

**ADVANCING AND SUSTAINING GENDER
EQUALITY GAINS
IN RWANDA**

2013-2015

A JOINT PROGRAMME DOCUMENT

**Government of Rwanda
&
One United Nations - Rwanda**

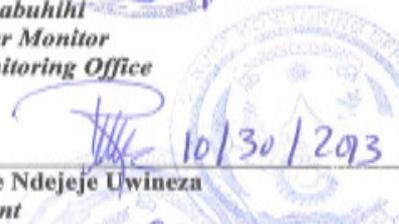
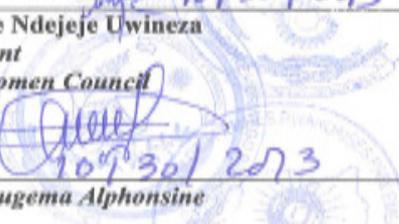
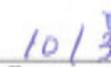
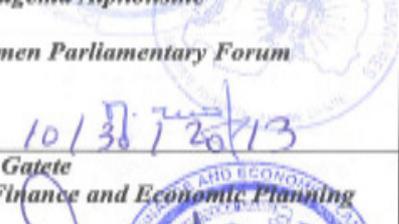
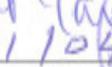
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Programme Title: **ADVANCING AND SUSTAINING GENDER EQUALITY GAINS IN RWANDA**

Joint Programme Outcome: **Gender Equality and Women's Empowerment Promoted and Implemented**

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Names and signatures of national counterparts and participating UN organizations

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ACRONYMS

AWP	Annual Work Plan
BDF	Business Development Fund
BNR	Bank Nationale du Rwanda
CBE	College of Business and Economics
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Civil Society Organizations
Di Monitoring	DEV INFO Monitoring
DHS	Demographic and Health Survey
DRG	Development Result Group
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Integrated Household Survey
FFRP	Rwanda Women Parliamentary Forum
GBS	Gender Budget Statement
GBV	Gender Based Violence
GRB	Gender Responsive Budgeting
GMIS	Gender Management Information System
GMO	Gender Monitoring Office
GoR	Government of Rwanda
GRB	Gender Responsive Budgeting
HACT	Harmonized Approach to Cash Transfer
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIGEPROF	Ministry of Gender and Family Promotion
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINICOM	Ministry of Trade and Commerce
MoU	Memorandum of Understanding
NGM	National Gender Machinery
NGOs	Non-Government Organizations
NIM	National Implementing Modality
NWC	National Women's Council
RALGA	Rwanda Association of Local Government Authorities
RBM	Result Based Management
RCA	Rwanda Cooperative Agency
RNP	Rwanda National Police
SACCO	Savings and Credit Cooperatives
SGBV	Sexual Gender Based Violence
Sida	Swedish International Development Agency
SPIU	Single Project Implementing Unit
TA	Technical Assistance
UDHR	Universal Declaration of Human Rights
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNSCR	United Nations Security Council Resolution
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UPR	Universal Periodic Review

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1. EXECUTIVE SUMMARY

The flagship programme on *Advancing and Sustaining Gender Equality Gains* in Rwanda (2013-2018) is a joint programme between the National Gender Machinery and the One UN in Rwanda. It draws upon and contributes to national priorities spelt out in the government of Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS II) and the United Nations Development Assistance Plan (UNDAP). Both documents recognize that gender equality and women's empowerment are cornerstones for economic transformation and sustainable development. As such, gender dimensions must be systematically mainstreamed in all policies, programmes and budgets in order to eliminate gender disparities.

This joint programme brings together four (4) institutions that make up the National Gender Machinery in Rwanda namely, 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). These institutions are expected to work in a concerted manner to ensure that the gender equality agenda is institutionalized, with the One UN in Rwanda providing the requisite technical and financial support.

The process of designing this joint initiative was highly participatory, involving the Implementing Partners from the National Gender Machinery (NGM), the One UN and Sida. The programme is premised on lessons learned from past joint initiatives, particularly the joint initiative on strengthening the National Gender Machinery (2012-2013). Notable achievements of the first phase of the joint initiative include among others: enhanced communication and information sharing among the institutions of the National Gender Machinery and reduced transaction costs resulting from the pooled funding modality used as opposed to parallel funding. Challenges were equally identified that the current programme will endeavor to address, which includes inter alia, the higher levels of poverty among women and skills gaps in gender analysis among actors, which is compounded by the lack of sex disaggregated data.

The joint programme will contribute to the achievements of the outcomes of the Accountable Governance result area of the UNDAP, which is strictly aligned to the third pillar of the EDPRS II. Outcome 2 of the Accountable Governance result area is related to the promotion of Justice, Gender equality and human rights at all levels.

The current joint programme is articulated around 4 key strategic priorities: (i) **institutional strengthening of the National Gender Machinery**, (ii) **grounding gender equality in policies, programmes and budgets all levels**, (iii) **strengthening accountability mechanisms for gender equality across all Sectors and Districts** and (iv) **increasing access to productive resources for vulnerable women**. The joint programme will strengthen the capacities of the institutions of the National Gender Machinery and other key stakeholders to enable them to effectively play their roles based on their specific mandates. Strategic partnerships will also be forged with financial institutions (both public and private) to enhance women's access to comprehensive financial services. Strengthening the capacities of national institutions on gender analysis and gender mainstreaming, for example, will provide implementing partners with adequate systems, skills and tools are critical for sustaining the results of the programme, thereby increasing ownership during and after the programme implementation phase.

Although the joint programme is expected to adopt a 5-year timeframe in line with the EDPRS II and the UNDAP 2013-2018, actual implementation will be in 2 phases, with the development of operational plans for an initial 2- year period, followed by a 3-year operational plan to align the funding portfolio with the One UN resource mobilisation plan. This joint programme will benefit from the technical expertise and financial support of the One UN through the following UN agencies: UNDP, UN Women and UNFPA. These UN agencies will support the implementation of all programme outcomes and corresponding outputs. The joint programme will be funded using the pooled funding modality, with UN Women acting as the Managing Agent.

With regard to the programme management arrangements, this responsibility will be assumed by a Steering Committee on the one hand, and a Technical Committee on the other. The Steering Committee comprising senior personnel of parties to the joint programme with similar levels of decision-making authority

(Representatives or Deputy Representatives) will oversee the overall programme implementation, provide strategic direction and decision making, while the Technical Committee consisting of technical staff of the participating UN agencies and the National Gender Machinery will be responsible for providing technical support to the implementing partners, review the quarterly reporting and implementing programme activities respectively.

Joint field visits will be organised and carried out at least once per semester by the programme team from the One UN and each of the implementing partners. Monitoring visits will be guided by a field visit objective plan, which will help in assessing progress towards achievements of results through the indicators outlined in the results framework. All monitoring visits will involve the relevant Government counterparts, either at the central, district or local levels. Progress reports and annual reviews including audits will be important tools to ensure that the programme is on track or if otherwise, to ensure that the appropriate remedial measures are taken.

A mid-term and end-line evaluation will be undertaken at the end of the second and fifth years of implementation respectively, in order to ascertain the achievement and sustainability of results as well as the documentation of best practices for possible up scaling.

2. SITUATION ANALYSIS

The Government of Rwanda has developed and is implementing “**Vision 2020**” which aims at achieving middle-income status by 2020, while maintaining a strong commitment to attaining the Millennium Development Goals (MDGs). “Vision 2020” is a translation of Rwandans’ aspirations for the future of their country and society.¹ The Vision presents a framework and key priorities for Rwanda’s development and is a guiding tool for the future. It is ambitious in its endeavor to overcome poverty and foster unity and reconciliation.

In 2013, the Government launched the **Second Economic Development and Poverty Reduction Strategy (EDPRS2)**, a five-year plan designed to accelerate the progress already achieved and to shape the country’s development in the future. In the context of this strategy, the Government’s plan is to shift the economy over the next five years from an agrarian to a knowledge-based economy, underpinned by an annual economic growth of at least 11.5 per cent.

The role of women in realizing Vision 2020 is central to Rwanda’s development agenda. In terms of **Gender Equality and Women’s Empowerment**, strong political will in Rwanda has led to significant positive strides in the promotion of gender equality and women’s empowerment. This commitment is reflected in the ratification and actual implementation of numerous international conventions and instruments including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action, UN Security Council Resolution 1325 and 1820, the Universal Declaration of Human Rights (UDHR) and the MDGs.

Conducive policy and legal frameworks for mainstreaming gender in socio-economic sectors are in place at all levels (inclusive of the 2003 National Constitution, the National Gender Policy, gender sensitive laws such as **Law N° 59/2008** on Prevention and Punishment of Gender-Based Violence, **Law/n° 22/99 of 12/11/1999** to supplement book one of the civil code and to institute part five regarding matrimonial regimes, liberalities and successions, **Organic Law n° 08/2005 of 14/07/2005** determining the use and management of land in Rwanda. In addition, pro-poor and gender friendly programmes such as *Girinka* have been initiated as well as gender mainstreaming programmes/projects, such as the Gender Responsive Budgeting Initiative. Many public institutions at higher levels are committed to implementing gender equality commitments including the Office of the President, the Prime Minister’s Office and the National Gender Machinery².

¹ EDRPS2, 2013-2018

² National Gender Machinery include: MIGEPROF, GMO, NWC, FFRP

In spite of the above conducive environment and commendable achievements, women in Rwanda still face several challenges. Rwanda is ranked 28 out of 86 in the 2012 Social Institutions and Gender Index³. This is a marked improvement, considering that it was ranked 66 out of 102 in the 2009 Social Institutions and Gender Index (SIGI). However, forty seven per cent (47.0%) of female-headed households are regarded as poor compared to 44.9%⁴ of all households. Among the category of female-headed households, 45.9% are widow headed households while 35% are children headed households. Illiteracy among women is high (23.1%) compared to that of men (18.1%)⁵, which further constrains access to already limited opportunities in terms of resources, creating and managing small businesses and participating in overall decision-making processes. Furthermore, gender-based Violence among women and girls remains challenge. At least two in five women (41.2%) experienced physical violence by the age of 15, while more than one in five women (22%) have experienced sexual violence⁶. In addition, women are relatively less aware of existing gender sensitive laws as compared to their male counterparts.

In the politics, women's representation in decision-making positions makes Rwanda the world leader in the proportion of women in Parliament. During the just- concluded legislature (August, 2013), 64% of women were elected to Parliament. Women Parliamentarians have been at the forefront of landscape legislation and programmes to empower women. This has enabled women and men specific needs to be addressed in national development policies and reforms in legal frameworks and has created a conducive environment for improvement of women and men's livelihood at all levels. However, challenges still persist in terms of law enforcement and generally poor mind set on gender equality. Cultural barriers are still a hindrance to women's leadership. Rwanda remains a patriarchal society, where power relations between men and women, boys and girls undermine the social economic and political contributions of girls and women to their own development, that of their families, communities and the Nation.

At the decentralized level, the representation of women in decision making instances/positions is still low (38.7% women vs. 61.3%men⁷). 3 out of 30 mayors of Districts are women while only one Woman out of 5 is a Governor. At local levels, the capacity and confidence of women to compete for certain posts are still low compounded by reproductive and domestic care work that tend to take a lot of their time to the extent that they lack space and time in their daily schedule to take up political or decision making positions.

Limited access to economic opportunities remains another barrier to women's economic empowerment in spite of commendable attractive measures that have been undertaken to remedy the situation. According to the 2010-2011 Integrated Households Survey (EICV), 81.6% of women are employed in agriculture of subsistence compared to 61.4% of men, 8% of women are employed in trade business compared to 10.1%, 2.8 % of women are employed in the government compared to 6.1% of men, 0.6% of women are employed in construction compared to 5.9% of men, just to mention but a few examples. A 2012 Finscop survey report equally shows that only 2.7% of women accessed credit through banks compared to 4.1% of men. On the other hand, 4.4% accessed credit through other formal means (e.g Micro finance institutions, SACCOs, etc.) compared to 8.3% of men. In the same view, the 2010 Demographic and Health survey (DHS), found that 18.3% of women control/manage their cash earnings compared to 14.7% of men controlling women's cash earnings.

In Rwanda, accountability for gender equality results has not yet been effectively institutionalized in both the public and private sectors. In addition, sex disaggregated data is not consistently collected, analysed and applied. Capacity gaps in sector to analyse and mainstream gender constitute a major obstacle to effectively engendering plans, programmes and budget.

