> <li>• IOSC Standard operating procedures 2020</li> <li>• GBV KAP study final report</li> <li>• MPTF 2019 IOSC Annual Narrative Joint Programme report</li> </ul>
Women's Political Participation	<ul style="list-style-type: none"> <li>• JP Gender Donor Reports 2020, 2021, 2022</li> <li>• JP Gender Pro Doc</li> <li>• Country Gender Status in Rwanda_Draft_GMO</li> <li>• Final Revised Report Gender Mainstreaming and Accountability Guidelines</li> <li>• Gender Joint Program MTR Report</li> <li>• RNAPIII UNSCR 1325</li> <li>• Joint Programme on Gender Steering Committee Meeting Minutes</li> </ul>
Coordination	<ul style="list-style-type: none"> <li>• UNCT SWAP Scorecard GEM GTG Training Report</li> <li>• Gender and NST II Development partners meeting minutes</li> <li>• Policy Brief October 2023_Gender Priorities</li> </ul>

## ANNEX 3: 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 the revised theory of change, building on the narrative theory of change in the Strategic Note, the Results Framework, the inception workshop, and findings from the evaluation. The expected causal pathways have been further elaborated, to strengthen the evaluability of the theory of change. The changes made from the version set out in the inception report are additional assumptions added to the theory of change, in italics, based on contributory factors identified by the evaluation (see finding 12).

### Summary 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><b>Outcome 1.1 A diverse cohort of women leaders is formed to lead in governance at local and national level</b></p> <p><i>Output 1.1.1:</i> Women's capacity to compete for leadership positions and to lead decision making processes at local and national level strengthened</p> <p><i>Output 1.1.3:</i> Organizational capacities, outreach and convening power of networks that promote women's leadership and participation in decision making organs enhanced</p> <p><i>Activities:</i> 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><b>Contribution to outcome:</b> 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><b>Outcome 2.1 New opportunities are unlocked for women to benefit from Rwanda's expanding private sector markets</b></p> <p><i>Output 2.1.1:</i> Women have enhanced skills and access to finance and markets to leverage business opportunities</p> <p><i>Output 2.1.2:</i> Women's capacity and opportunities to access remunerated off-farm employment increased</p> <p><i>Output 2.1.3:</i> Corporate sector actors demonstrate increased understanding of and commitment to implement gender equality and women's empowerment practices</p> <p><b>Activities:</b> capacity enhancement and increase</p>	<p><b>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</b></p> <p><i>Output 3.1.1:</i> Increased awareness among communities to prevent and respond to S/GBV including available services (health, social, justice, economic)</p> <p><i>Output 3.1.2:</i> Strengthened capacity of relevant institutions /service providers to provide quality services to S/GBV victims</p> <p><b>Activities:</b> awareness raising on GBV prevention and response, community</p>

Goal	Women and girls, especially the most vulnerable, benefit equally from political and economic opportunities and fully enjoy their human rights		
	<p><b>Outcome 1.2 Women are perceived as equally legitimate and effective leaders as men throughout all spheres of society</b></p> <p><b>Output 1.2.1:</b> Community awareness of gender equality and civic understanding of women's right to equal participation in decision making increased.</p> <p><b>Output 1.2.3:</b> Individual and networks of men and boys, women and girls mobilized in favor of gender equality and respectful relationships</p> <p><b>Activities:</b> 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><b>Contribution to outcome:</b> Awareness and mobilization activities lead to changes in perception of women's role as leaders</p>	<p>of access to markets and productive inputs for aspiring and current women entrepreneurs, 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><b>Contribution to outcome:</b> Increased business and employment opportunities, and women have capacity to access these opportunities.</p>	<p>outreach and social media campaigns, mobile clinics, dialogue to share good practices, capacity building of GBV service providers, community-based monitoring and reporting tools</p> <p><b>Contribution to outcome:</b> Increased capacity of communities and service providers leads to better prevention and response to violence against women and girls</p>
	<p><b>Outcome 1.3 Implementation of gender equality and women's empowerment commitments strengthened at national and local levels</b></p> <p><b>Output 1.3.1:</b> National Gender Machinery Institutions' capacity to coordinate and oversee gender mainstreaming at national and local level strengthened</p> <p><b>Output 1.3.3:</b> 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><b>Activities:</b> 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><b>Contribution to outcome:</b> Government's capacity to coordinate, oversee and implement gender mainstreaming increases, which results in strengthened implementation of gender commitments.</p>	<p><b>Outcome 2.3 Women farmers and cooperatives' engagement in higher segments of the food and agricultural value chains is increased</b></p> <p><b>Output 2.3.1:</b> Women agripreneurs' access to productive and transformative inputs, technologies and services strengthened</p> <p><b>Output 2.3.2:</b> Women farmers benefit from dedicated production and marketing platforms linking them to national, regional and international supply chains</p> <p><b>Activities:</b> 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><b>Contribution to outcome:</b> 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><b>Outcome 3.2 Attitudes and behaviours related to women's and girl's rights to enjoy spaces free from VAW improved</b></p> <p><b>Output 3.2.1:</b> 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><b>Output 3.2.2:</b> 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><b>Activities:</b> capacity enhancement sessions to local security organs, community awareness raising, supporting gender champions</p> <p><b>Contribution to outcome:</b> initiatives changes attitudes, which translates to improved behaviours related to women's and girls' rights</p>
<b>Key Assumptions</b>			

Goal	Women and girls, especially the most vulnerable, benefit equally from political and economic opportunities and fully enjoy their human rights		
Assumptions	<ul style="list-style-type: none"> <li>• There is <b>political will and commitment</b> 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</li> <li>• Changes in attitudes and beliefs will result in <b>behaviour change</b></li> <li>• Harmful <b>social norms</b> can be substantially influenced within a five year period</li> <li>• <b>Strong partnerships</b>, including with government and ownership of the programme; and strong civil society and private sector partners</li> <li>• <b>New initiatives</b> are piloted and effective</li> <li>• <b>Opportunities</b> available (for example, employment and government leadership roles)</li> </ul>		
	<ul style="list-style-type: none"> <li>• <b>Commitment and interest</b> of women to actively participate in decision-making processes</li> <li>• <b>Provisions</b> rendering the production of Gender Budget Statements at national and district level mandatory remain in force</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Stable macroeconomic</b> environment with continued GDP growth and stable export market</li> <li>• <b>Access to financial services</b> for women, including collateral security such as guarantees and grants</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Funding and opportunities</b> available to translate increased capacity and awareness into better provision of prevention and response to gender based violence and increased safety</li> <li>• <b>Data available</b> to support intervention targeting and progress measuring</li> <li>• <b>Enabling environment</b> including strong referral system and enforcement of legal decisions</li> </ul>

## ANNEX 4: 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

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## ANNEX 5: SAMPLING FRAME

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The evaluation undertook two levels of sampling:

### 1) Project sample

Most significant change was used to identify which of the Country Office's contributions to target outcomes to focus on. Based on review of annual reports and discussions with Country Office stakeholders, several areas (see Annex 3) were highlighted where UN Women has made the most significant contribution to target outcomes. Based on this and discussion with the Country Office to ensure good coverage across all Strategic Note areas of work, the following deep dive case studies (see project review sample below) involved in-depth data collection with all relevant stakeholders.

To ensure a comprehensive review of the Country Office's processes and systems, i.e. not only areas of most significant progress, a separate sample was taken of all interventions. The Country Office's main interventions were mapped into a sample frame for evaluation. Across this, a stratified, random sample was taken to ensure good coverage across thematic areas and normative, coordination and operational work. A desk review and select interviews with programme staff and partners were undertaken for this sample, as shown below. See Annex 5 for the full sample.

Contribution analysis was used to validate the achievement of these outcomes; gather evidence for UN Women's contributions; and identify other enablers and barriers to achievement.

This project sample was used to answer the following evaluation questions:

- **EQ1:** Capturing any unexpected outcomes.
- **EQ4:** Examining the coherence of interventions with UNCT and other national level stakeholders.
- **EQ5:** Examining the alignment of interventions with UN Women's comparative advantage.
- **EQ6:** Assessing whether interventions are supporting structural changes in gender equality and applying gender, human rights and disability inclusion approaches.

### 2) Stakeholder sampling

The evaluation applied a purposive sampling approach to ensure a diverse range of perspectives was considered.

A full stakeholder mapping was undertaken with the support of the Country Office (See Annex 7). There were three areas of stakeholder consultation and associated purposive sampling based on the characteristics below.

1. **Project sample:** Stakeholders selected based on their ability to comment on the most significant contributions to target outcomes - to support the validation of achievements and UN Women's contribution. Stakeholders able to comment on the sampled interventions, including programme managers, partners and government stakeholders.
2. **Country level stakeholders,** including UNCT, UN Women Country office personnel, donors, government stakeholders and others. These were purposively sampled to focus on stakeholders with a strategic overview of the portfolio and stakeholders working in significant areas for the Country Office.

