



**JOINT PROGRAMME ON ACCELERATING PROGRESS TOWARDS THE  
ECONOMIC EMPOWERMENT OF RURAL WOMEN (JP RWEE)  
COUNTRY PROGRAMME WORK PLAN FOR RWANDA  
JULY 2018 TO JUNE 2019**

<i>Total budget requested:</i>	<b>US\$ 800,000</b>
<i>Beneficiaries to be reached with this contribution:</i>	<p><b>Number of beneficiaries already targeted by the initiative:</b> 1,260 participants for the year 2017/2018:</p> <ul style="list-style-type: none"> <li>• <b>Direct:</b> 1,260 (1,027 women &amp; 233 men)</li> <li>• <b>Indirect:</b> 5,418 (2,817 women and 2,601 men)</li> </ul> <p>Number of participants from the beginning of the Joint Programme:</p> <ul style="list-style-type: none"> <li>• <b>Direct:</b> 17,363 (9,625 women, 7,738 men).</li> <li>• <b>Indirect:</b> 83,342 (43,338 women, 40,004 men)</li> </ul> <p><b>Number of expected beneficiaries to be reached with this new contribution:</b></p> <ul style="list-style-type: none"> <li>• <b>Direct:</b> 1,744 (1,341 women and 403 men)</li> <li>• <b>Indirect:</b> 8,022 (6,077 women and 1,945)</li> </ul> <p><i>Note. Targeted direct beneficiaries include 600 (420 women &amp; 180 men) new beneficiaries and 1,144(921 women and 203 men) existing beneficiaries. 116 of the 2017 beneficiaries ( 106 women and 10 men) will no longer benefit directly from the joint program</i></p>
<i>Duration of project:</i>	<b>1 July 2018 – 30 June 2019</b>
<i>UN Participating Agencies:</i>	<b>FAO, IFAD, WFP and UN Women</b>
<i>Other Partners:</i>	Ministry of Agriculture and Animal Resource (MINAGRI), Rwanda Cooperative Agency (RCA), Districts and Sectors Agronomists NGOs (Implementing partners).

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## 1. Background Information

Agriculture remains central to the Rwandan economy. More than 30% of the country's Gross Domestic Product (GDP) and nearly 50% of all exports are generated by the agricultural sector<sup>1</sup>. The sector is a priority in the government's long-term vision to transition to a middle-income country, and the focus of key Rwandan policies and strategic documents is to move agriculture from a low production, subsistence-based to a market-oriented, value-creating sector that increases rural incomes, improves the security of livelihoods and the quality of life of Rwanda's rural population. However, a persisting gender gap in agriculture threatens these goals. The agriculture sector employs the majority of Rwandan workers (68%), with women representing 79% of the total agricultural labour force<sup>2</sup>. Though an integral part of the agriculture sector, women farmers don't benefit from equal access to farm inputs, agricultural extension services and finance. Women farmers' production potential therefore remains untapped, limiting their ability to take full advantage of on- and off-farm or formal market access in the agriculture sector.

### **JP RWEE alignment to National development priorities and the Rwandan UNDAF 2**

The 2018/2019 JP RWEE work plan was mainly informed by the above context, as well as by Rwanda's development priorities as outlined in the Vision 2020 and Vision 2050, in the National Strategy for Transformation (NST1 2018 - 2024), the Strategic Plan for the Transformation of Agriculture (PSTA4 2018 - 2022), and the Rwanda National Gender Policy. These strategic documents outline interventions aimed at moving agriculture from a low production, subsistence-based to a market oriented, value-creating sector that improves rural incomes, addresses poverty and benefits women and men equally. Furthermore, the JP RWEE workplan is aligned to the Rwandan United Nations Development Assistance Plan 2018 - 2023 (UNDAF2).<sup>3</sup> It also takes into account lessons learned and recommendations from previous implementation phases.

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<sup>1</sup> National Institute of Statistics of Rwanda (NISR): National Accounts 2017

<sup>2</sup> National Institute of Statistics of Rwanda (NISR): Integrated Household Living Conditions Survey 2013/2014, Thematic Report on Economic Activity.