Even though all 14 sectors of the economy are applying Gender Responsive Budgeting (GRB) tools (e.g. preparing Gender Budget Statements), the quality of the statements is relatively low and implementation inadequate. Budget tracking is carried out for only 1 sector (agriculture) out of the 14 sectors. The GRB and

³ SIGI. Available at: <http://genderindex.org/country/rwanda>. Accessed on the 3rd of December 2012

⁴ EICV 3 Report: thematic report: Gender, August 2012

⁵ DHS Report 2010,

⁶ DHS Report 2010,

⁷ GMO: Raporo ku Iyubahirizwry'Ihamery'Uburunganyire mu Matora y'Abayobozib'Inzegoz'Ibanze,2011

aid effectiveness programme of the Ministry of Finance has played a very critical role in increasing awareness and commitments of development partners and government on the need for financing for gender equality priorities in the context of the development aid agenda for Rwanda. Furthermore, there is a need to further strengthen coordination among the National Gender Machinery to steer various interveners in gender equality towards a common agenda.

Addressing the above issues that hinder further advancement of gender equality and women's empowerment in all spheres of life, requires the concerted efforts of all development actors and the active participation of women and men at all levels. The proposed joint programme will endeavour to bridge the gaps in achieving gender equality through the institutionalisation of gender mainstreaming and increasing accountability for gender equality commitments at all levels of the national gender machinery, the EDPRS II sectors and at the district level.

3. PAST COOPERATION, LESSONS LEARNED, THE PROPOSED JOINT PROGRAMME AND SUSTAINABILITY OF RESULTS

3.1 Background/Context:

Rwanda is one of the eight pilot countries of the Delivering as One initiative that aims at improving coherence, harmonization, efficiency, alignment, and effectiveness of the UN System's operations in the country. To reinforce the Delivering as One process, the Government of Rwanda (GoR) and the UN agreed to develop a UN Development Assistance Plan (UNDAP) that is fully aligned to the Government's Vision 2020 and Economic Development and Poverty Reduction Strategy (EDPRS) II.

The UNDAP for Rwanda supports the achievement of international development goals, the Millennium Declaration and related Millennium Development Goals (MDGs), national development priorities which are consistent with the MDGs, and the realization of human rights in the country, including the advancement of the gender equality agenda. The UNDAP enhances national ownership and UN accountability by articulating the precise UN contribution to the national priorities outlined in the Economic Development and Poverty Reduction Strategy (EDPRS II 2013-2018). The UNDAP encourages UN agencies to reinforce synergies by working together through the development of impactful flagship programmes for the implementation of its outputs and key actions in order to effectively contribute to the achievement of its outcomes.⁸

The flagship programme on *Advancing and Sustaining Gender Equality Gains in Rwanda* is conceptually grounded within the broader UN Reform Process (Delivering as one), the Paris Declaration on Aid Effectiveness (2005), the Accra Agenda for Action (2008)⁹ as well as the Theory of Change on gender mainstreaming. It is programmatically aligned to Rwanda's priorities (EDPRS II and Vision 2020) and the UNDAP in the area of enhancing Accountable Governance.

The UNDAP has identified a number of priority areas within which the UN agencies working in Rwanda have committed to provide technical and financial support to national priorities as spelt out in EDPRS II as well as Vision 2020 and its Medium Term Plan, which is in harmony with sector priorities. UN support towards the attainment of national objectives within these priority areas is further defined through key outcomes towards which the UN system in Rwanda has agreed to contribute through a coordinated approach. One of these priority areas is gender equality, justice and human rights which fall under the Accountable Governance pillar. Both the UNDAP and Rwanda's EDPRS II consider gender equality and women's empowerment as cornerstones of economic transformation and sustainable development.

The guiding principles of the UNDAP encourage UN agencies to reinforce synergies in the implementation of its outputs and key actions in order to effectively contribute to the achievement of outcomes. This programme will therefore interface with other initiatives within the One UN framework as well as with other agencies

⁸ Common Country Program

⁹The Paris Declaration and Accra Agenda for Action are founded on six core principles: ownership, alignment, harmonization, delivering results and mutual accountability, inclusive participation

supporting similar initiatives such as the Joint Programme on Access to Justice under the leadership of UNDP and will contribute indirectly to the achievement of the outcomes of this programme. Additionally, bilateral partners that focus on the promotion of Gender equality in Rwanda will contribute to strengthening the capacity of the National Gender Machinery and will equally interface with the programme through sharing of information, best practices and consultations to avoid duplication. This programme will also be aligned to the government guiding legal frameworks and institutional strategies including the Strategic Plan of the National Gender Machinery.

3.2. Past cooperation and lessons learned

3.2.1. Lessons learned from the UNDAF Implementation

The United Nations as a whole contributed to the positive development results that Rwanda achieved over the past five years through the United Nations Development Assistance Framework (UNDAF) 2008-2012. It provided up stream policy support, capacity development, evidence generation, innovations, and advocacy. It also worked with central and decentralized institutions and other implementing partners to achieve downstream outcomes in areas where the UN has comparative advantage.

Specific contribution was also made to the promotion of gender equality and the empowerment of women through the first phase of a programme geared at strengthening the capacity of National Gender Machinery institutions namely; the Ministry of Gender and Family Promotion, the Gender Monitoring Office, the National Women Council and the Rwanda Women Parliamentary Forum. Policy development to improve women and youth access to finance, capacity building in leadership and entrepreneurship have been strengthened as well as institutional development to mainstream gender at sector level. Lessons learnt during the implementation of the UNDAF (2008-2012) have in some ways informed the development of this joint programme, particularly the findings of the Country-led Evaluation that was conducted in 2010 and the Focus Study (2012). The Studies¹⁰ showed that, Delivering as One led to a better alignment with government plans and priorities and enhanced cooperation among agencies, thereby increasing efficiency and effectiveness. Based on the recommendations of the study, this joint programme is focusing on piloting innovations, documenting results, promoting learning and scaling up best practices.

3.2.2. Lessons learned from the implementation of the first phase of the Joint intervention to strengthen the National Gender Machinery

Specific lessons were learned from the implementation of **the Joint intervention to strengthen the National Gender Machinery** including the importance of building synergies among implementing partners and participating UN agencies in the course of the implementation of the programme. In this regard, joint planning between the National Gender Machinery, the One UN and donor organisations has the potential of further enhancing national ownership and the alignment to national priorities.

In addition, involving both decision makers and the respective technical level staff from the participating UN agencies and the implementing partners in the implementation of the programme (with clearly defined roles) can improve, to a great extent, programme delivery. This means that going forward decisions taken at the level of the steering committee must be implemented in a timely manner by the technical committee.

The government's procurement system will apply for acquisition of all goods and services unless otherwise requested by Implementing Partners.

Timely planning, procurement and reporting will facilitate timely disbursement of funds as well as efficient execution of programme activities. This can be better managed if there is continuous engagement between the Implementing Partners and the One UN. In this regard, there is a need to support a functional technical project management team at the level of each implementing partner to ensure that all aspects related to the effective management of the Joint programme are considered (planning, budgeting, monitoring and reporting).

¹⁰Country-led evaluation 2010; Paton, W. & Soriano, C. Comparative Advantage and Stakeholder Analysis 2012

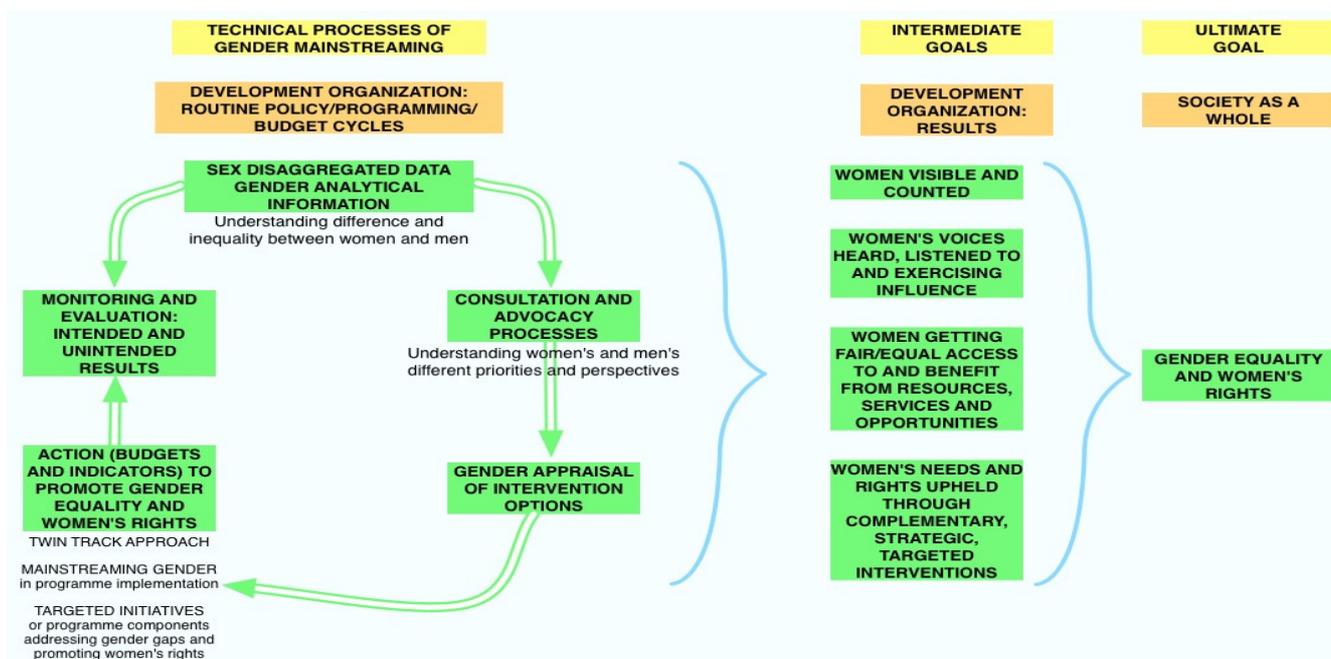
Targeted and continuous capacity enhancement of implementing partners on all aspects related to project management will improve project implementation, reporting and delivery.

3.3. The proposed Joint Programme

The proposed joint programme comes at the dawn of a new era when the world is rethinking the best strategy for the elaboration of a global development agenda. Within the framework of the discussions on the Post 2015 agenda, this programme will be pertinent for the reduction of inequalities, and will help identify ways of bringing the voice of poor women and their families to the fore front in shaping the “New Development Agenda”. This programme is fully aligned to the national priorities and the strategic plans of the implementing partners as well as those of the national management and coordination mechanism. It is development of the programme fully engaged national stakeholders in programme design, priority setting and decision making. Capacity development forms a core component of this joint programme in line with the comparative advantage of the One UN, with an exit and sustainability strategy. The UN will strengthen the capacity of the National Gender Machinery and other key stakeholders to effectively play their roles based on their specific mandates. Strategic partnerships will also be forged with financial institutions (both public and private) to enhance women’s access to comprehensive financial services.

The following UN agencies: UNDP, UN Women and UNFPA will support the implementation of this joint programme, with UN Women acting as the managing agent of the pooled fund on behalf of the other participating agencies (UNDP and UNFPA).

The **Theory of Change**¹¹ outlined below will inform the implementation of the Joint Programme. Components of the **Theory of Change (ToC)** have been included in the proposed programme which is detailed within the results framework. In order for technical processes of gender mainstreaming to occur effectively and systematically, they must be preceded by specific processes of organizational or institutional change (the example of Rwanda), which this programme is focussing on and is taking forward. The ToC outlines the path/change processes that should be followed in order to achieve the overall goal of gender equality



¹¹ This draft Theory of Change was elaborated upon by Representatives from the UN, Government, donors and CSOs during an expert group meeting in Santo Domingo, Dominican Republic on 12 August 2013. This global task assigned to Un Women benefitted from the experience of Rwanda.

The joint programme contributes to the Accountable Governance result area of the EDPRS II and the UNDAP, specifically under Outcome 2 of the UNDAP: “Human rights, justice and gender equality promoted and implemented at all levels”.