## ANNEX 6: STRATEGIC NOTE INTERVENTIONS

### STRATEGIC NOTE INTERVENTIONS

The table below sets out the list of Strategic Note Interventions, as per Atlas and Quantum, 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 programme participants. 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	Programme participants – does it target LNOB groups?	Programme participants (geographic area)	Most significant change reported in annual report	Outcome and output	Start and end date
<b>Women's Economic Empowerment</b>							
(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
<b>Participation, Governance and Leadership</b>							
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	Programme participants – does it target LNOB groups?	Programme participants (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
<b>Ending Violence Against Women</b>							
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.

## RESULT AREAS – MAIN INTERVENTION AND PARTNERS

### Result areas – main intervention and partners

The table below summarizes the main intervention details across the result areas.

Governance and participation in public life
<p><b>Technical support and capacity building</b></p> <ul style="list-style-type: none"> <li>Capacity building for women candidates in the 2021 local and 2023 parliamentary elections, and for elected women leaders</li> <li>Supporting Civil Society Organizations, professional and political networks to advocate for women's participation in decision making processes.</li> <li>Supporting parliament and political parties to attract, promote and retain women leaders</li> <li>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.</li> </ul>

- 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 UNDAF II Gender Mainstreaming Strategy to drive GEWE mainstreaming in all Results Groups.
- Chairing UNDAF 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 UNDAF.
- 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 7: STAKEHOLDER MAPPING

The table below maps out the key stakeholders against the following categories, their contributions to the Strategic Note and the sampling approach for each stakeholder category. All stakeholders will be surveyed, and purposively sampled for interview / focus group discussion.

Category	Contributions to the Strategic Note	Sampling Approach
Governmental Stakeholders	Principle and primary duty bearers who make decisions and responsible for country development outcomes.	All government partners were surveyed. Those partnering with UN Women on the <i>sampled projects</i> were targeted for interview
Civil Society Organizations	Partners working with UN Women to deliver; partners working on different activities aiming to contribute to the same target outcomes	All civil society partners were surveyed. Those partnering with UN Women on the <i>sampled projects</i> were targeted for interview.
Research and academic institutions	Researchers working in the areas of UN Women's work, providing useful insights into what does and does not work.	All academic partners were surveyed.
Private sector	Partners on Women's Economic Empowerment Projects and funders.	All private sector partners were surveyed.
UN agencies	Partners on joint programs, development partners supported by UN Women's coordination work.	The UN Country Team was surveyed. Several UN agencies have been identified as key partners for UN Women – these were targeted for interview.
Bilateral and foundation donors	Donors of UN Women's work in SCO	All donors were surveyed. Donors funding the <i>sampled projects</i> were targeted for interview.
UN Women team	Responsible for implementing the strategic note.	As those with a leadership role to implementing the SN, the country rep, deputy country rep, thematic leads, planning, monitoring, evaluation and reporting specialist and planning and coordination specialist were interviewed. All other colleagues were surveyed.
Other multilaterals / regional bodies	Key partners contributing to same target outcomes.	All multilateral partners were surveyed.
Target groups of rights holders	Target Groups of rights holders	Purposively sampled for <i>the sampled projects</i> , to ensure a good range of rights holders, considering different characteristics including: marginalized groups, those with disabilities and the hard to reach. These stakeholders were invited to take part in focus group discussions.

Their contribution to and/or engagement in UN Women's normative, coordination and operational work, as well as thematic area is also mapped. The list also highlights stakeholders linked to the deep dive and desk review sample. The list is drawn from: donors from Atlas, partners from list of partner agreements, annual reports and UN Women personnel inputs.<sup>3</sup>

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 columns indicates whether the institution was sampled, and what form of data collection is envisaged. Stakeholders that the evaluation team was able to reach through interviews and focus groups are annotated in green. As survey responses were anonymous, the evaluation team is unable to ascertain whether the sampled stakeholders have participated.

<sup>3</sup> Some stakeholders are listed more than once, where more than one representative from the organization has been identified as relevant for consultation.

## STAKEHOLDER MAPPING

Category	Institution	Normative	Coordination	Operational	Thematic area <sup>4</sup>	Link to project sample	Sampled
Programme participants	n/a			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	FGD
Programme participants	n/a	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	FGD
Programme participants	n/a			x	EVAW		FGD
Programme participants	n/a			x	EVAW		FGD
Programme participants	n/a			x	EVAW		FGD
Programme participants	n/a			x	PGL		FGD
Programme participants	n/a			x	PGL		FGD
Programme participants	n/a			x	PGL		FGD
Programme participants	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
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	Action pour le			x	WEE	Accelerating Progress Toward	KII

<sup>4</sup> WEE: Women's Economic Empowerment; EVAW: Ending Violence Against Women; PGL: Participation, Governance and Leadership

Category	Institution	Normative	Coordination	Operational	Thematic area <sup>4</sup>	Link to project sample	Sampled
Organisations	Developpement du Peuple (ADEPE)					the Economic Empowerment of Women in Rwanda-	
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						Survey
Civil Society Organisations	AJPRODHO-JJUKIRWA					00118694,00131627, 00127738, 00119978	Survey
Civil Society Organisations	Alight (American Refugee Committee before)						Survey
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
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	Duterimbere NGO			x	WEE	Accelerating Progress Toward	KII

Category	Institution	Normative	Coordination	Operational	Thematic area <sup>4</sup>	Link to project sample	Sampled
Organisations						the Economic Empowerment of Women in Rwanda-	
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	Imbuto foundation			x	EVAW	Fostering Women_dignified lives	KII
Civil Society Organisations	Imbuto Foundation			x	WEE	Accelerating Progress Toward the Economic Empowerment of Women in Rwanda-	KII
Civil Society Organisations	Imbuto 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
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

Category	Institution	Normative	Coordination	Operational	Thematic area <sup>4</sup>	Link to project sample	Sampled
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 Oeuvrant pour le Devel			x	EVAW	00118694	Survey
Civil Society Organisations	RISDR		x			Civil Society Advisory Group	FGD
Civil Society Organisations	Rwanda Association Of Local Government Authority (RALGA)			x	PGL	11278	Survey
Civil Society Organisations	Rwanda Bar Association			x	EVAW		Survey
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						Survey
Civil Society Organisations	Rwanda Men's Resource Centre					00126681	Survey
Civil Society	Rwanda National	x		x	WEE	Strengthening disability	KII

Category	Institution	Normative	Coordination	Operational	Thematic area <sup>4</sup>	Link to project sample	Sampled
Organisations	Union of the Deaf					inclusion accountability and coordination in Rwanda:	
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	THT	x		x	WEE	Strengthening disability inclusion accountability and coordination in Rwanda:	KII
Civil Society Organisations	UMURYANGONYAR WANDA 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

Category	Institution	Normative	Coordination	Operational	Thematic area <sup>4</sup>	Link to project sample	Sampled
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	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/Agriculture	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 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

Category	Institution	Normative	Coordination	Operational	Thematic area <sup>4</sup>	Link to project sample	Sampled
Governmental Stakeholders	National Electoral Commission				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
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

Category	Institution	Normative	Coordination	Operational	Thematic area <sup>4</sup>	Link to project sample	Sampled
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
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

Category	Institution	Normative	Coordination	Operational	Thematic area <sup>4</sup>	Link to project sample	Sampled
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	Planning and Coordination specialist						KII
UN Women team	PMER specialist						KII
UN Women team	Representative						KII

## ANNEX 8: 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.

### 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
<b>DEVELOPMENT RESULTS FRAMEWORK</b>	<b>OUTCOMES</b>	Target outcomes adequately focus on change (behavior, institutional performance, beliefs/attitudes).	<b>STRONG</b>
	<b>OUTPUTS</b>	Target outputs consistently use change language, are specific, clear and focused.	<b>STRONG</b>
	<b>INDICATORS</b>	Indicators were generally clearly aligned to the target outcomes and target outputs. Many indicators sought to focus on the changes brought about thanks to the support of UN Women.  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.	<b>ADEQUATE</b>
	<b>DATA QUALITY</b>	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).	<b>ADEQUATE</b>
<b>ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY FRAMEWORK</b>	<b>OUTPUTS</b>	OEEF outputs were clearly defined, specific and <i>SMART</i> .	<b>STRONG</b>
	<b>INDICATORS</b>	OEEF indicators were clearly aligned to the output and valid to measure the target change.	<b>STRONG</b>
	<b>DATA QUALITY</b>	Supporting data was included to demonstrate how performance against OEEF indicators was calculated.	<b>STRONG</b>

### 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

### 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)	<b>Weak</b> = 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.	
Logical direct (preferred) or proxy (acceptable) indication of change	<b>Adequate</b> = 4-6 attributes
Clearly aligned to output / outcome	
Specific (Sets precise criteria for success)	<b>Strong</b> = 6+ attributes
Singular Focus	
Plain language	
Valid / Reliable	

## 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
<b>Development Results Framework</b>			
Outcome Indicators (18)	12 (67%)	4 (22%)	2 (11%)
Output Indicators (42)	38 (90%)	0 (0%)	4 (30%)
<b>Organizational Efficiency and Effectiveness Framework</b>			
Output Indicators (19)	19 (100%)	0 (0%)	0 (0%)