<sup>3</sup> Draft UNDAF 2 (2018 - 2023)

JP-RWEE Result Areas aligned to National Priorities and UNDAP 2	NST 1: Economic Transformation Pillar	Related UNDAP Economic Transformation Pillar
<p><b>Outcome 1:</b> Rural women have improved food and nutrition security</p> <p><b>Interventions:</b></p> <ul style="list-style-type: none"> <li>✓ Support cooperatives with Small scale irrigation (Drip irrigation)</li> <li>✓ Scale up the water harvesting Technology (tanks) to more beneficiaries</li> <li>✓ Capacity Building in climate smart agriculture techniques through technical support in greenhouse management and maintenance</li> <li>✓ Train Group members in Agro forestry techniques/Seeds and Plants nurseries</li> <li>✓ Distribute Fruit trees for food security and environmental management</li> </ul>	<p><b>Priority Area 6:</b> Modernize and increase productivity of Agriculture and livestock</p> <p><b>Interventions:</b></p> <ul style="list-style-type: none"> <li>✓ Strengthen the commercialization of crop and animal resource value chains,</li> <li>✓ Work with the private sector to increase the surface of consolidated and irrigated land and promote agricultural mechanization.</li> <li>✓ Promote new models of irrigation scheme management,</li> <li>✓ Enhance farmers' access to improved seeds, from 52% (2016) on consolidated sites to 75% by 2024</li> <li>✓ Increase the average productivity of key crops in tons per hectare between 2017 and 2024:</li> <li>✓ Work with the private sector to build post-harvest handling and storage facilities across the country and to add value to agricultural produce (processing).</li> <li>✓ Put in place mechanisms to increase access to finance for farmers.</li> </ul>	<p><b>Outcome 2:</b> By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change.</p> <p><b>Interventions:</b></p> <ul style="list-style-type: none"> <li>✓ <b>Agriculture:</b> UN will support efforts to increase agricultural production and productivity particularly for women and youth farmers.</li> <li>✓ Engage the private sector in the development and adoption of climate resilient agricultural technologies. Specifically, provision of agricultural inputs and innovative technologies including resilient breeds and crop varieties to farming households. Further, the UN will build capacities of both the population along the agricultural production value chain</li> </ul>

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<p><b>Outcome 1:</b></p> <ul style="list-style-type: none"> <li>✓ Train Group members in Agro forestry techniques/</li> <li>✓ Distribute Fruit trees for food security and environmental management</li> </ul>	<p><b>Priority Area 7: Sustainable Management of Natural Resources and Environment interventions:</b></p> <ul style="list-style-type: none"> <li>✓ Ensure the area covered by forest will reach at 30% from 29.6% in 2017</li> <li>✓ Halve the number of households depending on firewood as a source of energy for cooking from 83.3% (2014) to 42% by 2024,</li> </ul>	<p><b>Outcome 2:</b></p> <ul style="list-style-type: none"> <li>✓ UN agencies will provide technical assistance to national institutions for: the development of strengthened regulatory frameworks</li> <li>✓ Technical and coordination capacity for gender sensitive and equitable management and mainstreaming of environment, natural resources and climate change, while promoting green growth</li> </ul>
<p><b>Outcome 2: Rural women have increased income to secure their livelihoods</b></p> <ul style="list-style-type: none"> <li>✓ Facilitate beneficiaries' access to finance</li> <li>✓ Training of Trainers (ToT) on Labour Saving Technologies (LSTECS)</li> <li>✓ Facilitate the construction of model Labour Saving Technologies</li> </ul>	<p><b>Priority Area 5: Increase domestic savings and position Rwanda as a hub for financial services to promote investments</b></p> <p><b>Key strategic interventions:</b></p> <ul style="list-style-type: none"> <li>✓ Bring financial services closer to people (Financial inclusion) by increasing the percentage of adult Rwandans financially included at 100% by 2024 (from 89% in 2017)</li> </ul> <p>Gender and Women empowerment is a cross cutting issue in all sectors of the National Strategy for Transformation (NST1), sector strategies and District Development Strategies (DDS)</p>	<ul style="list-style-type: none"> <li>✓ UN agencies will provide technical assistance to national institutions for: the development of strengthened regulatory frameworks</li> <li>✓ Technical and coordination capacity for gender sensitive and equitable management and mainstreaming of environment, natural resources and climate change, while promoting green growth</li> </ul>
<p><b>Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes:</b></p> <ul style="list-style-type: none"> <li>✓ Organize panel discussions to sensitize</li> </ul>		<p><b>Outcome 5: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.</b></p> <ul style="list-style-type: none"> <li>✓ <b>Gender Equality and Women's Empowerment:</b> UN will provide</li> </ul>

## 2. Project area and target groups

With the additional funding, JP RWEE will continue to target the most vulnerable 1,744 individuals while progressively graduating the existing beneficiaries with potential to sustain their livelihoods. In terms of district focus, the joint programme will target the existing three districts of Kirehe, Ngoma and Nyaruguru and will also continue to build capacity at community and institutional levels.