The goal of the joint programme is to advance gender equality and women’s empowerment in Rwanda through 3 main outcomes namely; (i) **National Gender Machinery effectively positioned to do oversight and coordinate the implementation of gender equality commitments,** (ii) **Gender equality dimension is mainstreamed in policies, strategies and budgets at all levels and** (iii) **Women fully benefit from existing and potential empowerment opportunities at all levels.**

To achieve these outcomes, eight outputs have been formulated: 1) Institutional capacity of the National Gender Machinery strengthened, 2) Coordination, oversight, communication and reporting mechanisms on gender equality and the empowerment of women strengthened, 3) Project management and oversight function enhanced, 4) Capacities of sectors and districts in gender mainstreaming strengthened, 5) Advocacy and policy dialogue on gender equality enhanced, 6) Accountability for gender equality in sectors and districts enhanced, 7) Vulnerable women mobilized into cooperatives and supported, 8) Capacity of women in leadership and entrepreneurship at all levels enhanced .

The outcomes and outputs have indicators and targets by which the achievement of results will be measured.

3.4 Sustainability of results

To achieve sustainable results, the National Gender Machinery and participating UN agencies will collaborate with government, donors, CSOs and other stakeholders involved in promoting gender equality. Building the capacities of key stakeholders at both central and decentralized level will ensure the programme results are sustained after the completion of the programme.

The programme will focus on developing national capacities by first supporting the implementation of the recommendations of the capacity needs assessment, and secondly by supporting sectors and districts to develop sectoral and district gender strategies and tools for mainstreaming gender in national policies, district, institutions and budgets. Further, the programme will seek to anchor interventions within government development, legal and institutional frameworks.

Capacity development and long-term strategic planning are integral parts of the support provided by the UN. UN has already contributed to the formulation and dissemination of different policies and strategies geared at promoting gender equality and women’s empowerment such as the Women and Youth Access to finance strategy and will provide support for its implementation. In addition, the UN has supported and will continue to assist the National Gender Machinery to institutionalize gender mainstreaming at national and decentralized levels, to improve coordination and operationalize a gender management information system. The programme will strengthen the capacities of national institutions in the area of results-based management and M&E to provide implementing partners with adequate systems, skills and tools to sustain results of the programme and increase government ownership during and after the programme implementation phase.

The Joint Programme will support MIGEPROF to assess its capacity to set up a Single Project Implementing Unit (SPIU) modality and to implement recommendations.

4. MANAGEMENT AND COORDINATION ARRANGEMENTS

4.1 Implementing partners and individual mandates

The following institutions will ensure the full implementation of the joint programme as per the individual action plans that have been developed based on their mandates below:

4.1.1 The Ministry of Gender and Family Promotion (MIGEPROF)

The Ministry of Gender and Family Promotion MIGEPROF is the lead that facilitates the implementation of the National Gender Policy and Plan of Action to ensure effective gender mainstreaming and full participation of women in all activities related to the socio-economic development of Rwanda.

Its priority areas are:

- Formulate policies and the requisite legal framework to promote gender equality & empowerment of women in Rwanda;
- institutional and technical support to strengthen the national gender machinery;
- coordination and reporting of gender equality interventions in Rwanda;
- strengthen national capacities for the promotion of gender equality;
- advocate for the implementation of national, regional and international gender equality commitments.

4.1.2 Rwanda Women Parliamentary Forum (FFRP)

Rwanda Women Parliamentary Forum was set up in 1996 by women of the National Transitional Assembly, irrespective of their political affiliation and different social and political backgrounds to strengthen the role of women parliamentarians, with specific focus to:

- Advocate for the promotion of principle of gender equality and the empowerment of women in policies, programmes and budgets;
- Ensure that the laws to be enacted are gender responsive;
- Push the momentum for a transformative gender agenda at national, regional and international level;
- Build capacity of FFRP members.

4.1.3 Gender Monitoring Office (GMO)

GMO was established in 2003 by the National constitution as the regulatory body for the compliance of gender principles and as a mechanisms for the eradication of gender-based violence in Rwanda. Its responsibility focuses on:

- Promoting accountability to mainstream gender equality in public, private, CSOs and FBOs;
- advocating for appropriate services and response for GBV survivors;
- undertaking research, audits and assessments to identify gaps and best practices in promoting gender equality;
- providing advice for improved consideration and implementation of national, regional and international commitments to gender equality.

4.1.4 National Women's Council (NWC)

NWC was established by the Constitution of Rwanda of 2003 with the mission of empowering women and accelerating their participation in development. Its priority areas are:

- Mobilisation of women to participate in different development programmes in Rwanda;
- Capacity building of women for their effective empowerment;
- Advocacy for the resolution of women's problems.

4.2. Specific roles and responsibilities of key actors

4.2.1. MIGEPROF

- Represent and advise the Government in all matters pertaining to the implementation of this programme;
- Provide leadership and strategic direction for the overall coordination for the effective implementation of the programme;
- In close collaboration with UN Women, organize and chair steering and technical committee meetings;
- Implement activities as provided in the programme logical framework;
- Prepare and submit programme consolidated financial and narrative periodic reports to UN Women;
- Actively participate in joint activities of the programme including the joint field/monitoring visits, mid-term and end of project evaluations, financial audits and reviews;
- Consolidate and submit periodic work plans to UN Women on behalf of other implementing partners;
- Properly keep all books of accounts and other supporting documents;
- Work closely with UN Women and other implementing agencies to publicize the programme;
- Ensure proper management of assets until they are either disposed of or officially transferred to Government.

4.2.2. Other Implementing Partners (GMO, NWC & FFRP)

- Attend both steering and technical committee meetings;
- Take lead for the implementation of activities as provided in the programme logical framework;
- Prepare and submit programme periodic narrative and financial reports to MIGEPROF for consolidation and submission to UN Women;
- Actively participate in joint activities of the programme including the joint field/monitoring visits, mid-term and end of project evaluation, financial audits and reviews;
- Prepare and submit periodic work plans to MIGEPROF for consolidation and submission to UN Women;
- Properly keep all books of accounts and other supporting documents;
- Facilitate UN Women by giving it the required information to ensure effective publication of the programme activities and interventions;
- Ensure proper management of assets until they are either disposed of or officially transferred to Government.

4.2.3. MINECOFIN

Among other things, the Ministry of Finance and Economic Planning will be responsible of:

- Provide technical and strategic advice on the implementation of the programme;
- Attend both steering committee meetings, field visits and other programme evaluation activities;
- Actively participate in joint activities of the programme including the joint field/monitoring visits, mid-term and end of project evaluation, financial audits and reviews;
- Any other duties that may be requested or assigned by the Programme Steering Committee.

4.2.4. UN Women

- In collaboration with MIGEPROF, organize and co-chair steering and technical committee meetings;
- Act as the managing agent of the pooled fund on behalf of other participating UN agencies;
- Provide leadership in terms of overall coordination of technical inputs from all participating UN organizations;
- Ensure timely disbursement of funds in accordance with agreed terms and conditions;
- Take the lead by making follow up on the implementation of programme activities by implementing agencies;
- Collaborate with MIGEPROF for Joint reporting and monitoring: review, provide comments and finalize the joint report for submission to the donor
- Contribute towards strengthening the capacities of core project staff to effectively play their roles based on their specific mandates Conduct joint field/monitoring visits, prepare its reports and feed them into the ID monitor;
- Conduct the mid-term and end of project evaluations;
- Organize the end of project independent financial audit;
- In close collaboration with MIGEPROF and other IPs, take appropriate measures to publicize the joint programme;
- In collaboration with implementing partners, prepare and disseminate monitoring plans as well as field visit objective plans;
- Take the lead in preparing and disseminating programme evaluation and review reports for inputs by other stakeholders;
- In collaboration with implementing agencies, prepare and disseminate uniform reporting formats.

4.2.5. Other Participating UN Organizations (UNFPA & UNDP)

The two agencies will support the joint programme at different levels such as:

- Attend both steering and technical committee meetings;
- Give technical and financial support to implementing partners for the effective implementation of activities;
- Give technical inputs to various periodic reports and audit management response before they are finalized.
- Actively participate in the preparation of joint activities of the programme including the joint field/monitoring visits, mid-term and end of project evaluation, financial audits and reviews;
- Contribute towards strengthening technical capacities of IP staff to effectively achieve their roles and responsibilities;

4.3. Programme Management Structure

The programme management structure is as follows:

4.3 1. The Steering Committee

The Steering Committee will include Heads or their representatives of the Gender Machinery, MINECOFIN, SIDA and participating UN Agencies or their representatives. The role of the Steering Committee will be to:

- Oversee the overall implementation of the programme;
- Provide strategic direction;
- Review and decide on the recommendations made by the Technical Committee on changes with relation to project implementation or the project document;
- Approve implementation reports, work plans & budgets;
- Undertake advocacy for programme and resource mobilization.

The steering committee which will be convened on a quarterly basis will be chaired by MIGEPROF and co-chaired by UN Women to endorse the recommendations of the technical committee. However, extra-ordinary meetings may be called whenever necessary.

4.3.2. The Technical Committee

The Technical Committee for the Joint programme will consist of technical staff from the participating UN agencies as well as technical staff of the National Gender Machinery. The number of technical staff representing each Implementing Partner and the participating UN agencies at the Technical Committee should not exceed 2 members.

The Technical Committee members will be responsible for:

- Assess progress on project implementation,
- Attend quarterly meetings to assess the progress on programme implementation, discuss bottlenecks and propose way forward;
- Propose budget changes of the Joint program to the Steering Committee as well as provide advice as required.

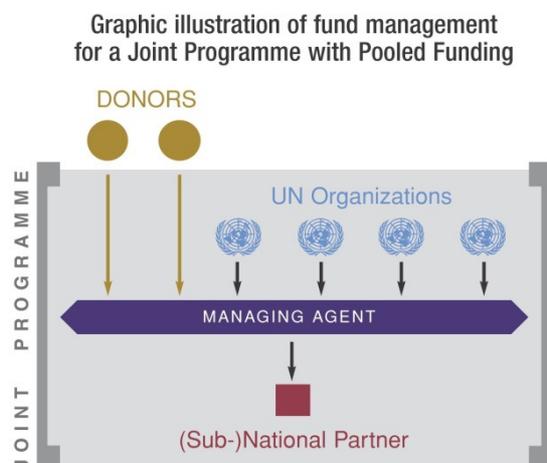
The Technical Committee will meet on a quarterly basis, but additional meetings may be called as required. Technical committee meetings will be chaired by MIGEPROF and co-chaired by UN Women.

Daily financial and technical support for effective implementation of activities will be given to the implementing partners in general and members of the technical committee in particular by participating UN Agencies to ensure compliance with UN rules and regulations as well as effective implementation of programme activities.

5. FUND MANAGEMENT ARRANGEMENTS

To ensure efficient implementation of the programme, a pooled funding modality will be used and participating UN Agencies will be responsible for implementing activities as provided in the project logical framework. Under the pooling arrangement, UN Women will receive funds from the One Fund and will act as the Managing Agent of the flagship programme. UN Women as the lead UN agency of the flagship programme will support MIGEPROF to consolidate reports from other Implementing Partners, and will submit the final document to the donor through the Resident Coordinator’s office.

The Resource Flow and Management of the pooled funding modality will be as follows:



Donor: SIDA support through the ONE Fund
UN Organizations: UN Women, UNFPA, UNDP
Administrative Agent: UNDP

Managing Agent: UN Women

National partners: MIGEPROF, GMO, FFRP, NWC

5.1. Fund Management Mechanism

UNDP, UNWOMEN and UNFPA will sign a Memorandum of Understanding on the fund management. These organisations will be accountable for supporting the national implementing partners in managing the joint programme. The UN Women will be accountable for timely disbursement of funds and for coordinating technical inputs by all participating UN organizations. It will also follow up with the national partners on implementation, and is accountable for narrative and financial reporting to the joint programme coordination mechanism.

5.2. Transfer of cash to national Implementing Partners

The Implementing Partners will prepare annual and quarterly work plans which will be approved by the Steering Committee. Funds will be disbursed to Implementing Partners every quarter using a NIM modality and in line with Harmonized Approach to Cash Transfers (HACT). Expenditure reports from the national Implementing Partners shall be expected before the 15th of each month after the quarter to enable UN Women to account for the income received to fund the joint programme in accordance with -UN financial rules and regulations. Each Implementing Partner is fully responsible for the timely disbursement of funds received. The disbursement of the next instalment to each implementing partner will be done every quarter and not exceeding the 15th of the month after the quarter. However, disbursement of the next instalment to each Implementing Partner will be based on its performance and not on collective delivery. In order to be eligible for the next disbursement, the implementing partner will also be required to have at least reported 80% of the advance received.