## DATA AVAILABILITY FOR STRATEGIC NOTE INTERVENTIONS

The table below assesses 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			
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

Project Name	Donor	Performance Monitoring Framework	Evaluation or Review	Quarterly or 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 UNDAP 2-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			Annual Report
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: RWE - 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			Annual Report
3R Unpaid Care Work in WEE - R	Dept of Forgn Afrs Trade & Dev			Annual report
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			Annual Report
JOINT PROGRAMME FOR RWANDA ONE	Multi-Donor Trust Fund Office			Annual Report
RWEE	Multi-Donor Trust Fund Office			Annual Report
Safe Cities Iceland NC	ICELAND NATIONAL COMMITTEE			
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			

Project Name	Donor	Performance Monitoring Framework	Evaluation or Review	Quarterly or Annual Report
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			Annual Report
Strengthening IOSC Programme	Netherlands Embassy through MPTF			

Source: Results Management System and Donor Agreement Management System (DAMS)

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**ANNEX 9: EVALUATION MATRIX**

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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
<b>Effectiveness, Coherence and Human Rights and Gender Equality</b>			
<b>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?</b>			
E1. To what extent did the Country office contribute (through its normative, coordination and operational 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 the Country Office's contribution. Effectiveness of the Country Office's approach in taking a proactive approach focused on prevention through awareness campaigns, capacity building and addressing root causes.	Contribution analysis, assessing the strength of evidence for outcomes achieved and the Country Office's contribution. Outcome harvesting to capture unexpected outcomes and focusing on sampled interventions.	<b>Documents:</b> monitoring and reporting data, annual reports on outcomes, lessons learned, UNCT reports, SWAP scorecard <b>Interviews and Focus Group Discussions</b> with UN Women, UNCT, partners, programme participants of select interventions, stakeholders able to comment on achievement of outcomes – other stakeholders working in the sector, donors, government.
E2. What unexpected outcomes have been achieved?	Evidence of contribution to structural changes.	Focus on most significant outcomes achieved, guided by CO (deep dive sample).	<b>Survey:</b> across all stakeholder categories.
E3. What are the enablers and barriers to achieving target outcomes?	Evidence of internal and external enablers and barriers to achieving target outcomes.	Assessment of effectiveness of results, and which initiatives were the most effective.	
E4. How effective were the Country Office'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 the Country Office's partnerships – both implementing partners in project sample and strategic partners.	<b>Documents:</b> Planning documents. List of interventions. Documentation of key outcomes. <b>Interviews</b> 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 the Country Office'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	<b>Documents:</b> project planning documents. Summary of key projects in this area delivered by UNCT and other stakeholders. <b>Interviews</b> UN Women, UNCT, key stakeholders working on gender equality and women's empowerment, donors and government stakeholders.
<b>Efficiency</b>			
<b>F. Did UN Women have appropriate organizational structures, systems and capacity in place to ensure efficient use of resources to maximize results?</b>			
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.	<b>Documents:</b> 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
			<b>Interviews:</b> 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	<b>Documents:</b> Process documents, results and resource management systems and trackers. <b>Interviews:</b> 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	<b>Documents:</b> Organograms, HR strategy, internal reviews, job descriptions, training plans. <b>Interviews:</b> UN Women, donors, UNCT, partners.
<b>Relevance</b>			
R. Are UN Women's activities (normative, coordination and operational), 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' (programme participants) 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, programme participants' needs and government priorities. Identification of innovative approaches used during Covid-19. Review of alignment between project sample and programme participants' needs.	<b>Documents:</b> CO portfolio design documents (Strategic note, workplans, other design documents), government strategy documents, needs assessments <b>Interviews:</b> UN Women, government stakeholders, programme participants
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.	<b>Interviews:</b> 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 the Country Office's comparative advantage.	Assessment of alignment of project sample to the Country Office's perceived comparative advantage.	<b>Documents:</b> Project design documents, internal stakeholder analysis and landscape mappings, resource mobilization strategy. <b>Interviews:</b> UN Women, UNCT and other stakeholders working on gender equality and women's empowerment, donors and government stakeholders.

## 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.	<b>Documents:</b> donor and partner reports <b>Interviews</b> with UN Women staff, partners and programme participants
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.	As above. Also review of project exit strategies.

**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](mailto: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– programme participants**

- 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' (programme participants) 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’ (programme participants) 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’ (programme participants) 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' (programme participants) 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’ (programme participants) 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](#)

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## ANNEX 11: DATA MANAGEMENT PLAN

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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 was responsible for data collection. The evaluation team comprised the Regional Evaluation Specialist for the East and Southern Africa Regional Office and two independent evaluation consultants. The primary data collection approaches were as follows:

Data Collection approach	Data collection and storage
Interviews and focus group discussions (virtual and face to face)	Virtual meetings were held over Microsoft teams. Interview notes were taken and stored using Microsoft Word. Temporarily during the data collection phase, interview notes were 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 were transferred to SharePoint drive, data was deleted from personal computers and written note destroyed.
Survey	Microsoft forms was used to administer the survey.

All primary and secondary data was stored using UN Women's SharePoint/OneDrive accessible by evaluation team members only. Once the evaluation is over, access to share point folders was revoked to all external evaluation team members. This is protected under overall data protection mechanisms by UN Women Information Technology (IT) service. NVivo and Stata was 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 was: names and last names of the interviewees, their function in the organization/institution, their email addresses and the affiliated institution. Personal names and last names have not been published in any of the reports and will be known only to the evaluation team members. During data analysis, personal data was removed from all interview notes and replaced with unique reference numbers. Only the evaluation team leader maintained 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 has been protected to ensure they cannot be traced to its source. No personal data has been 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 12: EVALUATION REFERENCE GROUP AND EVALUATION MANAGEMENT GROUP MEMBERS AND TERMS OF REFERENCE

### 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	Therese Karugwiza	Gender and Human Rights Programme Specialist
5	UNICEF	Redempter Batete	Gender Specialist
6	UNDP	Fatmata Lovetta Sesay Clement Kirenga	Resident Representative National Coordinator for inclusive governance
7	Rwanda Men's Resource Centre (RWAMREC)	Fidele Rutayisire	Executive Director
8	Profemmes Twesehamwe	Emma Marie Bugingo	Executive Director
9	ActionAid Rwanda	Ines Mwangavu	Interim Executive Director
10	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

### TERMS OF REFERENCE (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.

The two groups are 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 3R Programme evaluation.

The internal Evaluation Reference Group will include the Country Representative, Deputy Country Representative, 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:

Month	Inputs
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

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## **ANNEX 13: TERMS OF REFERENCE**

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

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## ANNEX 14: COUNTRY CONTEXT

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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. Reliance on subsistence agriculture contributes to persistence of poverty especially in rural areas.<sup>5</sup> Rwanda is scored 0.38 by the World Bank's Human Capital Index, slightly lower than average for Sub-Saharan Africa (40 percent).<sup>6</sup> In the past three years, GDP has grown at around 8% over the past 3 years. The growth has been driven by industry and services, and to some extent agriculture. The government has invested in infrastructure development, which has supported economic growth and access in remote areas.<sup>7</sup>

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<sup>5</sup> Common Country Analysis. 2024.

<sup>6</sup> World Bank. Rwanda. Overview. [Rwanda Overview: Development news, research, data | World Bank](https://rwanda.un.org/en/Development%20news,%20research,%20data%20World%20Bank); UN Rwanda website: <https://rwanda.un.org/en>

<sup>7</sup> Common Country Analysis. 2024.

<sup>8</sup> World Bank. Rwanda. Overview. [Rwanda Overview:](https://rwanda.un.org/en/Development%20news,%20research,%20data%20World%20Bank)

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.<sup>8</sup> 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.<sup>9</sup>

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.<sup>10</sup>

### 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

[Development news, research, data | World Bank](https://rwanda.un.org/en/Development%20news,%20research,%20data%20World%20Bank); UN Rwanda website: <https://rwanda.un.org/en>

<sup>9</sup> World Economic Forum. Global Gender Gap Report. 2023.