As result of recent monitoring field visits, some existing beneficiaries were found to be ready to be progressively graduated out of the programme, while the most vulnerable 1,144 (921 women and 223 men) beneficiaries out of 1,260 supported in 2017 will continue to be supported under the JP RWEE. With the new 2018-2019 resource allocation, Rwanda proposes to add 600 (420 women and 180 men) new beneficiaries that are meeting the criteria of high vulnerability, notably those in UBUDEHE category 1 and 2 in Ngoma, Kirehe and Nyaruguru districts who already in informal small groups.

The existing beneficiaries will benefit from follow up activities needed to achieve sustainable and diversified income sources and employment creation, such activities include; agriculture processing, entrepreneurship and access to finance and markets. The new beneficiaries will benefit from capacity building activities such as GALS, post harvest handling, and water harvesting among others. Where materials and equipment such as farm inputs, seedlings, tools, water harvesting materials, post harvest handling materials and labour saving technologies have to be distributed, an assessment will be made in consultation with local authorities at village, cell and sector level to ascertain those most in need, in any case new beneficiaries shall be facilitated more than the existing ones to improve their current vulnerable state. Gender equality and women empowerment approaches shall be applied throughout the phase.

The proposed 2018-2019 work plan will build on the lessons and achievements of the current period by working towards sustainability of achievements, and putting more efforts in closing the existing gaps for example lack of data, women's access to land, financial inclusion and climate-smart planning among others.

3. Description of activities by component		
Activity	Description	Justification/Rationale
<b>Outcome 1 Rural women have improved food and nutrition security</b> <b>Output 1.1 Rural women have increased access to and control over resources, assets and services critical for their food and nutrition security</b>		
Organize Training of Trainers (ToT) on Labour Saving Technologies (LSTECs)	Train 1200 (800 women and 400 men) beneficiaries on construction, utilization and maintenance of Labour Saving Technologies such as Energy Saving Stoves/furnaces	The training will lead to increased number of skilled technicians in the community and hence jobs creation among the beneficiaries
Facilitate the construction of model Labour Saving Technologies and sensitize beneficiaries to construct energy saving stoves/furnaces	120 beneficiaries (80 women and 40 men) supported to construct model Labour Saving Technologies (LSTECs) and sensitize the rest of program 1.624 members (1241 women and 383 men) to construct energy saving stoves/furnaces	The availability of energy saving furnaces/stoves will help address the problem of scarce firewood and collection energy since deforestation is against GoR environmental policy. The LSTECs shall save time and distance to collect firewood for rural women, which allows time to be used for other developmental activities including agriculture production. LSTECs are also useful in terms of health as they eliminate firewood smoke that can pollute the environment and affect human beings.
Scale up the water harvesting Technology (tanks) to more beneficiaries	Distribution of rain water harvesting tanks to 550 house holds (400 female headed HH and 150 male headed HH)	This activity facilitates collection of rain water to be used for domestic use, and sustainable watering of crops and other agricultural needs. As a main activity for women and children, water harvesting saves time and distance for fetching water (currently estimated at 3 to 4 hours a day)
Support cooperatives with Small-scale irrigation (Drip irrigation)	Distribute drip irrigation schemes to 5 cooperatives (750 women and 250 men)	To cope with climate change, and as part of the JP RWEE Climate Smart Agriculture plans, this activity is also in line with the GoR policy to use small scale irrigation techniques; this will increase production and improve food security as production will continue even during the dry seasons. The technology will also reduce the women' work burden as irrigation will replace the manual watering of crops that women currently use
Train Group members in Agro forestry	120 beneficiaries (100 women and 20	At the request of the beneficiaries and the local authorities, this