UN Women will however recover indirect costs in accordance with its financial regulations and rules. This will be documented in the Memorandum of Understanding signed with the participating UN Agencies(s) and in any funding agreement signed with donors. In the case of other resources, interest will be administered in accordance with the financial regulations and rules of the One UN.

5.2. Procurement

In principle Government procurement procedures will be used. To pave the way for this, all implementing partners will integrate the joint programme activities in their 2013/14 revised procurement plans. It should be noted, therefore that UN procurement methods shall only be used as a last resort.

5.3. Audit

Each implementing partner will be subject to a financial audit on the funds received. Financial audits will be carried out by both the Government as well as an independent audit firm that will be commissioned by the UN System (through UN Women) and undertaken by private audit services in line with the UN guidelines and standards for auditing. Government implementing partners will fully cooperate during these audits as well as in monitoring and reporting on all activities supported by the direct implementation modality and cash transfers. Implementing partners will specifically facilitate the access to relevant financial records and personnel responsible for cash administration. The audit will be based on cash ceilings that necessitate an audit and those whose financial management capacity requires strengthening.

5.4. Communication

Upon consultation with Implementing Partners and the donor, the One UN shall take the lead and appropriate measures to publicize the Joint Programme. Information given to the press, to the beneficiaries of the Joint Programme as well as all related publicity material, official notices, reports and publications, shall acknowledge the role of the implementing partners, the One UN, donors and the other contributors to the joint programme account. The UN participating Agencies in consultation with national Implementing Partners will

also be free to use their communication channels in addition the One UN channel to publicize the programme. As per corporate communication policy, 1% of budget will be earmarked to support communications efforts in support to the implementation of this programme. A budget line for communication will therefore be included in the programme budget as part of the management of the project.

5.5. Asset Management

All assets and equipment acquired to support the implementation of this programme will remain the property of the United Nations for the duration of the initiative, as per UN Policy on assets management and in accordance with the agreement between UN until they are officially disposed of or otherwise transferred to the Government. The decision to either dispose or officially transfer these assets to the Government will be taken by the Programme Steering Committee. The Implementing Partners are therefore required to keep an updated inventory of all assets purchased in the framework of the programme.

6. MONITORING, EVALUATION AND REPORTING

6.1 Monitoring

Annual Work Plans (AWP) will be developed by the implementing partners in consultation with the UN agencies. A monitoring plan with clear milestones will be part of the AWP. Consolidated Annual Work Plans (CAP) will be prepared annually by implementing agencies and will be monitored throughout the year. All signatories to the joint programme document will participate in Monitoring and Evaluation and contribute to the Annual Review. Every year, a monitoring plan with a calendar will be prepared jointly with the Implementing Partners. The calendar will focus on key results and indicators which will be tracked throughout the implementation of the programme. Clear milestones, which will be the basis for monitoring, will be agreed upon.

Monitoring will take different forms: structured **field visits jointly organised** with participating UN Agencies will be undertaken at least once in a semester by the Programme team from the One UN and with each of the Implementing Partners. Monitoring visits will be guided by a field visit objective plan, which will examine progress in the various indicators outlined in the logical framework. All monitoring visits will include the involvement of the relevant Government counterparts, either at the central, district or local level.

It will also take the **form of formal and informal meetings** with the various Implementing Partners to discuss specific implementation challenges. It will also involve attending implementing partners' activities and interacting with beneficiaries. All structured monitoring visits will have clear objectives and a report prepared thereafter to be kept in the profile file and fed into the DI Monitoring so that the achievement of results can be continuously tracked and where there is disconnect, remedial measures immediately undertaken.

In terms of risk management, the risks log will be reviewed every semester based on reports from the implementing partners, from the field visits reports and during the technical and steering committee meetings. Annual programme review will also inform the risk management and mitigation measures.

6.2. Joint Programme Review

The Advancing and Sustaining Gender Equality joint programme review will be conducted under the coordination of UN Women as the lead agency and the government counterpart. The annual review will provide the opportunity for the UN System, the Implementing Partners and donors to measure the progress and contribution towards the achievement of the Joint programme results. The Annual Reviews will report progress on the joint programme results (outputs and outcomes), annual targets based on M&E matrix ensuring that targets are relevant and updated. The review will take stock of lessons and good practices and highlight key results achieved and challenges.

The Reviews will provide the opportunity to assess and make recommendations related to planning, assumptions, risks and emerging opportunities as well as and any revisions to the Annual Work Plans, including the related strategies, partnerships and resource allocations. Feedback from the annual reviews will inform the annual report on progress on the result areas based on the targets as well as progress on the cross cutting issues. The feedback will also inform the annual planning processes and commitments for the subsequent year including any strategic and operational adjustments required for the UNDAP.

The joint programme resource allocation and activity revision will be done after one year of programme implementation. A proposal for programme revision will be prepared by the technical committee members and approved by steering committee meeting.

A mid-term program review will be undertaken to assess progress towards achieving the objectives of the project. A final programme review report will be prepared upon programme completion

6.3. Evaluations

A mid-term and final evaluation of the programme will be conducted by both the Government and an external evaluator. Terms of reference for the mid-term and end term evaluations will be agreed upon by all partners in the programme. The mid-term evaluation, which will occur at the end of the second year, will inform and strengthen the on-going implementation of the programme. It will assess the progress against the outcome and output targets and will guide the implementation of the remaining part of the programme.

The final evaluation will be conducted at the end of the fifth year, it will assess the programme achievements vis-à-vis the expected results and will be used to guide the next programming cycle. The final evaluation will in addition identify the challenges faced, draw lessons learned and provide recommendations. All national Implementing Partners, participating UN Agencies and other stakeholders will be involved in the evaluation.

6.4. Reporting

To build on inputs from Monitoring and Evaluation tools and strategies, the Implementing Partners will document achievements, opportunities, challenges and impacts in **advancing and sustaining gender equality gains programming fom which** that other organizations can benefit and take forward.

The implementing partners have committed to concur with the One UN on the joint reporting formats to be used. Issues on the progress on implementation of the programme and other updates will be shared and discussed during the quarterly programme steering and technical committee meetings including recommendations of the UN Development Result Group (DRG).

MIGEPROF will consolidate the reports from other Implementing Partners, while UN Women will review, provide comments and finalize the consolidated report for submission to the Donor through the Resident Coordinator's office. The quarterly and annual progress reports will provide the basis for managing outputs vs. expenditure.

7. LEGAL CONTEXT

The programme document relates to article 1 of the basic agreement concluded between UNDP and the Government of Rwanda on 2 February 1977, and also concluded between the Government of Rwanda and UNFPA in 1975. The programme document also relates to the UN General Assembly Resolution A/64/289, Para 49 on 2 July 2010 that created UN Women to be operational on *1 January 2011*.

It is also related to the funding agreement between Sida and the ONE UN signed on 21 June 2013. The Letter of Understanding that shall be signed between the respective Implementing Partners of the Government of Rwanda and the Resident Coordinator's Office/UN participating agencies shall be binding to all parties.

The following types of revision may be made to the Programme Document only with the signature of the Resident Coordinator; provided that he is assured that the other signatories of the programme document have no objections to the proposed changes:

- Revisions or addition of any of the annexes of the programme document.
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the programme, but are caused by the rearrangements of inputs already agreed to or caused by cost increases due to inflation.
- Mandatory annual revisions which re-phase the delivery of agreed programme inputs or increase expert or other costs due to inflation or to take into account expenditure flexibility.

8. RESULTS FRAMEWORK

This flagship programme is intended to efficiently respond to the national priorities as expressed in the EDPRS 2 and the UNDAP. The programme will specifically contribute to the achievement of Result 2, Outcome 2 of the UNDAP which is “Human rights, justice, and gender equality promoted and implemented at all levels”. The outputs within the result framework will contribute to the outcomes which are related to: **Capacity of institutions strengthened to mainstream gender equality in policies, strategies and budgets; Capacity of national gender machinery strengthened to play oversight and coordination role on gender equality and Women at grassroots level access productive resources.** The framework was developed using a participatory approach involving the Gender Machinery, Sida and the One UN representatives through consultations and meetings, joint planning workshops and feedback on the project document. The outcomes and outputs have indicators and targets by which the achievement of results will be measured. The table below highlights the Result framework of the joint programme.

RESULTS FRAMEWORK					
Result hierarchy	Indicator	Baseline	Target	Means of verification	Responsible institutions
EDPRS 2/UNDAP Focus Area:	Accountable Governance				
UNDAP OUTCOME	Justice, Gender Equality And Human Rights: Human Rights, Justice, And Gender Equality Promoted and Implemented At All Levels				
Outcome 1: National Gender Machinery Institutions are well positioned for an effective oversight and coordination of the Implementation of Gender Equality Commitments.	1) Number of new policies/initiatives developed with active participation of NGM 2) Level of stakeholders' satisfaction on oversight and coordination services 3) Quality of new strategic partnership on gender equality established	1) 0 2) low (Institutional capacity Assessment/ NGM) 3)0	1) 4 New policies /initiatives involving NGM. 2) High 3) 3)strategic paternership	<ul style="list-style-type: none"> NGM Annual report Gender audit reports, Relevant treaty body reports/recommendations Perception survey Report 	NGM, ONE UN
Assumptions	<ul style="list-style-type: none"> Continued Government commitment to implement ratified agreements and conventions; 	Risks: <ul style="list-style-type: none"> Limited financial and technical capacity of gender machineries to implement ratified treaties and conventions Delays in preparation/submission of International Reports 			
Mitigating Factors	<ul style="list-style-type: none"> Financial and technical support in human resources Timely planning for reporting and continued dialogue on importance of timely reporting 				

RESULTS FRAMEWORK					
Result hierarchy	Indicator	Baseline	Target	Means of verification	Responsible institutions
Output 1.1 Institutional Capacity of the National Gender Machinery Strengthened	1) A Joint capacity building strategy implemented	1) No	1) Yes	<ul style="list-style-type: none"> • Training reports • Strategic plan document • NGM Annual Reports, 	MIGEPROF, GMO, NWC, FFRP and ONE UN
	2) New NWC strategic Plan available	2) No	2) Yes		
	3) National Communication and Advocacy Strategy in place	3) 0	3) 1		
Assumption	<ul style="list-style-type: none"> • Availability of financial and technical resources 	<ul style="list-style-type: none"> • Risk: Limited of financial and technical resources 			
Mitigating factor	<ul style="list-style-type: none"> • Support National Gender Machinery institutional capacity development 				
Activities:					
<ol style="list-style-type: none"> 1. Provide financial and technical Support in Human Resources to the National Gender Machinery (6 MIGEPROF, 4 GMO, 2 FFRP and 2 for NWC) 2. Develop NWC strategic Plan 2014 – 2019 and M&E system 3. Prioritize and conduct training sessions for NGM staff and FFRP Members 4. Provide administration/operational support (IT and Office equipment and supplies) to NGM 					
Output 1.2: Coordination, Oversight, Communication and Reporting on Gender Equality and Women Empowerment strengthened	1) The Gender Management Information System is operationalized	1) No	1) Yes	<ul style="list-style-type: none"> • NGM Annual Reports • Relevant treaty body and UPR reports/ recommendations 	MIGEPROF GMO FFRP NWC ONE UN
	2) Number of progress reports on International commitments submitted	2) GMIS In place but not operational	2) GMIS fully operational		
	3) Number of national,	3) National: 2 ¹² Regional: 0	3) National:2 Regional: 8		