<sup>10</sup> 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

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.<sup>11</sup> Different sectors 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.<sup>12</sup>

**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 Declaration<sup>13</sup> on promoting gender equality and women empowerment and addressing gender gaps and the Beijing Declaration<sup>14</sup> 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.**<sup>15</sup> 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.<sup>16</sup>

- **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.<sup>17</sup>
- **Rwanda also has a law that prevents and punishes gender-based violence crimes** in all of their forms (Law No. 59/2008).<sup>18</sup>
- **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.<sup>19</sup>
- **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 Statements<sup>20</sup> (No

<sup>11</sup> <https://leap.unep.org/en/countries/rw/national-legislation/revise-national-gender-policy-2021#:~:text=The%20Overall%20Goal%20of%20the,gender%2Dbased%20violence%20and%20discrimination.>

<sup>12</sup> [GMO. The State of Gender Equality in Rwanda from Transition to Transformation. 2019.](https://gmo.gov.rw/fileadmin/user_upload/international/CSW_64_Political_Declaration.pdf)

<sup>13</sup> [https://gmo.gov.rw/fileadmin/user\\_upload/international/CSW\\_64\\_Political\\_Declaration.pdf](https://gmo.gov.rw/fileadmin/user_upload/international/CSW_64_Political_Declaration.pdf)

<sup>14</sup> <https://www.un.org/womenwatch/daw/beijing/pdf/BDPFA%20E.pdf>

<sup>15</sup> Republic of Rwanda. The Constitution of the Republic of Rwanda. Official Gazette n° Special of 04/08/2023

<sup>16</sup> [https://www.constituteproject.org/constitution/Rwanda\\_2015](https://www.constituteproject.org/constitution/Rwanda_2015)

<sup>17</sup> [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)

<sup>18</sup> [https://gmo.gov.rw/fileadmin/user\\_upload/laws%20and%20policies/LAW\\_N\\_272021\\_OF\\_10062021\\_GOVERNING\\_LAND\\_IN\\_RWANDA.pdf](https://gmo.gov.rw/fileadmin/user_upload/laws%20and%20policies/LAW_N_272021_OF_10062021_GOVERNING_LAND_IN_RWANDA.pdf)

<sup>19</sup> <https://rwandalii.org/akn/rw/act/law/2016/27/eng@2016-08-01>

<sup>20</sup> <https://rwandalii.org/akn/rw/act/ol/2013/12/eng@2013-11-05/source.pdf>

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 programme participants.<sup>21</sup>

- **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 woman and prohibits sexual harassment in the workplace<sup>22</sup>.

**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.<sup>23</sup> 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.

**Improvements in political empowerment and educational attainment and men engagement have**

**contributed to gender equality and women's empowerment progress.** The national men engage transformative strategy was launched in June 2022. However, inequitable gender norms persist, due to a patriarchal social structure, resulting in unequal access to education and economic opportunities.<sup>24</sup>

### 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.<sup>25</sup>

**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

<sup>21</sup> [https://gmo.gov.rw/fileadmin/user\\_upload/reports/gmo-annual-report-2021-2022.pdf](https://gmo.gov.rw/fileadmin/user_upload/reports/gmo-annual-report-2021-2022.pdf)

<sup>22</sup> [Law No. 66/2018 of 30 August 2018 Regulating Labour in Rwanda | Legal research | DataGuidance](#)

<sup>23</sup> Gender Monitoring Office. GMO Strategic Plan 2017-2022. 2017.

<sup>24</sup> Common Country Analysis. 2024.

<sup>25</sup> [https://africa.unwomen.org/en/where-we-are/eastern-and-](https://africa.unwomen.org/en/where-we-are/eastern-and-southern-africa/rwanda)

[southern-africa/rwanda](#); Inter-Parliamentary Union:

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

UN Women Rwanda Annual Report 2020:

[https://africa.unwomen.org/en/digital-](https://africa.unwomen.org/en/digital-library/publications/2021/08/un-women-wcaro-annual-report-2020)

[library/publications/2021/08/un-women-wcaro-annual-report-2020](#):

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

educated women about managing finances, accessing loans, and navigating the financial system.<sup>26</sup>

**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.<sup>27</sup>

**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<sup>28</sup>.

### 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.

#### Health and education

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

Indicator	Figure
<b>Health</b>	
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

<sup>26</sup> FONERWA: <http://www.fonerwa.org/private-sector/about>; International Trade Centre: <https://intracen.org/>

<sup>27</sup> National Gender-Based Violence (GBV) Strategy (2022-2027): <https://blogs.worldbank.org/nasiliza/gender-based-violence-in-rwanda-getting-everyone-on-board-eryone-on-board>

<sup>28</sup> <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->

Indicator	Figure
Life expectancy at birth (Female) (PHC5, 2022)	71.2
<b>Education</b>	
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.<sup>29</sup> 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.<sup>30</sup>

**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.<sup>31</sup> 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. 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

[library/publications/2021/08/un-women-wcaro-annual-report-2020](https://www.unwomen.org/en/digital-library/publications/2021/08/un-women-wcaro-annual-report-2020):

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

<sup>29</sup> National Institute of Statistics of Rwanda (NISR); The Fifth Rwanda Population and Housing Census, Main Indicators Report, February 2023

<sup>30</sup> National Institute of Statistics of Rwanda (NISR), Rwanda Statistical Yearbook 2023, December 2023

<sup>31</sup> National Institute of Statistics of Rwanda (NISR), Rwanda Statistical Yearbook 2022, December 2022

an adult literacy course at a rate of 64.8%.<sup>32</sup>

## 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 entrepreneurship<sup>33</sup>. The number of female CEOs, directors, and senior executives have been steadily rising since 2019.<sup>34</sup> Beyond traditional fields such as agriculture and retail, women are increasingly active in other industries such as technology and finance<sup>35</sup>.

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%).<sup>36</sup>

<sup>32</sup> National Institute of Statistics of Rwanda (NISR), Rwanda Statistical Yearbook 2022, December 2022

<sup>33</sup> Rwanda Development Board, 2023. <https://rdb.rw/>

<sup>34</sup> World Bank, Gender in Law Report 2020. World Bank Gender in Law Report 2020: <https://wbl.worldbank.org/>

<sup>35</sup> UN Women Rwanda: <https://www.unwomen.org/en/taxonomy/term/1675>

<sup>36</sup> National Institute of Statistics of Rwanda (NISR) [Rwanda], Ministry of Health (MOH) [Rwanda]

<sup>37</sup> National Institute of Statistics of Rwanda (NISR), Labour Force Survey, Thematic Report on Gender, June 2023

<sup>38</sup> [GMO. The State of Gender Equality in Rwanda from](#)

There is also a gender pay gap, with the average monthly income from paid employment in 2022 at 41,651 Rwandan Francs for women, compared to 72,165 Rwandan Francs for men.<sup>37</sup> Women have also been 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.<sup>38</sup> Unpaid care work is mainly done by women (3.7/3.3 hours per day in urban/rural areas compared to men’s 1 /1.1 hour per day)<sup>39</sup>. Often, women do not have support from their spouse to seek employment. The percentage of women-owned enterprises competing in public tenders is low (13%) compared to men (85%).<sup>40</sup>

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.<sup>41</sup>

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.<sup>42</sup>

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.<sup>43</sup>

### [Transition to Transformation. 2019.](#)

<sup>39</sup> UN Women, Baseline survey on unpaid care work status among women and men in 8 districts of Rwanda. 2022

<sup>40</sup> New Faces New Voices (NFNV) and UN Women, Study on Gender Responsive Procurement in Rwanda -2019

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

<sup>42</sup> 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

<sup>43</sup> Ministry of Gender and Family Promotion, Rwanda: <https://www.facebook.com/RwandaGender/>

- **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 "Girubuntu" Women’s Savings Groups, which facilitates access to finance.<sup>44</sup>
- **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 mathematics<sup>45</sup>.
- **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.<sup>46</sup> 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.<sup>47</sup>

**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%

<sup>44</sup> Rwanda Women Entrepreneurs Network: <https://rwandawomensnetwork.org/>

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

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

% 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 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.<sup>48</sup> 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.<sup>48</sup>

**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 30.3% were heads of public institutions<sup>49</sup>.

### 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	30%

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

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

Indicator	Figure
previous 12 months (DHS, 2019/2020)	
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 <sup>th</sup> _2023)	11.1%

Source : <https://www.statistics.gov.rw> ; [www.rgb.rw](http://www.rgb.rw)

**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.

<sup>50</sup> 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-against-gbv-concerns-every-rwandan> >

<sup>51</sup> National Institute of Statistics of Rwanda (NISR) [Rwanda], Ministry of Health (MOH) [Rwanda], and ICF. 2021. Rwanda

(NCHR annual activity report, 2016). Rwanda recognizes the need to take a holistic approach, through collaborating with religious leaders and non-governmental institutions.<sup>50</sup>

**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.<sup>51</sup> Acceptance of violence against women and girls persist, stemming from patriarchal social norms and limited male engagement in GBV prevention and response.<sup>52</sup> There has been limited progress in gender based violence trends since 2010. The trend on physical violence shows a decline of 26% to 23%, and 9% to 7% on sexual violence.<sup>53</sup> There remains challenges with Gender Based violence case management, including lack of referral pathways and limited resources and social norms affecting social reintegration of survivors, limited enforcement of existing accountability mechanisms and inadequate technical skills at the central and decentralized levels.<sup>54</sup>

**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 RNP established the first free-of-charge pilot IOSC as a 24-hour service for victims and survivors of VAWG.

Demographic and Health Survey 2019-20 Final Report. Kigali, Rwanda, and Rockville, Maryland, USA: NISR and ICF

<sup>52</sup> Common Country Analysis. 2024.

<sup>53</sup> Common Country Analysis. 2024. NISR.

<sup>54</sup> Common Country Analysis. 2024.