<p>and mobilize women to build their confidence and take up local leadership roles</p> <ul style="list-style-type: none"> <li>✓ Scale up Gender Action Learning System (GALS) to new Champions and other JP-RWEE participants</li> </ul>		<p>technical assistance to the national gender machinery, state and non-state institutions and the media to advance gender equality, women's economic empowerment, political participation and decision making at national and local levels for both elective and non-elective position</p> <ul style="list-style-type: none"> <li>✓ <b>Violence prevention and response:</b> The UN intends to contribute towards the prevention and reduction in violence against children, sexual and gender based violence.</li> </ul>
<p><b>Outcome 4: A more gender responsive policy environment is secured for the economic empowerment of rural women</b></p> <ul style="list-style-type: none"> <li>✓ Support MINAGRI in the revision of the current outdated Agriculture Gender Strategy to align with PSTA4</li> <li>✓ Support MINAGRI in the roll-out of the phase of the Women's Empowerment in Agriculture Index (WEAI)</li> <li>✓ Conduct a study on gender analysis of the bean value chain</li> <li>✓ Conduct a study on women's participation in value chain finance</li> </ul>	<p><b>Transformational Governance Pillar:</b> <b>Priority area 1: Reinforce Rwandan culture and values as a foundation for peace and unity:</b></p> <ul style="list-style-type: none"> <li>✓ Strengthen and promote gender equality and ensure equal opportunities for all Rwandans whilst fostering the culture of solidarity with vulnerable groups</li> </ul>	<p><b>Outcome 6: By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence based policies and deliver quality services</b></p> <ul style="list-style-type: none"> <li>✓ <b>Data Development:</b> UN will work on data for development initiatives with government institutions and civil society organizations at the national and sub-national levels.</li> <li>✓ Technical and financial capacities to generate, disseminate and use quality disaggregated data e.g. Gender statistical reports</li> </ul>

#### **JP-RWEE work plan preparation process**

The work plan was elaborated through a consultative process. Field visits by the JP RWEE Technical Working Group to Kirehe, Ngoma and Nyaruguru districts as well as a high-level Steering Committee field visit to Kirehe and Ngoma districts were carried out in March 2018. The visits allowed for consultations with direct project beneficiaries as well as with the Permanent Secretary of the Ministry of Agriculture and Animal Resources (MINAGRI), district and sector authorities and agronomists. As such, first-hand information from both rights-holders and duty-bearers on the project's current status and on beneficiaries' priority needs was gathered, with particular focus on assessing the needs of marginalized community members.

In addition to key stakeholders at district and sector levels and project beneficiaries, implementing partners, key personnel at the MINAGRI, and UN program officers were consulted in the development of this work plan. These consultations aimed at addressing the real needs on the ground, ensuring ownership of the program at national and local levels, thus contributing to the sustainability of project achievements beyond its duration.

#### **Lessons Learnt:**

The work plan also draws important lessons from the previous implementation phases as follows:

- Involvement of government in the planning process and its strong commitment to support the JP RWEE at district and sector level contribute to and influence the achievement of program results. The current period saw increased involvement of District officials in the program through the Joint Action Development Forum (JADF) and sector Agriculture Officers as well as the Cooperative Officers.
- Establishing strong partnerships with different stakeholders (civil society implementing partners, government etc.) is important for the success of JP RWEE interventions in Rwanda. The JP RWEE collaborated with four major implementing partners from civil society organizations to deliver on its planned targets.
- Identifying and addressing the needs of most vulnerable groups in programme planning, implementation and reporting through the use of disaggregated data on vulnerable groups is very critical to proper use of program funds
- Reinforce capacity development efforts for stakeholders ensure the longer-term utilization and sustainability of new knowledge and abilities resulting from program support.
- Developing a joint program results framework that clearly articulates SMART indicators, baselines, targets and means of verification, a list of partners is critical to measuring success and sustainability of capacity development efforts. A results-based management approach will continue to be employed during the new program phase.
- It is critical to address the JP RWEE funding issues in a more sustainable manner by ensuring that the roles and responsibilities for resource mobilization are clearly outlined and understood by the four participating UN Agencies. The country resource mobilization efforts have already begun and a concept note has been developed in this regard.
- Proper planning and beneficiaries targeting from the start of each phase is very significant to effective implementation of the joint program. JP RWEE in Rwanda was initially implemented in 8 districts with each UN agency having districts of focus and support specific groups.



<p>techniques/Seeds and Plants nurseries</p>	<p>men) shall be trained in Agro-forestry techniques, Seeds nurseries and Plants nurseries methods. The activity is expected to increase the number of farmers with knowledge of nurseries and agro forestry species</p>	<p>activity will make it possible to have the fodder for animals and manure (fertilizer) to increase the production and the protection of soil as forestry prevents soil erosion.</p>
<p>Distribute Fruit trees for food security and environmental management</p>	<p>Distribution of fruit trees to 600 beneficiaries (420 women and 180 men)</p>	<p>The production of diversified fruits will help to deal with malnutrition cases among the program participants, improve nutrition and earn them some money through selling fruits, but also contributes environmental management.</p>
<p>Enhance beneficiaries' capacity in climate smart agriculture techniques through technical support in greenhouse management and maintenance</p>	<p>516 beneficiaries (390 women and 126 men) supported in greenhouse management and maintenance.</p>	<p>The three farmer groups that have been supported in greenhouse farming under previous project phases are now quite proficient in greenhouse farming however still require monitoring and intermittent technical advice. One greenhouse management refresher course for Ba Impinduka cooperative that only recently joined the group of JP RWEE beneficiaries supported in greenhouse farming techniques shall be conducted. Furthermore, the activity includes the reconstruction of the greenhouse for the Kobinya cooperative, which was destroyed during a storm.</p>
<p>Produce Nutrition-related Information, Education and Communication (IEC) Materials and train beneficiaries on Nutrition linked to the role of both rural women and men on</p>	<p>This activity will involve production of visual materials (easy to understand even for the illiterate members) for example on what nutrition is, the importance of nutritional crops, the various types of nutritional crops and how families should feed on nutritional foods among others. 1744 beneficiaries (1321 women and 433</p>	<p>The production of visual materials (easy to understand even for the illiterate members) will enhance skills on nutrition and enable farmers (1) change their nutrition habits (2) understand the role of both men and women in achieving improved household nutrition and fight malnutrition.</p>
<p><b>Output 1.2 Rural women have greater capacity to enhance and control local food security reserves and their production</b></p>		