¹²National Women Summit, MPs consultative meetings

RESULTS FRAMEWORK					
Result hierarchy	Indicator	Baseline	Target	Means of verification	Responsible institutions
	regional and international events organized	International: 4¹³	International: 6		
Assumptions	<ul style="list-style-type: none"> Continued Government commitment to implement ratified agreements and conventions; A strengthen institutional gender mechanism/framework 	Risks: <ul style="list-style-type: none"> Limited capacity for communication and coordination Limited capacity in human resources 			
Mitigating Factor	<ul style="list-style-type: none"> Capacity building of the Implementing partners 				
Activities <ol style="list-style-type: none"> Develop a National Communication and Advocacy Strategy Operationalize and update Information Management systems Produce and disseminate broadcasted programmes (TV & Radio) and elaborate promotional materials on gender equality and women empowerment Set up a high tech conference room for the National Gender Machinery Update NGM website and set up a public information kiosk on gender equality promotion Establish GMO Communication system Update and maintain FFRP Website Organize national, regional and international events on gender equality, GBV and Women empowerment Organize gender and GBV stakeholders semi annual review and evaluation meetings Organize development partners retreat on gender , women empowerment and family promotion Organize gender machinery quarterly meetings Elaborate country reports on Gender related international commitments Facilitate FFRP Representation and active participation in meetings on Gender Equality Promotion Organize FFRP statutory and non-statutory meetings Facilitate NWC planning and evaluation meetings Elaborate a simplified booklet of gender sensitive laws Facilitate FFRP members to organize and conduct oversight visits in Local Government NWC planning and evaluation meetings 					

¹³ IWD, Rural Women's Days, 16 days of activism on VAW, Girls 'international Day

RESULTS FRAMEWORK					
Result hierarchy	Indicator	Baseline	Target	Means of verification	Responsible institutions
Facilitate FFRP members to participate in exchange learning events on gender equality and women empowerment					
Output 1.3: Project management and oversight function enhanced	1) Number of joint field visits organized. 2) Project delivery rate 3) No and Quality of reports produced	1) 0 2) 0 3) 0	1) 4 per year 2) At least 80% at year end 3) 4 reports/ year and meeting RBM standards	<ul style="list-style-type: none"> • Project Report, Evaluation reports • Audit Reports • NGM Annual Reports 	MIGEPROF GMO FFRP NWC ONE UN
Assumption	<ul style="list-style-type: none"> • The Project achieve expected results 	Risk: Low capacity of absorption by some institutions			
Mitigating Factors	<ul style="list-style-type: none"> • Regular monitoring of annual and quarterly work plans Capacity development of implementing agencies • Timely Fund disbursement 				
Activities					
<ol style="list-style-type: none"> 1. Organize capacity building courses for IPs (project management, RBM and reporting etc.) 2. Conduct joint field/monitoring visits 3. Organize technical and steering committee meetings, 4. Conduct the mid-term, annual review , mid-term and end of project evaluation 5. Organize the end of project financial audit 6. Take lead in publicizing the information of the joint programme 					

RESULTS FRAMEWORK					
Result hierarchy	Indicator	Baseline	Target	Means of verification	Responsible institutions
Outcome 2: Gender equality dimension is mainstreamed in policies, strategies and budgets at all levels.	1) Number of sectors and districts implementing gender sensitive strategies' and plans 2) Number of ministries and districts implementing gender budget statements	1) 3 sectors , 0 district 2) 0 ministry; district	1) sectors; 10 districts 2) All Ministries (17); All Districts :30	<ul style="list-style-type: none"> Sectors and districts reports MINECOFIN Reports NGM reports 	MIGEPROF GMO FFRP NWC ONE UN
Assumption	<ul style="list-style-type: none"> The GoR Rwanda and development partners continue support to gender-responsive budgeting (GRB) and gender and economic policy management (GEPM) Programme 	<ul style="list-style-type: none"> Risk: Limited financial and technical capacities to implement GRB at central and local level 			
Mitigating Factor	<ul style="list-style-type: none"> Continued advocacy with donors and government on financing for gender equality within the aid effectiveness agenda 				
Output 2.1: Capacities of Sectors and Districts in Gender mainstreaming strengthened	1) 2 Sectors 2) 3 ¹⁴ 3) no	1) 5 Sectors 2) 8 3) yes	<ul style="list-style-type: none"> Sectors and districts reports NGM reports 	MIGEPROF GMO FFRP	

¹⁴Gender mainstreaming guidelines EDPRS II, Women and youth strategy, GBV law

RESULTS FRAMEWORK					
Result hierarchy	Indicator	Baseline	Target	Means of verification	Responsible institutions
Assumptions	<ul style="list-style-type: none"> Sufficient district financial and human resources; Gender parity principles are understood at local level; 	Risk: Lack of capacity to mainstreaming gender			
Mitigating Factor	<ul style="list-style-type: none"> Capacity building of Implementing partners 				
Activities					
<ol style="list-style-type: none"> Develop a national capacity building strategy on gender equality Develop a partnership with a higher Institute of learning to build capacities of Sectors and Districts on gender mainstreaming Provide technical support to Sectors to develop and disseminate Gender Mainstreaming Strategies Develop and disseminate gender, family, women empowerment and GBV related policies, laws and gender guidelines 					
Output 2.2: Advocacy and policy dialogue on Gender equality enhanced	<ol style="list-style-type: none"> Number of advocacy briefs produced and used A National communication and advocacy strategy on gender equality available and implemented 	1)0 advocacy brief 2)0	1) 4 advocacy briefs 2) 1	<ul style="list-style-type: none"> NGM reports GMO Assessment 	MIGEPROF, GMO, FFRP
Assumption	<ul style="list-style-type: none"> Promoting gender equality continue to be a priority for the Government 	Risk: Limited capacity in advocacy			
Mitigating factor	<ul style="list-style-type: none"> Continued support efforts for coordination and advocacy on gender equality promotion 				
Activities					
<ol style="list-style-type: none"> Organize national and local policy dialogues on gender equality , women empowerment and GBV issues Develop and disseminate District and sector gender profiles Develop and disseminate national gender profile 					

RESULTS FRAMEWORK					
Result hierarchy	Indicator	Baseline	Target	Means of verification	Responsible institutions
4, Develop a parliamentary Handbook on Gender Responsive Budgeting					
Output 2.3: Accountability for gender equality in Sectors and Districts enhanced	4) Number of Ministries /Districts that report on GBS implementation	1) 0	1) 18Ministries, 30 Districts	<ul style="list-style-type: none"> Sector and district reports GMO report/gender audit reports Publications 	GMO, FFRP
	2) % of Gender Audit recommendations implemented	2) 50%	2) 70%		
	3) Number of best practices on gender equality documented and publish	3) 0	3) 5 ¹⁵		
Assumption	<ul style="list-style-type: none"> GMO has the financial and technical capacity to conduct gender audits at central and local level 	Risk: Limited capacity for institutional gender mainstreaming			
Mitigating factor	<ul style="list-style-type: none"> Continued advocacy with government on sustained commitments 				
<u>Activities</u> <ol style="list-style-type: none"> Conduct annual implementation assessment of ministries and districts GBSs Conduct assessment on the respect of gender equality principles in legislative elections Collect and disseminate gender best practices for information sharing and replication 					

¹⁵ 4 GMO,1 FFRP

RESULTS FRAMEWORK					
Result hierarchy	Indicator	Baseline	Target	Means of verification	Responsible institutions
Outcome 3: Women fully benefit from existing and potential empowerment opportunities at all levels	1) Level of satisfaction of women with existing empowerment opportunities	1) TBD)	1) medium	<ul style="list-style-type: none"> EICEV, surveys, BNR reports Reports: BDF, RCA, NGM, BNR, SACCOs MIGEPROF Gender Reports/gender profile 	MIGEPROF FFRP ONE UN
	2) % increase of women benefiting from financial services	2) 2.7% of women accessing finance	2) 4%		
	3) % increase of women in leadership positions at all levels (central government, parliament and district councils)	3) 41.7% (Central government) 36.5% (district level)	3) 45% women/ (central ,Government and district level)		
Assumptions	<ul style="list-style-type: none"> Women empowerment continue to be a priority for the Government Private sector involvement 	Risk: Insufficient skills for women to tap into the existing opportunities			
Mitigating factor	<ul style="list-style-type: none"> Capacity development of women in cooperatives 				

RESULTS FRAMEWORK					
Result hierarchy	Indicator	Baseline	Target	Means of verification	Responsible institutions
Output 3.1: Vulnerable women mobilized into cooperatives & supported	1) Number of functional cooperatives¹⁶ supported by NWC for vulnerable women 2) Number of women who have knowledge and skills in project management	1) 2.7% of women accessing to finance services 2) 0 (NWC)	1) 4% of women accessing finance 2) 2000 (NWC)	<ul style="list-style-type: none"> • Reports BDF, RCA,NGM, BNR,SACCOs MIGEPROF • Administrative data 	MIGEPRO F NWC
Assumptions	<ul style="list-style-type: none"> • Adequate financial and human capacity • Sustainability of SACCOS 	Risk: Limited capacity to promote entrepreneurship for vulnerable groups			
Mitigating Factors	<ul style="list-style-type: none"> • Developing a long term strategy for entrepreneurship development capacity • Regular monitoring and dialogue with financial institutions and women cooperatives 				
Activities					
1. Identify and mobilize vulnerable women to join cooperatives 2. Provide technical skills to vulnerable women on cooperative and project management 3. Provide equipment and other essential materials to vulnerable women to set up income generating activities					
Output 3.2: Women capacities in	1) Number of Women	1) 20 (MIGEPROF)	1) TBD	• MIGEPROF , FFRP	MIGEPRO

¹⁶ A cooperative is functional if it holds meetings regularly for the benefit of its members and if up 95% of recommendations from meetings are implemented in a timely manner.

RESULTS FRAMEWORK					
Result hierarchy	Indicator	Baseline	Target	Means of verification	Responsible institutions
Leadership and Entrepreneurship enhanced at all levels	<p>leaders trained who have capacity to mentor other women</p> <p>2) Number of mentees benefiting from mentorship programme who have a personnel development plan</p>	2) 0 (MIGEPROF)	2) 1000 (MIGEPROF)	<p>mentorship program reports,</p> <p>• Gender Audit, gender profile report</p>	• FFRP
Assumptions	<ul style="list-style-type: none"> • Gender parity principles are understood at local level • Women leadership continue to be a priority 	Risk: Lack of women's self confidence and trust from the community			
Mitigating factors	<ul style="list-style-type: none"> • Financial and technical Support in leadership • Support the mentorship programme 				
Activities					
<ol style="list-style-type: none"> 1. Elaborate a national mentorship strategy 2. Organise training of Trainers on mentorship 3. Conduct mentorship for young women and girls in: <ul style="list-style-type: none"> • Higher Learning Institutions, • 9&12 year basic education • Local Leaders; • Young women entrepreneurs •4. Women Parliamentarians candidates facilitated in 2013 election campaign 					

9. ACTION PLAN AND BUDGET

Outcome 1: National Gender Machinery effectively positioned to do oversight and coordinate the Implementation of Gender Equality Commitments

Outcome Indicator 1:

1. Number of new policies/initiatives developed with active participation of NGM
 2. Level of stakeholders' satisfaction on oversight and coordination services
- Quality of new strategic partnership on gender equality established

Output 1.1 Institutional Capacity of the National Gender Machinery Strengthened

Output Indicators:

1. **Joint capacity building strategy implemented**
2. **NWC strategic Plan available**