The Rwanda National Police (RNP) then extended IOSC facilities across the country<sup>55</sup>

### 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.<sup>56</sup>

### UN Country System

**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.<sup>57</sup>

**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).<sup>58</sup>

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 implementation<sup>59</sup>

### Rwanda 2023 Common Country Analysis (CCA)

(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>

<sup>57</sup> UN Rwanda website: <https://rwanda.un.org/en>

<sup>58</sup> <https://rwanda.un.org/en/about/about-the-un>

<sup>59</sup> UN Rwanda website: <https://rwanda.un.org/en>

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<sup>55</sup> UN Women Annual Report, 2022

<sup>56</sup> 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.migepr.gov.rw/fileadmin/user\\_upload/Migepr\\_of/Publications/Guidelines/Revised\\_National\\_Gender\\_Policy-2021.pdf](https://www.migepr.gov.rw/fileadmin/user_upload/Migepr_of/Publications/Guidelines/Revised_National_Gender_Policy-2021.pdf); "Gender Equality and Women's Empowerment in Rwanda: Policies, Progress and Challenges" by Jeanne Rialoux

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, 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.<sup>60</sup> The CCA is currently being updated to inform the new UNSDCF.

**Rwanda United Nations Development Assistance Framework (UNDAF) 2018-21 (extended to 23)<sup>61</sup>:**

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:
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.

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-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.

<sup>60</sup> [Rwanda Common Country Analysis. April 2016.](#)

<sup>61</sup> [Rwanda\\_UNDAF 2018-2021-E-Ver.pdf](#)

## ANNEX 15: CONTRIBUTION ANALYSIS

The table below sets out the contribution analysis and outcome harvesting on key reported outcomes, drawing on the target outcomes set out in the Strategic Note and findings against the sampled interventions. Across each outcome, the table sets out findings against the outcomes, UN Women's contribution, and the key contribution of other factors. The strength of evidence suggesting that the outcome occurred and for UN Women's contribution has been Red, Amber, Green (RAG) rated. Quantitative data on the target groups from the Country Office's annual reports have been included.

### WOMEN LEAD, PARTICIPATE IN AND BENEFIT EQUALLY FROM GOVERNANCE SYSTEMS

	Evidence of outcome	Evidence of the Country Office's contribution
<b>A diverse cohort of women leaders is formed to lead in governance at local and national level</b>	<p>There was strong evidence of this. Partners reported that the Country Office's training to future female politicians through the Women's Leadership Institute (WLI), election campaign support to female candidates and mobilization of women voters through education and community outreach with the She Participates initiative contributed to Rwanda's 61% female parliament. Donors reported that in partnership with the national women's council, UN Women managed to increase the percentage of women who ran and were elected in the 2021 national, district and local elections, with 381 elected.</p> <p>Interns also reported that the internships were a springboard for their careers, providing them with experience to apply theoretical skills, confidence, and networking opportunities, enabling them to transition to other positions within the public sector.</p>	<p>There was moderate evidence of the Country Office's contribution, considering the important contribution of other factors, including: national quota for women leadership and prioritization of this issue, the work done by the national gender machinery and other institutions. Nonetheless, UN Women, partners, donors and women organizations attributed UN Women's important contributions to this outcome through:</p> <ul style="list-style-type: none"> <li>• Building the capacity of women leaders on various topics. For example, 381 women leaders elected during 2021 local government elections were trained in leadership, gender quality principles, partnership, and coordination and 231 from 11 political parties were trained in political participation, campaigns and leadership within their parties</li> <li>• Facilitating opportunities for women to engage with political and economic institutions</li> <li>• Providing facilities for meetings and workshops</li> <li>• Providing technical and financial support to the national gender machinery</li> <li>• Running of internships in local government</li> <li>• Support MIGEPROF to convene a Women Leaders Network</li> <li>• Summit that brought together a diverse cohort of women leaders from village to national level</li> </ul>
<b>Women are perceived as equally legitimate and effective leaders as men</b>	<p>There was strong evidence of this outcome. Participants reported that the Country Office's work with YWCA strengthened the perception of women leaders with the HIV/AIDS response. Partners also reported that community members and media increased their knowledge and understanding of gender equality and women's rights to</p>	<ul style="list-style-type: none"> <li>• Community awareness raising campaigns conducted in partnership with different stakeholders, including the National Gender Machinery such as Gender Monitoring Office, Women led organizations such as Pro-Femmes Twese Hamwe.</li> </ul>

<p>throughout all spheres of society</p>	<p>equal participation in decision-making processes as a result of the Country Office's support. Interns reported that the internships changed their notions about gender roles, with land management no longer seen as male only fields. Donors, government and partners reported that gender accountability days have been delivered and institutionalized by government, from village to the province levels, with some local leaders taking full ownership. Through community discussions with the participation of local leaders, Rwanda Investigation Bureau and parents, these days were reported to have a positive impact on awareness raising, resulting in children's registration and increased support to vulnerable women, and cases of teen mothers handled as a result. Government also reported villages leaders and other interveners are more aware of GBV cases and needed interventions, as a direct outcome of the gender accountability days, with GBV mobile clinics now owned by partners.</p>	<ul style="list-style-type: none"> <li>• Awareness raising with media and public influencers, on how they can change the narrative to support gender equality and shift the focus to the perpetrators to support justice.</li> <li>• Support Gender Monitoring Office to hold Gender Accountability Days.</li> </ul>
<p>Organizational capacities, outreach and convening power of networks that promote women's leadership and participation in decision making organs enhanced</p>	<p>There was strong evidence against this outcome:</p> <ul style="list-style-type: none"> <li>• The national gender machinery reported that the Country Office supported its capacity, including on organizing gender responsive elections</li> <li>• Government partners noted the establishment of the Gender Equality Seal, a certification program for the private sector as a joint initiative led by the Rwanda Standards Board (RSB), Private Sector Federation (PSF), and Gender Monitoring Office (GMO) with support from UN Women. Partners report that the Gender Equality Seal is now owned by the Private Sector Federation, with many companies having initiated care provision in the workplace to support female employees</li> <li>• The national gender machinery reported that the Country Office supported the government in terms of capturing data to show the status of gender equality</li> <li>• Government partners also reported that capacity building and the gender responsive budgeting</li> </ul>	<p>There was moderate evidence of the Country Office's contribution, considering the important contribution of other factors, including government action and procedure (for example, the requirement to have gender budget statements for parliamentary budget approval), and the contribution of other stakeholders. Nonetheless, UN Women, partners, donors and women organizations attributed the Country Office's important contributions to this outcome through:</p> <ul style="list-style-type: none"> <li>• Technical and financial support for the national gender machinery, including financing of some staff.</li> <li>• Support to the upgrade of the Gender Management Information System (GMIS), including developing a handbook and training of Gender Monitoring Office (GMO) staff and staff at district level.</li> <li>• Trainings, including in "Transformational Leadership", Gender Responsive Budgeting (GRB) and Gender Economic Policy Management Initiatives (GEPMI), to national and local government staff and members of parliament.</li> <li>• Support to develop gender responsive budgeting parliamentary guide.</li> </ul>

	parliamentary guide has resulted in better quality gender budget statements.	
Implementation of gender equality and women's empowerment commitments strengthened at national and local levels	<p>There was strong evidence against this outcome. Government partners, donors and UN agencies reported that the Country Office's support enabled:</p> <ul style="list-style-type: none"> <li>• Rwanda to report against its international obligations, such as Beijing and CEDAW.</li> <li>• The National Gender Machinery to develop the Gender Mainstreaming and Accountability Minimum Standards (GMASs), which guides gender mainstreaming and accountability efforts, and the 3rd generation of the National Action Plan (NAP) 2023-2027 for the UNSCR 1325.</li> <li>• the production of a second generation of the Country Gender Status Report '<i>The State of Gender Equality in Rwanda: Ensuring Gender Equality Gains from Sustainable Transformation</i>'.</li> <li>• the monitoring of gender mainstreaming in GOR services.</li> <li>• The strengthening of gender responsive budgeting, through its technical support, which can now be seen in sectoral plans</li> </ul>	There was moderate evidence of the Country Office's contribution, considering the important contribution of other factors, including government action and prioritization, and the contribution of other stakeholders. Nonetheless, UN Women, partners, donors and women organizations attributed the Country Office's important contributions to this outcome through its capacity building and awareness raising initiatives.
Other contributory factors	<ul style="list-style-type: none"> <li>• There is <b>political will and commitment</b> at local and national levels across stakeholders and a supportive legal and policy framework for women's participation in government and provision of gender budget statements at national and district levels, along supportive programmes</li> <li>• <b>Commitment and interest</b> of women to actively participate in decision-making processes</li> <li>• <b>Provisions</b> rendering the production of Gender Budget Statements at national and district level mandatory remain in force</li> <li>• <b>Employment opportunities available in government</b>– Interns in one district reported that they all found jobs, while an intern in another district reported that none of the interns found jobs there.</li> </ul>	