<p>Provide women with post-harvest handling and storage facilities (Drying shed for 3 maize cooperatives)</p>	<p>595 members (417 women/178 men) belonging to 3 cooperatives shall receive a drying shade each to reduce post-harvest losses and improve food security</p>	<p>The storage infrastructures and bags will allow the cooperatives especially the ones that own milling machines to have enough food reserves for processing hence improved food security and income since they will sell flour to the community</p>
<p>Provide PHHS equipment (PICS bags, tarpaulins to new farmers groups).</p>	<p>600 (420 women/180 men) new vulnerable members shall also benefit from storage bags that keep weevils away</p>	
<p>Provide Farm inputs such as cassava cuttings and bio fortified crop seeds</p>	<p>1200 (800 women and 400 men) shall benefit from seeds</p>	<p>Cassava Cuttings are a big need in the project area. In addition, one of the cooperatives received a milling machine to process cassava into flour. There is need for production of cassava for the flour.</p>
<p><b>Outcome 2 Rural women have increased income to secure their livelihoods</b></p>		
<p><b>Output 2.1 Rural women have enhanced entrepreneurship skills and value chains to access markets for their products</b></p>		
<p>Enhance Processing and packaging capacity of beneficiaries already producing maize/cassava flour under the JP RWEE support</p>	<p>120 (80 Women and 40 Men) beneficiaries already engaged in flour production who would like to transform their production into more competitive products on the market</p>	<p>Current beneficiaries have been supported in the production of cassava and maize flour. They have a grinding mill in place, but expressed a need for support to adequately package the newly produced flour in order to sell it and access higher-value markets.</p>
<p>Facilitate beneficiaries to access higher value markets by supporting the introduction of processed and officially Rwanda Standards Board (RSB) certified tomato products.</p>	<p>323 (218 women / 105 men) persons will be assisted in accessing higher markets for their processed tomato products.</p>	<p>During the current program phase, beneficiaries of three farmer groups have acquired basic processing skills for the production of tomato ketchup and jam from the tomatoes grown in their greenhouses. These products offer beneficiaries a chance to access higher value markets and, thanks of the possibility of storing these products, to avoid having to sell tomatoes at low-market prices that may not cover the production costs. Thus, this activity contributes to an increase in beneficiaries' incomes. <b>Building on the skills beneficiaries acquired during the current program phase, the next program period can be used to complete the certification process of the processed tomato products by the</b></p>

Rwanda Standards Boards.		
Facilitate beneficiaries' access to markets for horticulture and/or artisanal products through entrepreneurship trainings and the establishment of linkages to interested buyers or market locations.	1,200 (900 women and 300 men) current beneficiaries can build on skills already acquired, and new program beneficiaries will benefit from the initial level entrepreneurship training	During the current JP RWEE program phase, 1,160 program beneficiaries benefitted from entrepreneurship training and learned how to develop basic business plans. By the end of the project phase, many beneficiaries have launched micro-scale income generating activities. During the new program phase, new beneficiaries will benefit from basic entrepreneurship training, while current beneficiaries, who have launched a business, will be supported with advice and follow up in the management of their micro businesses, in book- and record keeping and the management of product prices and markets. Interactions with suitable product buyers and market locations will be facilitated. The use of digital technologies to facilitate buyer/seller interactions will be explored.
Provide Small livestock (goats, sheep, pigs)	600 (420 Women and 180 men) New vulnerable beneficiaries be provided with small animals	The small cattle will provide manure to increase production and get animals to raise for vulnerable families as well as to boost their income in future
Facilitate beneficiaries' access to finance	1,000 (700 women and 300 men). Current beneficiaries can build on previously acquired knowledge on savings and loans whereas the 600 new program beneficiaries will benefit from the initial VSL training	At both cooperative and individual level, beneficiaries often rely on start-up loans to finance investments in cooperative assets, new agricultural techniques and/or to launch an income generating activity. Current beneficiaries have benefitted from capacity building initiatives on savings and loans and have subsequently formed Village Savings and Loans (VSL) Groups. New program beneficiaries will be introduced to this concept, while the new program phase offers an opportunity to further accompany the existing VSL groups, to provide technical advice where needed and to link well-functioning groups to new sources of finance. Linkages to innovative financial instruments e.g. women's investment fund and pre-existing offers e.g. Business Development Fund (BDF) will be explored.
Train and coach rural women on commodity post-harvest handling and storage (PHHS) good practices to improve	600 (420 women/180 men) new members will benefit from the same PHHS coaching and training	The knowledge of best PHHS practices will enable farmers to improve the quantity and the quality of their produce, reduce losses and therefore, contribute on their improved food and