Activities	TIME FRAME		Implementing Partner	PLANNED BUDGET		
	Year 1	Year 2		Source of Funds	Budget Description	Amount in USD
1.1.1. Provide financial and technical support in human resource to the National Gender Machinery	X	X	MIGEPROF	ONE FUND	Staff payment for 6 staff for 2 years + communication	452,798
	X	X	GMO	ONE FUND	Staff payment for 4 staff for 2 years + communication	306,035
	X	X	NWC	ONE FUND	Staff payment for 2 staff for 2 years + communication	159,198
	X	X	FFRP	ONE FUND	Staff payment for 2 staff for 2 years + communication	159,198
1.1.2. Develop NWC strategic Plan 2014 – 2019 and Monitoring and Evaluation system	X		NWC	ONE FUND	Hire consultant to develop + validation meetings	31,104
1.1.3. Conduct training sessions to increase capacity of the National Gender Machinery staff, FFRP Members – and NWC Committees						
a) Organisational culture, RBM, gender analysis for Gender Machinery (GMO)	X		GMO	ONE FUND	Consultant contract and training fees for -4 sessions on Organisational culture, RBM, gender analysis for Gender Machinery	88,000

b) induction course, GRB, GPIM and Gender oversight (FFRP)	X	X	FFRP	ONE FUND	Consultants contract , MOU with SFB + and training fees (90 members)	74,181
1.1.4. Provide appropriate IT equipment, office equipment, transport and communication facilities to NGM	X	X	MIGEPROF	ONE FUND	7 laptops and Modems	65,985
	X	X	GMO	ONE FUND	8 laptops for new staff +office equipment and transport, etc.	68,155
	X		NWC	ONE FUND	Purchasing of 45 laptops for NWC Executive Committees members and staff and a modern photo and video camera and user group	56,176
	X	X	FFRP	ONE FUND	3 Laptops and Office equipment and supplies, correspondences' transport and Communication)	20,046
1.1.5. SUB/TOTAL, Output 1.1.						1,480,876
Output 1.2: Coordination, Oversight, Communication and Reporting on Gender Equality and Women Empowerment strengthened						
Output Indicators:						
1). The Gender Management Information System is operationalized 2) Number of steering committee and coordination meeting recommendations implemented 3) Number of progress reports on International commitments submitted						
Activities	TIME FRAME		PLANNED BUDGET			
	Year 1	Year 2	Implementing Partner	ONE FUND	Budget Description	Amount in USD
1.2.1. Develop a communication and Advocacy Strategy	X	X	MIGEPROF	ONE FUND	Hire consultants Consultative and Validation workshops costs	30,800
1.2.2. Operationalize GMIS and train staff on its usage	X	X	MIGEPROF	ONE FUND	Hire consultants, Training costs Hire it Expert to upgrade gender and GBV data Pay hosting cost	50,000
1.2.3. Produce and disseminate broadcasted programme (Radio and TV) and promotion materials on gender equality, GBV and women empowerment	X	X	MIGEPROF	ONE FUND	Hire a firm to print out promotional materials designed Installation costs	44,000

like flyers, roll ups banners, posters, booklets, booklets, brochures stickers, etc.	X	X	GMO	ONE FUND	Sign MoU with communication institutions to disseminate GBV road map and minimum package for GBV survivors and produce booklets, brochures stickers on minimum package for GBV survivor	205,118
	X	X	FFRP	ONE FUND	TV and Radio programs	15,500
1.2.4. Set up a high tech conference room for the National Gender Machinery	X	X	MIGEPROF	ONE FUND	Equipment and Installation costs	68,000
1.2.5. Update NGM website and set up a public information kiosk on gender equality promotion	X	X	MIGEPROF	ONE FUND	Consultant Contract: Redesign and update MIGEPROF Website Acquire Public Information	20,000
1.2.6. Establish GMO communication system and organise dialogue for data collection			GMO	ONE FUND	Consultant Contract: (Redesign and red brand GMO web site and provide/disseminate GMO communication materials)	65,000
1.2.7. Update and maintenance of FFRP web site	x	x	FFRP	ONE FUND	Consultant contract	9,200
1.2.8. Organize gender and GBV stakeholders semi-annual review and evaluation meetings at local and central levels	X	X	MIGEPROF	ONE FUND	Hire meeting venue Accommodation, Meals & Transportation for participants TV & Radio coverage expenses	30,000
1.2.9. Organize Development Partners Retreat on Gender , women empowerment and family Promotion	x	x	MIGEPROF	ONE FUND	Hire meeting venue Accommodation, Meals & Transportation for participants TV & Radio coverage expenses	25,000
1.2.10. Organize gender machinery quarterly meetings	X	X	MIGEPROF	ONE FUND	Hire meeting venue TV & Radio coverage expenses	2,000
1.2.11. Elaborate country reports on Gender related international commitments			GMO	ONE FUND	Hire a consultant and organise national validation meeting (produce regional and international Beijing +20 report)	46,246

	X	X	MIGEPROF	ONE FUND	Hire a consultant Organize two (2) workshops	20,000
1.2.12. Facilitate FFRP representation and participation in Gender machineries and stakeholders meetings and response to stakeholders invitations	X	X	FFRP	ONE FUND	Transport, accommodation and communication	8,500
1.2.13. Support FFRP to organise its statutory meetings (General Assemblies, executive Committee, Standing Committees...)	X	X	FFRP	ONE FUND	Transport, accommodation, communication and conference rooms	40,287
1.2.14. Elaborate a simplified booklet on gender sensitive laws and disseminate	X	X	FFRP	ONE FUND	Hire a firm to print out	35,852
1.2.15. Facilitate FFRP members to organize and conduct oversight visits in Local Government	X	X	FFRP	ONE FUND	Accommodation and transport fees for participants, training materials 2 visits in 30 districts	52,540
1.2.16. Facilitate NWC Planning and evaluation meetings at Province, Kigali City and Sectors levels	X	X	NWC	ONE FUND	Accommodation and transport fees for participants, training materials for 35 evaluation and planning meetings	285,477
1.2.17. Facilitate FFRP members to participate in Caucus exchange learning events on gender equality land women empowerment	X	X	FFRP	ONE FUND	Mission fees for participants, training materials for 8 caucus' exchanges visits	19,900
1.2.18. Organise national, regional and international events on gender equality, GBV and women empowerment						
a) Organize an annual Summit of Rwanda Women Leaders Network	X	X	MIGEPROF	ONE FUND	Temporal contracts, Accommodation and transport fees for participants, training materials for 2 summits	55,000
Organize an international conference on gender equality and GBV		X	MIGEPROF	ONE FUND	Temporal contracts, Accommodation and transport fees for participants, training materials for 1 conference	75,000

b) FFRP members representation and participation in Women empowerment and GBV Campaigns in all districts (8 March, Rural Women's Days, 16 days of activism on VAW)	X	X	FFRP	ONE FUND	Accommodation and transport fees for participants, training materials	40,980
SUB/TOTAL, Output 1.2.						1,244,400
1. Output 1.3: Project management and oversight function enhanced						
1) Number of joint field visits organized. 2) Project delivery rate 3) No and Quality of reports produced						
1.3.1. Organize capacity building courses for IPs (Project management, reporting etc.)	X		ONE UN	ONE UN	Workshop related fees	40,000
1.3.2. Conduct joint field/On-going monitoring visits	X	X	ONE UN, NGM	ONE UN	Meetings related fees Project field visits	5,000
1.3.3. Organize technical (8) and Steering Committee(6)	X	X	MIGEPROF UNW	ONE UN	Meetings related fees	14,000
1.1.3.4. Project management and coordination cost	X	X	UNW	ONE UN	Communication, Audit Evaluation, support cost	691,000
SUB/TOTAL, Output 1.2.						750,000
Outcome 2: Gender equality dimension is mainstreamed in policies, strategies and budgets at all levels						
Outcome Indicator 2:						
1. Number of sectors and districts implementing gender sensitive strategies and plans 2. Number of ministries and districts implementing gender budget statements						
Output 2.1: Capacities of Sectors and Districts in Gender mainstreaming strengthened						
Output Indicators: 1) A capacity building on gender equality implemented 2) Number of Sectors with Gender Strategies 3) Number of Gender Mainstreaming Tools Disseminated						

Activities	TIME FRAME		Implementing Partner	PLANNED BUDGET		
	Year 1	Year 2		Source of Funds	Budget Description	Amount in USD
2.1.1. Develop a national capacity building strategy on Gender equality	X	X	MIGEPROF	ONE FUND	Hire consultants Organize three (3) consultative and validation workshops, TV & Radio coverage expenses	30,800
2.1.2. Develop a partnership with a higher Institute of learning to train Sectors and Districts on gender mainstreaming	X	X	MIGEPROF	ONE FUND	Hire a training firm Training related costs	158,192
2.1.3. Develop Gender Mainstreaming Strategies for two sectors	X	X	MIGEPROF	ONE FUND	Hire consultants and Organize consultative and validation workshops	50,000
2.1.4. Disseminate gender, family, women empowerment and GBV related laws and policies and guidelines	X	X	MIGEPROF	ONE FUND	Meetings related cost , Printing expenses	18,000
SUB/TOTAL, Output 2.1.						256,952
Output 2.2: Advocacy and policy dialogue on Gender equality enhanced						
Output Indicators:						
1) Number of advocacy briefs produced and used						
2) National Gender profile updated and disseminated						
Activities	TIME FRAME		Implementing Partner	PLANNED BUDGET		
	Year 1	Year 2		Source of fund	Budget Description	Amount in USD
2.2.1. Organize national and local dialogues on gender equality, Family Promotion and GBV issues	X	X	MIGEPROF	ONE FUND	Field visits, meetings and Consultative and validation broadcast programmes (TV and Radio)	60,000

	X	X	GMO RNP,RNPA, MAJ,MoH, MIGEPROF CSOs	ONE FUND	Disseminate findings from GBV monitoring	35,000
2.2.2. Produce and disseminate district and sector gender profile	X	X	GMO	ONE FUND	Hireconsultants an validation workshops, dissemination	158,461
2.2.3. Produce national gender Profile		X	GMO	ONE FUND	Hire consultants, consultative and validation workshops, dissemination	141,865
2.2.4. Facilitate FFRP participation in international policy dialogue meetings and Global Forums on women rights agenda	X	X	FFRP	ONE FUND	Mission allowance and transport fees	15,000
2.2.5.Develop parliamentarian's handbook on Gender Responsive planning and Budgeting		X	FFRP		Hire consultant, printing expenses validation meeting	18,698
SUB/TOTAL, Output 2.2.						429,024
Output 2.3: Accountability towards gender equality in Sectors and Districts enhanced Output indicators:						
Output Indicator:						
1. Number of Ministries / Districts that report on GBS implementation						
2. % of Gender Audit recommendations implemented						
2.3.1. Conduct annual implementation assessment of ministries and districts GBS	X	X	GMO	ONE FUND	Field visits +dissemination	41,575
2.3.1. Conduct assessment on the respect of gender equality principles in legislative election	X		GMO	ONE FUND	Field visits, report, validation workshops and dissemination	24,903
2.3.2. Collect and document Gender best practice		X	MIGEPROF ,MINICOM, RALGA, MINALOC and RNP	ONE FUND	Hire consultant, validation meetings and dissemination	56,540
SUB/TOTAL, Output 2.3.						123,018

Outcome 3: Women fully benefit from existing and potential empowerment opportunities at all levels							
Outcome Indicator 3:							
1) Level of satisfaction of women with existing empowerment opportunities							
2) % increase of women benefiting from financial services							
3) % increase of women in leadership positions at all levels							
Output 3.1: Vulnerable women mobilized into cooperatives & supported							
Output Indicators:							
1. Number of functional cooperatives supported by NWC for vulnerable women				2. Number of women who have knowledge and skills in project management			
3.1.1.	Identify, mobilize vulnerable women to join cooperatives and conduct needs assessment	X		NWC	ONE FUND	Organize 3 meetings of mobilization and needs assessment	40,000
3.1.2.	Provide technical skills to vulnerable women cooperative and project management	X		NWC	ONE FUND	Conduct training	40,000
3.1.3.	Provide equipment and other essential materials to vulnerable women to set up income generating activities		X	NWC	ONE FUND	Purchase equipment	506,562
SUB/TOTAL, Output 3.1.							586,562
Output 3.2: Women capacities in Leadership and Entrepreneurship enhanced at all levels Output Indicators:							
<ul style="list-style-type: none"> • Number of women in decision making positions at all levels • Number of mentees benefiting from mentorship program 							
Activities	TIME FRAME		Implementing Partner	PLANNED BUDGET			
	Year 1	Year 2		Source of Funds	Budget Description	Amount in USD	
3.2.1.	Women Parliamentarians candidates facilitated in 2013 elections campaign	X		NWC	ONE FUND	4 Cars hire for transport of women parliamentarian candidates	23,328

3.2.2.	Organize training of mentors on mentorship	X	X	MIGEPROF	ONE FUND	Hire a consultant training related costs TV & Radio coverage expenses	25,000
3.2.3.	Elaborate a National mentorship Strategy	X	X	MIGEPROF	ONE FUND	Hire consultants Organize three (3) consultative and validation workshops	30,800
3.2.4.	Conduct mentorship for women in: <ul style="list-style-type: none"> • Higher Learning Institutions • Local Leaders; • 9&12 year basic education • Women Entrepreneurs 	X	X	MIGEPROF	ONE FUND	Field visits and meetings related cost	50,000
SUB/TOTAL, Output 3.2.							129,128
TOTAL BUDGET FOR ACTIVITIES							4,309,000
TOTAL BUDGET/MANAGEMENT SUPPORT COST(including communication and 8% for support							691,000
TOTAL BUDGET							5,000,000
TOTAL BUDGET/MIGEPROF							1,361,375
TOTAL BUDGET/GMO							1,236,898
TOTAL BUDGET/NWC							1,141,845
TOTAL BUDGET/FFRP							509,882