### WOMEN HAVE EQUAL ECONOMIC OPPORTUNITIES AND ECONOMIC AUTONOMY

Outcome	Evidence of outcome	The Country Office's contribution to outcome and output
<b>New opportunities are unlocked for women to benefit from Rwanda's expanding private sector markets</b>		
Women have enhanced	There was strong evidence for this outcome.	<b>Seed funding:</b> For example, The Joint Programme on Gender

<p>skills and access to finance and markets, increased opportunities to access remunerated off-farm employment</p>	<p><b>Vulnerable communities are empowered through sustainable livelihoods</b></p> <p>Women participants and the partner reported that the training helped participants set up new businesses increase their income, which mean they could contribute to schooling and other household costs. The JP RWEE programme supported 3,670 programme participants in this way. Another project supported 150 young women to formalize their informal businesses. 80% of JP RWEE programme reported their agricultural production increased. As a result of Covid-19 support, 30 women reported reopening their businesses, 3 women entrepreneurs signing large export contracts and 3 women securing contracts to provide face masks. TVET trainees reported savings increase from USD 3k to 20k. Partners report 158 teen mothers starting income generation activities as a result of the Country Office’s training. 623 women benefitted from the childcare centre support, enabling them to generate income. 171 women with disabilities developed business plans.</p> <p>Partners reported that through the Country Office’s support, 110 vulnerable women from Muanze District secured 10 contracts (including hotels, secondary schools and restaurants).</p> <p>Through trainings in entrepreneurship, financial literacy, sales techniques and cooperative management, eight cooperatives reported the revenue to have tripled and increased from between January to March 2020. As a result, members reported they were able to invest for future agriculture seasons, expand their businesses and to pay for health insurance and school fees.</p> <p>Participants reported that as a result of the Country Office’s support, widows for the first time are now able to run their businesses; improve their housing; and able to pay their insurances. Female headed households can now send children to school and can run their small business without having to rely on government or donors.</p> <p><b>Rural women increased their decision-making power</b></p> <p>JP RWEE participants also reported their had increased their leadership role, with UN women’s capacity building support, with 83% of supported farmer groups women-led. Partners reported that the Country Office’s programmes created a network among women, who were able to support each other and share what they had learned (business management, food processing, handicrafts, etc.)</p> <p><b>Rural women increase their access to finance and markets:</b> Participants reported that the Country Office’s supported them to formally register as cooperatives, savings and loan groups, and to be able to open bank accounts</p>	<p>provided seed funding to women to support their business start-ups. (1284 women cross-border traders and 1091 programme participants, of which 685 were female). The Country Office also provided 3,128 business recovery grants to support during Covid-19, and 608 cash grants to start new businesses. The Country Office also provided see funding to 171 women with disabilities to expand or start new businesses.</p> <p><b>Capacity building and mentoring:</b> For example, the Country Office trained 855 champions on the Gender Action Learning System, and women’s rights to equal participation in decision making. The Country Office also delivered training to women and girls living with disabilities in tailoring, shoemaking, hairdressing and financial skills. The Country office trained 8150 beneficiaires on land rights and management. It offered business clinics to support women entrepreneurs. It supported rural women to set up micro and agribusiness projects. It trained refugee and host community members in business start ups.</p> <p><b>Access to credit:</b> The JP RWEE programme supported 10 cooperatives (909 members) to access credit for the first time to expand their agribusiness projects. UN Women also supported the creation of saving and loan associations. UN Women also facilitated 754 women to access affordable loans for their business, and supported TVET trainees to increase their loan portfolio. During Covid-19, the Country Office provided loans to 1,171 programme participants (50% being women) to support their businesses. The JP on gender supported women to open bank accounts. UN women also supported programme participants to access digital microinsurance solutions.</p> <p><b>Childcare support:</b> the Country Office’s pilot provided childcare services to women could undertake income generation activities.</p> <p><b>Awareness-raising:</b> the Country Office also undertook activity to seek to change attitudes and behaviours around women’s role in employment and decision-making. It trained 514 parents in the area of parent adolescent communication.</p> <p><b>Targeting:</b> the Country Office’s targeted rural women, and vulnerable women, including women and girls living with dsibilities, refugees, street children, teen mothers and female sex workers.</p>
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	<p>with different financial institutions.</p> <p><b>Financially independent women were able to decrease rates of abuse and exploitation.</b></p> <p>Partners reported that the training has helped young women becoming more financially independent, which led to decreased rates of abuse and exploitation.</p>	
<p>Leaders demonstrate increased understanding of and commitment to implement gender equality and women's empowerment practices</p>	<p><b>There was moderate evidence of this outcome, with leaders verbally committing. Evidence would be strengthened by reviewing the extent to which commitments were translated to reality.</b></p> <p>Leaders demonstrate increased understanding of and commitment to implement gender equality and women's empowerment practices</p> <p>As a result of the national policy dialogue, UN agencies, NGOs, the government and academia who committed to continue working on the 3Rs of unpaid care work. 29 district planning directors and 4 province planning directors committed to incorporate unpaid care work during district planning and district development strategies.</p>	<p><b>Training and capacity building:</b></p> <ul style="list-style-type: none"> <li>the Country Office trained women leaders in skills and competencies on unpaid care work, on gaps in addressing the 3Rs and the implication on the country's economy through training sessions and awareness-raising activities.</li> <li>The Joint Programme on gender trained 2450 members of the National Youth Council Committee at District and Sector levels in gender equality, positive masculinities, and SGBV.</li> <li>the Country Office built the skills of 60 opinion leaders on unpaid care work and methods to address the 3Rs and held a national policy dialogue. UN Women strengthened the knowledge of 34 planning directors from 30 districts and four provinces on the 5Rs framework of unpaid care work, as well as other government institutions, private sector, journalists and academics.</li> </ul>
<p><b>Women farmers and cooperatives' engagement in higher segments of the food and agricultural value chains is increased</b></p>		
<p>Women farmers and cooperatives' engagement in higher segments of the food and agricultural value chains is increased</p>	<p><b>There was strong evidence for this outcome.</b></p> <p>Partners reported that under JP RWEE, 4,892 rural women accessed agricultural extension services as a result of UN Women's support. Some programme participants have started their own nurseries to see fruit trees, contributing to increased access to resources. The 77 VSLAs created mobilized US\$ 100k in savings.</p> <p>Supported cooperatives have been successfully linked to formal off-takers and agro-processors for maize and beans. This linkage enabled long term market relationships with buyers who offered price premiums (for quality produce) of up to 27% over local markets for maize in 2022. A total of 4 cooperatives were able to sell to large buyers as a results of this.</p>	<p><b>Agricultural extension services:</b> the Country Office distributed fruit tree seedlings and provided training on fruit trees grafting techniques and nursery bed management.</p> <p><b>Cooperatives formation and training:</b> the Country Office's supported the formation of cooperatives and trained their members on entrepreneurship skills, viable business plan development and value chains. The programme linked cooperatives to financial institutions and start up funds, which enabled 2,083 programme participants to benefit from credit access. 5,537 JP RWEE programme participants were trained through the Farmer Field and Life School (FFLS) approach and have adopted improved production techniques for beans and maize production to increase both the quality and quantity of production.</p> <p><b>Normative work:</b> the Country Office undertook normative work to link women farmers to national, regional, and international supply chains, by co-convening continental conferences on women and youth in trade, advocating for greater investment in women-led SMEs throughout the value chains and generating knowledge on the challenges they face.</p>

<p>Women agripreneurs' access to productive and transformative inputs, technologies and services strengthened</p>	<p><b>There was strong evidence for this outcome.</b> The Country Office programming enabled women agripreneurs' to access productive and transformative inputs, technologies and services:</p> <ul style="list-style-type: none"> <li>• Households, including women with disabilities, increased their access to timesaving, climate-resilient infrastructure and technologies through the provision of water tanks, cooking kits and time-saving technologies.</li> <li>• Cooperative groups have been equipped with climate resilient improved seedlings of green beans, cabbage, eggplant, carrot, beetroot and tomatoes and equipped with knowledge on fruit grafting which increased their agricultural production, income and improved livelihoods</li> <li>• Participants reported that they benefitted from post-harvest and storage facilities which helped increase productivity under the JP RWEE.</li> </ul> <p>Participants and partners reported that this access to tools and technologies increased women's productivity and income, enhanced family well-being and reduced unpaid care work. Participants of the JP RWEE also reported that agricultural inputs, fertilizers and drought tolerant techniques are supporting farmers to better cope with changing weather patterns and increase their agricultural productivity.</p>	<p>The Country Office funded infrastructure, tools and kits, and provided training on how to use such inputs.</p>
<p><b>Other contributory factors</b></p>	<p><b>Social norms change and community support</b> Community support and social norms change projects (including those delivered by other partners) provided the enabling environment, which allowed women to participate in the economy and address women's disproportionate care work.</p> <p><b>Piloting of new initiatives</b> Early childhood development facilities and services and time and energy-saving equipment and technologies were piloted, which reduced women's care burdens.</p> <p><b>Government's political will and gender friendly policies</b> The government is committed to gender equity, and local government is supportive of such projects. The Joint Programme on Rural Women's Economic Empowerment also supported the revision of laws on land, succession and property ownership.</p> <p><b>Other initiatives</b> Stakeholders reported other complementary projects, that also strengthened their entrepreneurial and leadership skills and networks</p> <p><b>Women's control over productive resources:</b> Women have limited control over productive resources such as land and finance, which constrains them to remain in non-commercial agriculture and informal businesses.</p> <p><b>Barriers to women participation in employment:</b> Unpaid care work is predominantly done by women. Gender related norms continue to prevent some women from seeking employment</p> <p><b>Expertise and existing relationships held by implementing partners</b></p>	

Partners and rightsholders reported that a significant contributory factor was the expertise and networks held by implementing partners in the areas of operations. Working closely with community based organizations and women cooperatives facilitated ongoing engagement and support.