quality and reduce post-harvest losses	nutrition security
<b>Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes</b>	
<b>Output 3.1 Rural women, including young women have enhanced confidence and leadership skills to participate in local governance</b>	
Train and coach rural women on cooperative leadership and management and provide advice towards formal/legal cooperative status	1744 (1321 women and 243 men) will be trained on cooperative leadership and management
Organize study tours to relevant local government institutions and successful local economic and social initiatives for experience and knowledge sharing	150 women (50 for each district)
Organize panel discussions to sensitize and mobilize women to build their confidence and take up local leadership roles	600 (500 women and 100 men) will participate as panelists while 1644 members (1261 women and 203 men) will participate in the audience as learners
Scale up Gender Action Learning System (GALS) to new Champions	Using GALS methodology, more champions totaling 300 (90 men and 210 women) covering 50% of the new beneficiaries will be trained, who in turn will train 1,500 people (1,167 women and 333 men)
<b>Output 3.2 Rural women have greater organizational capacities to form, sustain and participate into POs, cooperatives and unions</b>	
Provide advisory support to Rural women groups to upgrade to formal/	947 beneficiaries (762 women and 185 men) shall be supported. This activity is aimed at increasing capacity of beneficiaries' groups in managing their business and move to formal/legal farmers groups as cooperatives

legal cooperatives			
Organize Study tours and Benchmarking visits (RWEE Cooperatives to learn from more advanced WFP supported cooperatives and others in the country).	This activity is planned for 100 women and 30 men who will participate in benchmarking visits to learn from their counterparts in other developed cooperatives with the aim of replicating the good practices in their own cooperatives	The study tour will raise awareness and trigger rural women's desire to participate in leadership position and motivation to develop as a cooperative, increase exposure as well as allow rural women groups to have greater organizational capacity.	
<b>Output 3.3 Rural women, including young women, have increased capacity to engage in and influence relevant policy forums at national and regional levels</b>			
Support Rural Women to participate in Agriculture Expos/shows	126 (88 women and 38 men) shall be facilitated with information, logistics to participate in the agriculture expo that happens every year in Kigali in June	This is to facilitate networking and knowledge sharing of rural women with different stakeholder in the entire agriculture value chain. Women will learn and adopt new technologies as well as replicate good practices. Participants can also sell and market their produce during the agri show/expo.	
Facilitate networking of rural women's organizations at sub-national and national levels and follow on the implementation of new good practices	The 88 women and 38 men shall be supported to participate and voice out their needs and concerns and seek views from women at other levels		
<b>Output 3.4 Rural women, including young women have enhanced awareness on their rights in a more supportive community/local environment</b>			
Organize capacity building programs for local authorities (village and cell level) and Mediators on practice of land laws and rights	150 local authority representatives (estimated 60 women and 90 men); to be trained benefiting 1,744 indirect beneficiaries (1341 women and 403 men)	In Rwanda, laws and policies grant equal access to and control over land to women and men. However, a policy-practice gap persists. During the current program phase, beneficiaries were formed on land and property laws applicable in Rwanda and rendered aware of their rights. Building on this, during the new phase, the authorities with a stake in matters of land rights will be trained on a gender-responsive implementation of the laws. As such, authorities' capacity to enforce laws related to women's land rights and ownership will be strengthened.)	
<b>Outcome 4 A more gender responsive policy environment is secured for the economic empowerment of rural women</b>			