ANNEXE 1: OFFLINE RISK LOG

Project Title: Advancing and Sustaining Gender Equality in Rwanda				Award ID:	Date:			
	Risk Description	Type	Impact & Probability Scale 1 (low) to 5 (high)	Countermeasures/ Response	Management	Owner	Last Update	Status of risk
1	Uncertainty regarding the availability of funds for the next phase of the project (2016-2018)	Strategic/ Financial	Insufficient funding will entail the prioritization of project activities resulting into scale down and slow down implementation of key activities, derailing the impact of the project. Probability: 3 Impact: 4	<ul style="list-style-type: none"> Support the RC to mobilise resources for the One Fund Identify other sources of funding other than SIDA Access Global human rights and gender equality programme related financing. 		UNDP ; UN Women ; UNFPA		
2	Low project delivery due to delays in reporting.	Strategic/ Financial	Late submission of reports entail that advances will not be liquidated on time in ATLAS, leading to no disbursement of subsequent tranches. Probability:3 Impact: 4	Capacity enhancement of programme staff on programme management and reporting		UNDP UNW UNFPA		
3	Inadequate human resources	Strategic/ Financial	The UN would not be able to engage in available policy and practice development spaces minimizing its ability to influence and shape the gender equality agenda in Rwanda. Reporting not carried out in a timely fashion. Probability: 4 Impact: 4	<ul style="list-style-type: none"> Recruit technical assistance to strengthen the Governance team Provide technical assistance where needed at the IP level 		UNDP ; UN Women ; UNFPA		
4	Non-alignment of UN Women and government fiscal years	Strategic/Economic	UN Women could face challenges in reporting, Challenges in disbursement of funds, if the UN funds have not been taken into account in the government budget planning.	<ul style="list-style-type: none"> Short term counter measure: direct transfer, Rephase funds by the end of UN Women’s budget year (December). longer-term counter measure: align allocation to the government fiscal year 		UN Women ;		

ANNEXE 2: INDIVIDUAL WORKPLANS

2.1. WORK PLAN OF MIGEPROF FOR PERIOD 2013 – 2015

Outcome 1: National Gender Machinery effectively positioned to do oversight and coordinate the Implementation of Gender Equality Commitments						
Outcome Indicator 1:						
1. Level of influence of the NGM on the implementation of gender equality commitments						
2. % of NGM recommendations implemented						
3. Level of stakeholders' satisfaction on oversight and coordination services						
Output 1.1 Institutional Capacity of the National Gender Machinery Strengthened						
Output Indicators:						
<ul style="list-style-type: none"> Joint capacity building strategy implemented NWC strategic Plan available 						
Baseline:						
<ul style="list-style-type: none"> No No 						
Targets:						
<ul style="list-style-type: none"> Yes Yes 						
Activities	TIME FRAME		Implementing Partner	PLANNED BUDGET		
	Year 1	Year 2		Source of Funds	Budget Description	Amount in USD
4. Provide technical support in human resource to facilitate project implementation	X	X	MIGEPROF	ONE FUND	Staff payment for 6 staff for 2 years	452,798
5. Provide MIGEPROF appropriate IT equipment, office equipment, transport and communication facilities	X	X	MIGEPROF	ONE FUND	7 Laptops and Modems	6,785
					Modern photo Camera	1,200
					Avail communication facilities	20,000
					Office equipment	10,000
					Transport	28,000

Output 1.2: Communication and information sharing on gender equality enhanced

- Output Indicators:**
- A National communication and advocacy strategy on gender equality available and implemented
 - GMIS operationalised
 - A high tech conference room functional
 - Number of TV and Radio programs conducted
- Baseline:**
- No
- Targets:**
- Yes

Activities	TIME FRAME		PLANNED BUDGET			
	Year 1	Year 2	Implementing Partner	Source of fund	Budget Description	Amount in USD
1. Develop a National Communication and Advocacy Strategy	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire consultants • Organize three (3) workshops 1. Consultative 2. Pre-validation 3. Validation • TV & Radio coverage expenses • 	30,800
2. Set up MIGEPROF Public Information	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Redesign and update MIGEPROF Website • Acquire Public Information 	20,000
3. Organize TV and Radio programs on gender equality and women empowerment	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Airtime TV and Radio expenses • 	24,000

4. Operationalise GMIS and train staff on its usage	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> Hire consultants Hire training venue Hire it Expert to upgrade gender and GBV data Pay hosting cost 	50,000
5. Set up a high tech conference room for the National Gender Machinery	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> Acquire conference round table Acquire Leather chairs Procure round table microphones & its entire sound system A projector A Projector Screen Conference Carpet Air conditioners Tele-conference equipment Installation costs 	68,000
6. Elaborate promotional materials on gender equality like flyers, roll ups banners, posters etc.	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> Hire a firm to print out promotional materials designed Installation costs 	20,000

Output 1.3: Coordination, Oversight and Reporting Mechanisms on Gender Equality and Women Empowerment strengthened

Output Indicators:

- National Coordination strategy on Gender Equality available
- Number of steering committee and coordination meeting recommendations implemented
- Number of progress reports on International commitments submitted

Baseline:

- No

Targets:

- Yes

Activities	TIME FRAME		Implementing Partner	PLANNED BUDGET		
	Year 1	Year 2		Source of Funds	Budget Description	Amount in USD

2. Organize gender and GBV stakeholders semi-annual review and evaluation meetings at local and central levels	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire meeting venue • Accommodation, Meals & Transportation for participants • TV & Radio coverage expenses • 	30,000
3. Organize Development partners Retreat on Gender , women empowerment and family Promotion	x	x			<ul style="list-style-type: none"> • Hire meeting venue • Accommodation, Meals & Transportation for participants • TV & Radio coverage expenses • 	25,000
4. Organize gender machinery quarterly meetings	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire meeting venue • TV & Radio coverage expenses • 	2,000
5. Elaborate country reports on Gender related international commitments	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire a consultant • Organize two (2) workshops <ol style="list-style-type: none"> 1. Consultative 2. Validation • TV & Radio coverage expenses 	20,000

Output 1.4: Strategic partnerships on Gender equality strengthened at national, regional and international levels

Output Indicators:

- Number of national, regional and international events organised
- Number of exchange learning visits organised

Baseline:

-

Targets:

Activities	TIME FRAME		PLANNED BUDGET			
	Year 1	Year 2	Implementing Partner	Source of fund	Budget Description	Amount in USD
1. Organize an annual Summit of Rwanda Women Leaders Network	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire meeting venue • Hire event manager • Hire a firm to design summit promotional materials • Acquire and print summit promotional materials • Accommodation • Special dinner expenses • Awards related expenses • Hire cultural troop, band, people to give testimonies & musicians • Transportation of participants • TV & Radio coverage expenses • Communication facilitation for organizers • 	55,000
2. Organize an international conference on gender equality and GBV	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire meeting venue • Hire event manager • Transportation & Accommodation 	75,000
Outcome 2: Gender equality dimension is mainstreamed in policies, strategies and budgets at all levels Outcome Indicator 2: <ol style="list-style-type: none"> 2. Number of sectors and districts implementing gender sensitive strategies and plans 3. Number of ministries and districts implementing gender budget statements 						

Output 2.1: Capacities of Sectors and Districts in Gender mainstreaming strengthened

Output Indicators:

- Number of Sectors with Gender Strategies
- Number of Gender Mainstreaming Tools Disseminated

Baseline:

- 3 Sectors
- Gender mainstreaming guidelines for EDPRS II

Targets:

- 5 Sectors
- Family Policy, National Gender Policy, Gender mainstreaming guidelines

Activities	TIME FRAME		Implementing Partner	PLANNED BUDGET		
	Year 1	Year 2		Source of Funds	Budget Description	Amount in USD
1. Develop a national capacity building strategy on Gender equality	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire consultants • Organize three (3) workshops <ol style="list-style-type: none"> 1. Consultative 2. Pre-validation 3. Validation • TV & Radio coverage expenses • 	30,800
2. Develop a partnership with a higher Institute of learning to train Sectors and Districts on gender mainstreaming	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire a training firm • Accommodation for trainees • Meals for Trainees • Transportation for trainees • Other training related costs • • 	158,192

3. Develop Gender Mainstreaming Strategies for two sectors	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire consultants • Organize three (3) workshops for each strategy 1. Consultative 2. Pre-validation 3. Validation • 	50,000
4. Disseminate gender, family, women empowerment and GBV related laws and policies and guidelines	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire meetings venue • Hire sound system • Meals • Hire vehicles for disseminating team • Transport facilitation for participants • Communication allowances for organizers • Accommodation expenses for disseminators • Printing expenses 	18,000
Output 2.2: Advocacy and policy dialogue on Gender equality enhanced						
Output Indicators: <ul style="list-style-type: none"> • Number of advocacy briefs produced and used • National Gender profile updated and disseminated Baseline: <ul style="list-style-type: none"> • TBD • National Gender Profile 2007 Targets: <ul style="list-style-type: none"> • TBD • Updated National Gender Profile 						

Activities	TIME FRAME		PLANNED BUDGET			
	Year 1	Year 2	Implementin g Partner	Source of fund	Budget Description	Amount in USD
1. Organize national and local dialogues on gender equality, Family Promotion and GBV issues	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Radio and TV airtime expenses • Hire meetings/public debate venue • Hire sound system • Meals • Hire vehicles to transport guests to give public talk shows • Communication allowances for organizers 	60,000
Outcome 3: Women fully benefit from existing and potential empowerment opportunities at all levels						
Outcome Indicator 3:						
1) Level of satisfaction of women with existing empowerment opportunities						
2) % increase of women benefiting from financial services						
3) % increase of women in leadership positions at all levels						
Output 3.2: Women capacities in Leadership and Entrepreneurship enhanced at all levels						

Output Indicators:

- Number of women in decision making positions at all levels
- Number of mentees benefiting from mentorship program

Baseline:

- Parliament 56%
- TBD

Targets:

- 56% in parliament
- At least 30% in all decision making organs

Activities	TIME FRAME		Implementing Partner	PLANNED BUDGET		
	Year 1	Year 2		Source of Funds	Budget Description	Amount in USD
1. Organize training of mentors on mentorship	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire a consultant • Hire training venue • Other training related costs (Meals, training materials Etc.) • TV & Radio coverage expenses • Facilitation allowances for journalist 	25,000
2. Elaborate a National mentorship Strategy	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire consultants • Organize three (3) workshops 4. Consultative 5. Pre-validation 6. Validation • TV & Radio coverage expenses • Facilitation allowances for journalists 	30,800

3. Conduct mentorship for women in: <ul style="list-style-type: none"> • Higher Learning Institutions • Local Leaders; • Women Entrepreneurs 	X	X	MIGEPROF	ONE FUND	<ul style="list-style-type: none"> • Hire meetings venue • Hire sound system • Meals • Hire vehicles to transport mentors • Communication allowances for mentors & organizers • Transport allowances for some of participants 	50,000
TOTAL BUDGET						1,361,375

2.2. WORK PLAN FOR: GENDER MONITORING OFFICE 2013-2015

Outcome: National Gender Machinery effectively positioned to do oversight and coordinate the Implementation of Gender Equality Commitments							
Outcome Indicators:							
1) Level of influence of the NGM on the implementation of gender equality commitments							
2) % of NGM recommendations implemented							
Level of stakeholders' satisfaction on oversight and coordination services							
Output 1.1: Institutional Capacity of the National Gender Machinery Strengthened							
Output Indicators: a Joint capacity building strategy implemented							
Activities	Annual Targets	TIME FRAME		Implementing Partner	PLANNED BUDGET		
		Year 1	Year 2		Source of Funds	Budget Description	Amount
1. Provide Technical Support in Human Resources to GMO		X	X	GMO	ONE UN	1. Salary payment for 4 staff seconded to GMO	306,035
2. Organise different training to increase staff capacity on Organisational culture, RBM, gender analysis for Gender Machinery		X	X	GMO	ONE UN	2. Temporally contract and training fees	50,000
						3. Accommodation and transport fees for participants	38,000