**Stable macroeconomic** environment with continued GDP growth and stable export market, though this was a challenged during the Covid-19 years.

**WOMEN AND GIRLS LIVE A LIFE FREE FROM VIOLENCE**

Outcome	Evidence of outcome (and strength of evidence)	The Country Office’s contribution to outcome and output (and strength of evidence)
<p><b>Women and girls are free from violence as a result of increased safe spaces and better prevention and response</b></p>	<p>There was strong evidence for this impact from evaluation evidence, though currently results management system indicators do not capture specific evidence for impact level change (as it only focuses on national level data for impact level change).</p> <p>Participants interviewed as part of the evaluation reported multiple instances where UN Women’s support contributed to tangible impact on their lives. For example:</p> <ul style="list-style-type: none"> <li>- Recovery of beneficiary’s rights to the couple’s property</li> <li>- Establishing paternity of child</li> <li>- Testing and treatment after sexual violence, support to arrest the perpetrator.</li> </ul>	<p>There was strong evidence of the Country Office’s contribution. Participants attributed the outcome to the support received from the Country Office’s implementing partners, through legal support and services provided in the Isange One Stop Centre, noting these outcomes would not have been achieved without their support.</p>
<p><b>Communities and other stakeholders are better able to prevent and respond to violence against women and girls and deliver essential services to victims.</b></p>		
<p><b>Communities are better able to prevent and respond to violence against women and girls and deliver essential services to</b></p>	<p>There was strong evidence against this outcome. Implementing partners reported that gender based violence mobile clinics and community outreach campaigns, mass sports, radio and tv programmes and use of social media increased awareness on GBV prevention and reporting among community members and the mining sector. This also translated to action. For example, stakeholders in the mining sector reported setting up of groups to address GBV</p>	<p>There was strong evidence of the Country Office’s contribution. Partners attributed the changes to the Country Office’s support, capacity building and awareness raising.</p>

victims.	issues within the sector.	
Service providers better able to prevent and respond to violence against women and girls and deliver essential services to victims.	<p>There was strong evidence against this outcome. Service providers reported increasing their capacity in GBV prevention, response, referral pathways and case management as a result of UN Women’s capacity building and mentoring. Peer educators reported that they were able to use the community-based monitoring and reporting tools to strengthen the screening, referrals and monitoring service quality at community and health care facilities.</p> <p>Security structures such as Police, District Administration Security Support Organ (DASSO), Community night patrol (IRONDO), committed to protecting women and girls, especially those living with disabilities and women street vendors as the most vulnerable.</p>	<p>There is moderate evidence of the Country Office’s contribution. Partners noted that the Country Office’s capacity building support was a key contributor, for example, through its training of 2818 service providers and 90 peer educators. However, they also noted the important role of government prioritization and funding, and other initiatives led by government and other stakeholders in the sector.</p>
<b>Attitudes and behaviours related to women's and girls' rights to enjoy spaces free from VAW improved.</b>		
Community improves attitudes and behaviours related to respectful relationships, gender equality and safety in public spaces	<p>There was strong evidence against this outcome. Participants and implementers reported that through programme’s support to communities and families, gender norms, resulting in men increasing their share of domestic activities, reduction in domestic violence, increased sharing of decision-making, and women with increased self esteem. Trained men committed to being gender champions and set up advocacy groups to organize community engagements. Trained couples have gone on to influence their neighbours and colleagues. Members of the mining community also reported a change after the Country Office’s training, where the company increasingly valued the role of women employees. This resulted in the company providing childcare, giving pregnant workers opportunities to work in other areas rather than being dismissed as they had been done previously, and stronger referral</p>	<p>The Country Office’s provided training and mentoring to communities, including men and families, through the men’s pioneers and family approach, and also to 115 local security structures. The Country Office’s also delivered other community engagement activities, such as radio talk show, community sports, and men engage community talk.</p> <p>The Country Office’s also supported the mining community with training for women, support to change company policies and advocacy for change in mindset on gender equality and equal rights.</p>

	mechanisms on gender based violence.	
<b>Formal operating frameworks and procedures in place to increase safety for women and girls, men and boys</b>	<p>There was strong evidence against this outcome. The Ministry of Sport issued Gender Based violence guidelines in line with the Gender mainstreaming strategy and Sports Sector Strategic Plan. The Men Engage Strategy was developed to prevent and respond to violence against women in public spaces. The Gender Management Information System and Gender Based Violence Management Information System has been strengthened, which has increased the gender data available, to support planning and reporting of progress. IOSC also reported that the Country Office supported them to develop documents such as the five years strategic plan, tools, and training manual.</p>	<p>There was moderate evidence for the Country Office's contribution. The Country Office has provided support to the upgrade of the Gender Management Information System (GMIS) and the operationalisation of the GBV Management Information System (GBV MIS), and capacity development for effective use of the systems for effective case management and integration to judicial procedures. UN Women also supported IOSC with strategy and policy development.</p> <p>It is also important to note the contribution of other factors, including government support and strategy, and the support of other stakeholders in the sector.</p>
<b>Other contributory factors</b>	<ul style="list-style-type: none"> <li>• Strong <b>political will</b> and <b>commitment</b> at local and national levels, including existing legal and policy framework, and stricter VAWG laws enacted. The CCA also notes though that there remains opportunities to strengthen the referral system and enforcement of legal decisions</li> <li>• <b>Social norms and behaviour change</b>, including as a result of national strategy (Men Engage) and other interventions</li> <li>• <b>Funding</b> – from government and other partners such as GIZ – to translate increased capacity and awareness into better service provision</li> <li>• <b>Partnership</b> with strong and experienced partners and activists, to support with reaching communities and changing norms.</li> </ul>	

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## **ANNEX 16: INCEPTION REPORT**

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The evaluation inception report can be accessed [here](#).

## ANNEX 17: NORMATIVE RESULTS

Table 17.1 Normative results – cross-cutting

<b>International human rights conventions</b>	<p>Donors and UN agencies agreed that the Country Office’s has supported the government on key international normative processes, including:</p> <ul style="list-style-type: none"> <li>• The Universal Periodic Review country report</li> <li>• the Tenth periodic report to the CEDAW Committee, in collaboration with the RCO and Gender Theme Group</li> <li>• The Beijing +30 report</li> <li>• Advocating and supporting report on progress against Goal 5 through the Universal Periodic Review National Review Processes.</li> </ul>
<b>National Policies</b>	<p>Supported the government with financial and technical support on:</p> <ul style="list-style-type: none"> <li>• revision of the National Gender Policy, Girls Education Policy</li> <li>• development of gender mainstreaming strategies for the private sector, Rwanda Development Board, Ministry of Sports and Culture and the Ministry of Agriculture.</li> <li>• revision of Family Law articles 215 and 243 which increased women’s rights in marriage and divorce.</li> </ul> <p>Supported the development of strategic documents, including:</p> <ul style="list-style-type: none"> <li>• Gender Mainstreaming and Accountability Minimum Standards,</li> <li>• NAP 2023-27 for the UNSCR 13325</li> <li>• National Men Engage</li> <li>• Gender Transformative Strategy for Gender Equality</li> <li>• National Strategy for accessing AFAWA facility (Affirmative Finance Action for Women in Africa).</li> </ul> <p>Led the development of a policy brief, done in partnership with other donors and partners, to advocate for increasing gender priorities in the new National Strategy for Transformation, which has been shared by MIGEPROF with MINEFOCIN.</p> <p>Partnered with the Legal Aid forum and the Forum of Women Parliamentarians to identify any discriminatory provisions in Rwandan laws. Strong advocacy work on the study results led to a number of legal changes, including stronger paternity and maternity provisions.</p>
<b>Gender responsive budgeting</b>	<ul style="list-style-type: none"> <li>• Provided capacity building to 25 institutions at all levels, on executing gender responsive strategies, plans and budgets.</li> <li>• Developed a parliamentary guide to inform the national budget process through gender analysis.</li> </ul>
<b>Covid-19 response</b>	<p>Donors, UN partners and government noted that the Country Office’s supported assessments of the pandemic impacts and convened stakeholders to produce a position paper and led advocacy efforts. As a result, the Government made changes, including gender sensitive reforms made on eligibility criteria for Covid-19 programmes. The second phase of the National Socio-Economic Recovery Plan allocated a larger budget to SMEs and microbusinesses, in which women are dominant.</p>
<b>Gender accountability days</b>	<p>Support to the GMO to implement the gender accountability days, involving community engagement. Donors noted that this has been highly effective, for example, through supporting couples to get legally married to provide women with more security.</p>