**Output 4.2 Greater availability of tools and data to track progress in the economic empowerment of rural women**

<p>Support MINAGRI in the roll-out of the new phase of the Women's Empowerment in Agriculture Index (WEAI)</p>	<p>The WEAI was launched by the International Food Policy Research Institute (IFPRI), Oxford Poverty and Human Development Initiative (OPHI), and USAID's Feed the Future program in 2012. It is a survey-based index designed to measure the empowerment, agency, and inclusion of women in the agricultural sector. The baseline survey was completed in 13 countries. The survey was carried out in Rwanda in 2014. However, the survey was found to have a number of gaps.</p>	<p>The survey had been presented by MINAGRI to the National Institute of Statistics in Rwanda (NISR); but the data was found too specific to be included in a regular survey. Therefore, it was agreed that once validated, MINAGRI will carry out the survey. A steering and technical committee would be required to accompany this work.</p> <p>MINAGRI would like to re-launch this abbreviated survey in 10,800 Households in 720 villages, including JP-RWEE beneficiaries totalling 1744 households (1,321 female headed HH and 423 male headed HH), targeting "regular" women farmers.</p> <p>The survey will be partially supported financially and technically through the JP RWEE.</p>
<p>Conduct a study on gender analysis of the bean value chain</p>	<p>A team of consultants will be hired to conduct an in-depth gender analysis of the beans value chain. This will involve a thorough review of secondary/existing data, and will also include primary data collection (mainly through focus group discussions and interviews with women and men farmers). Terms of reference will be developed.</p>	<p>According to the National Strategy for Transformation (NST12018 -2024), there room to increase the average productivity of key crops in tons per hectare between 2017 and 2024, including beans which have a target of increasing from 1.21 tons to 2.4 tons; this study will provide data/ information on the role of women and men in the bean value chain and guide on existing gaps that require to be closed. This activity will help to inform agriculture gender sensitive policies</p>
<p>Conduct a study on women's participation in finance value chain</p>	<p>WFP (through the JP RWEE) will contribute to a study commissioned by the 'platform for inclusive finance', which aims at the following objectives:          -To understand the effect of large-scale buyers entering the Rwandan market on female farmers and informal female traders in the chain.          -To understand strategies and constraints that stimulate or hamper participation of</p>	<p>Access to finance is a big challenge in all sectors in Rwanda but particularly in agriculture. The study will help understand the limitations and barriers specifically facing women in accessing finance, and their root causes and will propose how those challenges can be tackled based on evidence from the field. It also envisaged that this study will provide relevant evidence towards gender sensitive policies in the financial sector.</p> <p>This study will also be led by a local consultant team. By contributing to the study, WFP will be able guide the research</p>

	<p>rural women in the maize value chain.</p> <ul style="list-style-type: none"> <li>-To elaborate strategies to incorporate female traders in the maize value chain.</li> <li>-To analyze the potential for graduation of women by understanding the specific situations of women in the household and the risk mitigation strategies of women, and by getting a good insight into the value chain and financial access.</li> <li>-To get insight into financial and other types of services required to stimulate women to grow their participation and businesses.</li> </ul>	<p>and use it to help program design (for future RWEE activities and other gender-transformative agricultural interventions).</p>
<p><b>Output 4.3 An enabling environment is promoted to reflect rural women's priorities in regional policy processes</b></p>		
<p>Support to MINAGRI in the revision of the current 5-year Agriculture Gender mainstreaming Strategy in order to align it with PSTA4</p>	<p>The support would strengthen partnership between MINAGRI and the JP RWEE as recommended by the HQ mission of 2016</p>	<p>The strategy for the mainstreaming of gender in agriculture dates from 2010; MINAGRI would therefore like to develop a new Gender Mainstreaming Strategy aligned to PSTA4. The gender strategy and monitoring of its implementation will support a gender-responsive implementation of agricultural policies.</p>

#### 4. Implementation approach

The joint RWEE programme in Rwanda will build on and consolidate individual initiatives of the four participating agencies, underlined by a shared logframe. Synergies will be developed across its four outcome areas by addressing gender and socio-economic constraints impeding women's access and control over productive resources and assets, thus increasing the resilience of rural women and communities to external shocks.

To manage the shift of power relations within communities and households and avoid potential conflicts, capacity-building and gender training for implementing partners and beneficiaries will be provided. It will emphasize and demonstrate that gender inequality, social norms and stereotypes are a key cause of poverty and important to the men and women in the communities where they work, thereby fostering their motivation and commitment to the programme. Men will be engaged actively to promote gender equality: through the gender action learning system (GALS), they will be encouraged to take up parental leave, share childcare and housework, engage their peers and encourage behavioral change where needed – in the street, in the workplace, in the community where they live, in churches and by speaking about the ways in which gender inequality limits the opportunities also for men. Experience has showed that engaging men is an important approach in the joint program as gender equality and women empowerment results achievement are higher, and ownership of programme activities and harmony at the household level tends to increase.