3. Strengthen GMO appropriate IT office equipments and communication facilities		X	X	GMO	ONE UN	1.Purchasing of 8 laptops for new staff	7385
						2. office equipment	20,000
						3.Avail communication facilities	20,770
						4.Transport	20,000
Output 1.2: Coordination, oversight Communication and reporting on gender equality and women's empowerment strengthened.							
Output Indicators:							
1. Number of TV and Radio programs conducted							
2. GMIS operationalized							
1.Communication for improved service delivery to GBV survivors, community and service providers		X	X	GMO	ONE UN	1.Sign MoU with communication institutions to disseminate GBV road map and minimum package for GBV survivors and produce booklets, brochures stickers on minimum package for GBV survivor)	205,118
2. Establish GMO communication system and organise dialogue for data collection		X	X	GMO	ONE UN	1.Redesign and red brand GMO web site	15,000
						2. Produce and disseminate GMO communication materials	50,000

3. Produce country report on Beijing +2				GMO	ONE UN	1.Hire a consultant to produce regional and international Beijing +20 report	40,000
						2. Organise national validation meeting	6,246
Outcome 2: Gender equality dimension is mainstreamed in policies, strategies and budgets at all levels.							
Outcome Indicators:							
Output 2.2: Advocacy and policy dialogue on Gender equality enhanced							
Outputs Indicators :							
1.Number of policy briefs produced and used							
2.National Gender profile updated and disseminated							
1. Organize national and local dialogues on gender mainstreaming and GBV issues		X	X	RNP,RNPA,MA J,MoH,MIGEPR OF CSOs	One UN	2.Organise meeting with stakeholders to disseminate findings from GBV monitoring	35,000
2. Produce and disseminate district gender profile				GMO	ONE UN	1.Hire human resources to collect, analyse and produce districts gender profiles	138,461
						2. Printing documents	10,000
						3. Disseminate	10,000
3.Produce national gender Profile			X	GMO	ONE UN	1.Hire human resources to collect , analyse and produce gender profile	121,865

					ONE UN	2.Printing document	10,000
						3.disseminate findings	10,000
Output 2.3: Accountability towards gender equality in Sectors and Districts enhanced							
Output indicators:							
Number of Ministries / Districts that report on GBS implementation % of Gender Audit recommendations implemented							
1. Conduct annual implementation assessment of ministries and districts GBSs			X	GMO	ONE UN	1.Organise field visit to assess the implementation of GBS	36,575
						2. Organise dissemination meeting of findings	5,000
2. Conduct assessment on the respect of gender equality principles in legislative election		X		GMO		1.Organize and conduct field visit to monitor gender equality principles in parliamentary elections	20,903
						2. Produce election monitoring reports and organize dissemination workshop with stakeholders	4,000

3. Collect and document Gender best practice			X	MIGEPROF,MI NICOM,RALG A,MINALOC and RNP	ONE UN	1.Hire the consultant to produce gender best practice report	46,540
						2. Organise validation meeting	5,000
						3. disseminate findings	5,000
Total Budget							1,236,898

2.3. WORK PLAN OF NWC 2013 – 2015

Outcome 1: National Gender Machinery effectively positioned to do oversight and coordinate the Implementation of Gender Equality Commitments							
Outcome Indicator 1:							
1) Level of influence of the NGM on the implementation of gender equality commitments							
2) % of NGM recommendations implemented							
3) Level of stakeholders' satisfaction on oversight and coordination services							
Output 1.1 Institutional Capacity of the National Gender Machinery Strengthened							
Output Indicators:							
<ul style="list-style-type: none"> Joint capacity building strategy implemented NWC strategic Plan available 							
Baseline:							
<ul style="list-style-type: none"> No No 							
Target							
<ul style="list-style-type: none"> Yes Yes 							
Activities	TARG ET	TIME FRAME		Implementing Partner		PLANNED BUDGET	
		Year 1	Year 2			Source of Funds	Budget Description
6. Facilitate NWC Planning and evaluation meetings from at Province, Kigali City and Sectors levels	35 evaluation and planning meeting organised	X		NWC	ONE FUND	Accommodation and transport fees for participants	244,634
						Fees for facilitators	27,994
						Accommodation and transport for supervisors	10,917
						Training materials	1,932
7. Recruitment of technical staffs of the project	2	X	X	NWC	ONE FUND	Staffs salaries	159,198

8. Acquire 45 laptops and Modems for NWC Executive Committees members and staff	45 laptop and 45 modem	X		NWC	ONE FUND	Purchasing of 45 laptops,	41,539
9. Acquire communication tools (modern video and photo camera, user group)	1 modern photo camera	X	X	NWC	ONE FUND	Purchasing of 1 modern photo and video camera and user group	14,637
10. Develop NWC strategic Plan 2014 – 2019 and Monitoring and Evaluation system	NWC strategic plan	X		NWC	ONE FUND	Hire consultant to develop NWC strategic plan 2014-2019	
						Develop NWC strategic Plan 2014 - 2019	27,994
						Organize 1 meeting of validation	3,110
SUB/TOTAL							531,955
Outcome 3: Women fully benefit from existing and potential empowerment opportunities at all levels							
Outcome Indicator 1:							
1) Level of satisfaction of women with existing empowerment opportunities							
2) % increase of women benefiting from financial services							
3) % increase of women in leadership positions at all levels							
Output 3.1: Vulnerable women mobilized into cooperatives & supported							

Output Indicators:

- Number of cooperatives supported;

Baseline:

- 0

Targets:

- 100 Cooperatives

Activities	TIME FRAME		Implementing Partner	PLANNED BUDGET		
	Year 1	Year 2		Source of Funds	Budget Description	Amount
1. Identify, mobilize vulnerable women to join cooperatives and conduct needs assessment	X		NWC	ONE FUND	Organize 3 meetings of mobilization and needs assessment	40,000
2. Provide technical skills to vulnerable women on cooperative and project management	X		NWC	ONE FUND	Conduct training	40,000
3. Provide equipment and other essential materials to vulnerable women to set up income generating activities		X	NWC	ONE FUND	Purchase equipment	506,562
SUB/TOTAL						586,562

Output 3.2: Women capacities in Leadership and Entrepreneurship enhanced at all levels

Output Indicators:

- Number of women in decision making positions at all levels;

Baseline:

- Parliament 56%

Targets:

- 103 women parliamentarian candidates facilitated in 2013 election campaign

Women Parliamentarians candidates facilitated in 2013 elections campaign	X		NWC	ONE FUND	4 Cars hire for transport of women parliamentarian candidates	23,328
SUB/TOTAL						23,328
TOTAL						1,141,845

2.4. WORK PLAN OF FFRP 2013 – 2015

Work Plan for: FFRP		Period 01 July 2013-30 June 2015					
Outcome 1: National Gender Machinery effectively positioned to do oversight and coordinate the Implementation of Gender Equality Commitments							
Output 1.1. Institutional Capacity of the National Gender Machinery Strengthened							
Output indicator							
1. A Joint capacity building strategy implemented							
2. NWC Strategic Plan available							
Activities	Annual Targets	TIME FRAME		Implementing Partner	PLANNED BUDGET		
		Year 1	Year 2		Source of Funds	Budget Description	Amount
1.1.1. Support FFRP 2 Technical staff/ Salaries and benefits	2	x	x	FFRP	ONE FUND		159,198
						Coordinator	85,798
						Gender Advisor	73,400
1.1.2. Facilitate FFRP members and staff capacities development by participating in trainings organised in Rwanda and abroad	2	x	x	FFRP	ONE FUND		27,450
						Admission fee	4,000
						Training material	2,450
						Transport	9,000
						Subsistence allowance	12,000

1.1.4. Organize and facilitate Training for FFRP members (induction course, GRB, GPIM, Gender oversight	90	X		FFRP	ONE FUND		46,731
						<i>Transport</i>	3,500
						<i>Accommodation</i>	30,000
						<i>Meals</i>	13,231
1.1.6. Provide administration/ operational support to FFRP (IT and Office equipment and supplies, correspondences' transport and Communication)	18	x	x	FFRP	ONE FUND		20,046
						<i>3 laptops</i>	2,969
						<i>ICT accessories</i>	2,577
						<i>Maintenance & Stationaries</i>	3,077
						<i>Correspondence</i>	4,500
						<i>Communication</i>	6,923
Total FFRP/output 1.1.							253,425
Output 1.2: Communication and information sharing on gender equality enhanced							

Output indicators

1. A National communication and advocacy strategy on gender equality available and implemented
2. GMIS operationalised
4. Number of TV and Radio programs conducted

Activities	Annual Targets	TIME FRAME		Implementing Partner	PLANNED BUDGET		
		Year 1	Year 2		Source Funds	of Budget Description	Amount
1.2.1.Organize TV and Radio programs on women Political participation and the role of women Parliamentarians	2	x	x	FFRP	ONE FUND		15,500
1.2.2. Update and maintenance of FFRP web Site	18	x	x	FFRP	ONE FUND		9,200
1.2.3. Consolidate into booklets and disseminate gender sensitive laws	12000	x	x	FFRP	ONE FUND		35,852
Total FFRP/output 1.2.							60,552
Output 1.3: Coordination, Oversight and Reporting Mechanisms on Gender Equality and Women Empowerment strengthened							

Output indicators

1. Number of steering committee and coordination meeting recommendations implemented

Activities	Annual Targets	TIME FRAME		Implementing Partner	PLANNED BUDGET		
		Year 1	Year 2		Source Funds	of Budget Description	Amount
1.3.1.Facilitate FFRP representation and participation in Gender machineries and stakeholders meetings and response to stakeholders invitations	24	x	x	FFRP	ONE FUND		8,500

1.3.2. Support FFRP to organise its statutory meetings (General Assemblies, executive Committee, Standing Committees...)	2	x	x	FFRP	ONE FUND		40,287
Total FFRP/output 1.3							48,787
Output 1.4: Strategic partnerships on Gender equality strengthened at national, regional and international levels							
Output indicators							
1. Number of national, regional and international events organised / attended							
2. Number of exchange learning visits organised							
Activities	Annual Targets	TIME FRAME		Implementing Partner	PLANNED BUDGET		
		Year 1	Year 2		Source Funds	of Budget Description	Amount
1.4.1. FFRP members representation and participation in Women empowerment and GBV Campaigns in all districts (8 March, Rural Women's Days, 16 days of activism on VAW	6	X	X	FFRP	ONE FUND		40,980
						8 March 2014&2015	15,462
						Rural Women's day 3013&2014	12,309
						16 days of activism against VAW (2013&2014)	13,209
1.4.2. Organise FFRP members field visits in 30 districts to oversee the implementation of Laws, policies and programmes in relation to women needs and interests	1/year	x	x	FFRP	ONE FUND		52,540
						Transport women/ 30 districts	24,000
						Refreshment/30 districts	8,311

						Facilitation FFRP members (60)	15,580
						Note book, pens.....	3,525
						Communication material	1,124
1.4.3. Organize Parliamentary Women Caucus's Exchange Visits in East African Community Countries (Kenya, Uganda, Burundi) and South Soudan	4 Visits/year	x	x	FFRP	ONE FUND		19,900
						Flight	8,000
						Mission allowances	11,900
1.4.4. Facilitate FFRP participation in international policy dialogue meetings and Global Forums on women rights agenda	2		x	FFRP	ONE FUND		15,000
						Registration	5,000
						Fight	5,000
						Mission allowances	5,000
Total FFRP/output 1.4.							128,420
Outcome 2: Gender equality dimension is mainstreamed in policies, strategies and budgets at all levels.							
Outcome Indicators:							
Output 2.2: Advocacy and policy dialogue on Gender equality enhanced							
Output Indicators							
Number of policy briefs / tools produced and used							
Activities		TIME FRAME		Implementing Partner	PLANNED BUDGET		
	Annual Targets	Year 1	Year 2		Source of Funds	Budget Description	Amount

2.2.1. Develop Parliamentarian's Handbook on Gender Responsive planning and Budgeting	1		x	FFRP	ONE FUND		18,698	
						Consultancy	10,500	
						Validation fee	2,423	
						Printing fee	5,775	
Output 2.3: Accountability for gender equality in Sectors and Districts enhanced								
Total FFRP/output 2.3.								18,698
Total FFRP (2 YEARS: 2013-2015)								509,882