Table 17.2 Normative results across thematic areas

<b>Women Political Participation</b>	Supported the revision of the organic law governing elections, which maintained the gender equality provision quota at 30%.
<b>Women's Economic Empowerment</b>	<p>In partnership with MIGEPROF, RWAMREC and other partners, commissioned a study to assess the status of unpaid care work and gaps in laws. These findings influenced a reform of the family law which is has been approved by parliament. The law would recognize women's right to marital properties in divorce cases regardless of whether they engage in paid work. JP RWEE supported development of a more gender responsive policy environment for rural women, providing technical support to policy development and legislation, including the National Gender Policy, and laws governing land, succession and property ownership. Implementing partners on the SDG Fund project noted that the Country Office's interventions have helped them articulate women's cooperatives' contributions to WEE in the agriculture sector, influencing the national agriculture policy.</p> <p>UN Women also supported the development and validation of the second generation of the mainstreaming strategy (2020-24) for the private sector.</p>
<b>Ending Violence Against Women</b>	<ul style="list-style-type: none"> <li>• Advocated for and supported the implementation of the 2017 Law on GBV, partnering with GMO and the national women's council.</li> <li>• In partnership with MIGPROF, MINISPORTS, Haguruka and Rwanda Women's Network among others, raised awareness through campaigns, reaching more than 2000 people, to increase their knowledge on GBV prevention, response and referral pathways.</li> <li>• Supported the development of a gender mainstreaming strategy for the sports and culture sector and launched GBV guidelines.</li> <li>• supported the productions of tools for partners, including the Gender practice handbook (Rwanda Demobilization and Reintegration Commission) and the Isange One Stop Centre strategic plan.</li> </ul>

## ANNEX 18: PROGRESS AGAINST RESULTS FRAMEWORK

The table below summarizes performance against the outcome indicators in the results framework, at the end of 2023. (As of the end of July 2024, quarter 2 data for 2024 was not yet available).

The data draws from Country Office reporting in the results management system. Where the indicator is a cumulative one, numbers have been aggregated across the period of the Strategic Note, while avoiding double counting of participants. While the nature of these outcomes has been validated by the evaluation team through triangulation with key informant interviews, focus group discussions and document review, the specific numbers achieved have not been verified by the evaluation team.

The colour in the final column represents the performance against the target:

Red	No change from baseline / achievement far from target
Orange	Some progress towards target
Green	Target reached or surpassed

Outcome / Indicator	Baseline value (2019)	Target (2023)	2023 value
<b>Outcome: RWA_D_1.1 A diverse cohort of women leaders is formed to lead in governance at local and national level</b>			
RWA_D_1.1A Percentage of seats in Parliament (Chamber of Deputies) held by women	61%	61%	61%
RWA_D_1.1B Percentage of seats in District Councils held by women	43%	50%	46%
<b>Outcome: RWA_D_1.2 - Women are perceived as equally legitimate and effective leaders as men throughout all spheres of society</b>			
RWA_D_1.2A Percentage of population satisfied with the upholding of gender equality principles in their area (as reported in the Rwandan Citizen Report Card).	88.3%	94%	78%
RWA_D_1.2B Number of male community and opinion leaders advocating for women's leadership	0	75	2019: 5 2020: 19 2021: 392 2022: 120 2023: 0 <sup>62</sup> Cumulative: 536
<b>Outcome: RWA_D_1.3 - Implementation of gender equality and women's empowerment commitments strengthened at national and local levels</b>			
RWA_D_1.3A Average percentage of national and district budget allocated to gender equality and/or women's empowerment by government institutions (disaggregated by Ministries and Districts)	Ministries: 14% Districts: 5%	20%	27%
RWA_D_1.3C Number of Strategic Plan implementation progress reports documenting gender equality progress, disaggregated by type of plans	0	5	2019: 0 2020: 1

<sup>62</sup> UN Women worked with the same male community and opinion leaders in 2022 and 2023, hence no new leaders were added in 2023.

Outcome / Indicator	Baseline value (2019)	Target (2023)	2023 value
			2021: 3 2022: 0 2023: 0 Cumulative: 4
<b>Outcome: RWA_D_2.1 - New opportunities are unlocked for women to benefit from Rwanda's expanding private sector markets</b>			
<b>RWA_D_2.1A</b> Percentage of women who received a loan for business development purposes	38%	50%	36%
<b>RWA_D_2.1B</b> Percentage of women opening and owning new business enterprises	32.6%	38%	37.6%
<b>RWA_D_2.1C</b> Percentage of public procurement tenders awarded to women-owned enterprises	13%	20%	13%
<b>RWA_D_2.1D</b> Number of gender sensitive measures to promote women in business, adopted by private sector actors	0	6	2019: 2 2020: 1 2021: 1 2022: 6 2023: 20 Cumulative: 30
<b>Outcome: RWA_D_2.3 - Women farmers and cooperatives' engagement in higher segments of the food and agricultural value chains is increased</b>			
<b>RWA_D_2.3A</b> Aggregated production and sales made by women farmers through UN Women facilitated linkages with buyers disaggregated by produce	655 metric tons	1100 metric tons	2019: 825 2020: 3,501 2021: 0 2022: 3,734 2023: 0 Cumulative: 8,060
<b>RWA_D_2.3B</b> Number of women farmers accessing improved agricultural inputs and technologies	5,617	10,648	2019: 5,617 2020: 1,089 2021: 1,363 2022: 2,772 2023: 618 Cumulative: 11,459
<b>RWA_D_2.3C</b> Number of new financial products developed, dedicated to support value chain finance for women agripreneurs.	0	5	2019: 1 2020: 0 2021: 0 2022: 0 2023: 0 Cumulative: 1
<b>Outcome: RWA_D_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<sup>63</sup></b>			
<b>RWA_D_3.1A</b> Number of S/GBV victims that seek and receive timely support from response services	2,108	100,000	2021: 11,828 2022: 22,282 2023: 1,476

<sup>63</sup> These outcome indicators were not in place for 2019-20

Outcome / Indicator	Baseline value (2019)	Target (2023)	2023 value
			Cumulative: 35,586
RWA_D_3.1B Percentage of S/GBV cases reported that lead to convictions	78%	90%	85%
RWA_D_3.1C Percentage of women and girls aged 15-49 years who have ever experienced physical or sexual violence	44%	35%	37%
RWA_D_3.1D Communities and other stakeholders are better able to prevent and respond to violence against women and girls and deliver essential services to victims	30	35	2021: 821 2022: 33 2023: 2,706 Cumulative: 3,560
<b>Outcome: RWA_D_3.2 - Attitudes and behaviours related to women's and girl's rights to enjoy spaces free from VAW improved</b>			
RWA_D_3.2A Proportion of women and girls, men and boys who agree that harassment and violence in public spaces is not acceptable under any circumstances, in the sites	0	100%	100%

Source: UN Women Results Management System

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## ANNEX 19: SOURCES OF LESSONS LEARNED

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**Lesson 1: Joint programmes do not automatically generate synergies.** *For the joint programmes that the Country Office participated in, the level of synergies was mixed. Some programmes were praised for being highly coherent, but others were not. The recent evaluation of the Joint Programme on Gender noted that the jointness and complementarity of individual interventions under the Joint Programme was unclear. Implementing partners and programme participants noted high transaction costs, and having to engage with and provide reports tailored to each UN agency and government department.*

**Lesson 2: There are trade-offs between open, competitive selection of partners and strategic partner selection.** *In 2019, the UN moved to open, competitive tenders, with the aim of identifying partners more able to deliver effectively. Recently, it has moved to consolidate and reduce the number of its partners to reduce transaction costs. Civil society partners recommend that the Country Office review its partners based on a thorough mapping of the civil society landscape.*

**Lesson 3: Integrated programmes that work across thematic areas can increase effectiveness and contribute to transformative change.** *Many of the Country Office's programmes worked across the three thematic areas. For example, the Country Office's work in the extractive industries worked across Women's Economic Empowerment and Ending Violence Against Women, with Ending Violence Against Women as the entry point. This was highly appreciated by participants, who appreciated that the interventions provided something "tangible" rather than just "soft". The seed funding provided to participants also supported sustainability.*

**Lesson 4: Active participation in the Resident Coordinator's Office can support resource mobilization through greater awareness and involvement in joint proposals and proposals led by other UN agencies.** *The Country Office's active role supporting new proposals through the Resident Coordinator's Office to check for Gender Equality Marker 3 gave rise to opportunities for the Country Office to join many joint proposals in Rwanda. UN agencies suggested there was also a place for the Country Office to support with gender mainstreaming, especially as stand-alone gender programmes are decreasing.*

# 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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