The four agencies will continue fostering the relationship with the stakeholders to ensure effective and productive collaboration while implementing the project, creating synergies and addressing increasing needs. All activities have been and will continue to be implemented through joint implementation modalities, including joint efforts in planning, identification of beneficiaries, implementation and M&E, based on each Agency's comparative advantages and institutional strength to generate more lasting and wider scale improvements in the livelihoods and rights of rural women.

Each agency will bring a distinct comparative advantage to this period of implementation. Activities have been planned jointly and selected based on these premises and on the agencies, existing experience in the programme area. Therefore, the JP will leverage **WFP's** strength and expertise in post harvest handling, agriculture value chain development and cooperative management. **FAO** will build on its extensive track record in food and nutrition security through provision of fruit trees, farm inputs and water harvesting technology among others. **IFAD's** long experience in gender action learning methodology and capacity building approaches shall be critical to the programme in the current phase. The women economic empowerment and gender equality components are very important to the joint programme, which will benefit from **UN Women's** experience through a number of activities including access to markets, access to finance for startups, processing of agriculture products and data management among others.

Lessons from the 2017-2018 implementation phase point to the benefits of working more jointly, but with better planning so that beneficiaries are not overburdened. Building on this lesson, the work plan has been prepared in a coordinated manner to be less intensive through spacing the major activities and avoiding simultaneous presence of the four agencies. The entry point for joint planning of activities has been identified through an assessment of the groups supported. Though the work plan matrix indicates the lead agency for each planned activity, joint field visits will be organized to monitor the progress and address any shortcoming and bottlenecks that may arise. For continued stakeholder engagement and sustainability of the joint program results, at least 2 steering committee joint field visits involving the Permanent Secretary of MINAGRI and district leadership shall



be organized in addition to quarterly steering committee meetings.

To overcome the challenge of lack of access to quality data, this implementation phase will be characterized by enhanced activities for Monitoring & Evaluation, data collection and analysis, advocacy, knowledge management and communication of results as well resource mobilization activities with an appropriate budget.

## 5. Justification for the intervention

For this proposed 2018-2019 extension, continued emphasis will be put on fostering transformation of living conditions and empowerment of rural women. Vulnerable households totaling 1,144 (921 women and 223 men) that have benefited from the program in the previous year but have not been able to reach their full economic autonomy will continue to receive support. In addition, 600 (420 women and 180 men) new vulnerable members have been identified to be supported under the program in line with SDGs 'Leaving No one Behind' guideline.

Activities have been planned to complement the first phase, in order to enhance sustainability and have been informed by a number of resources including; JP RWEE global document targets, the national priorities and local context, the 2016 HQ mission recommendations, and the lessons learned from the current and previous implementation periods. Activities planned are expected to add value to the joint program Rights Holders and improve participation of Duty Bearers in the program areas.

Below are some of the major activities selected to respond to HQ recommendation, Lessons learnt and national priorities.

**Lesson 1:** Lack of real time authentic data and evidence from the joint program participants was identified as a challenge; as a result, the following activities have been planned to help closing this gap:

- ✓ Support MINAGRI in the revision of the current outdated Agriculture Gender Strategy to align with PSTA4
- ✓ Support MINAGRI in the roll-out of the phase of the Women's Empowerment in Agriculture Index (WEAI)
- ✓ Conduct a study on gender analysis of the bean value chain
- ✓ Conduct a study on women's participation in value chain finance
- ✓ Monitoring & Evaluation activities, (data collection, analysis and evaluation)

**Lesson 2:** The Joint Programmes visibility is very critical throughout programme implementation, stakeholders (mainly the government, donors, local authorities at district, sector and cell levels) need to be aware of the JP and its achievement for ownership and sustainability.:

- ✓ Develop Knowledge management and Communication products (Brochures, Human interest stories, success stories, and documentaries) to increase JP RWEE visibility.

**Lesson 3:** The concentration of JP RWEE implementation in 3 districts enhances synergy and joint implementation of the program, however this led to fatigue from some beneficiaries:

- ✓ Activities have been planned and coordinated more closely to avoid overlaps and any fatigue to the beneficiaries

**Lesson 4:** "Scaling up of activities on capacity building, agriculture productivity, food and nutrition security is

critical to the next program phase due to the vulnerability level of the JP RWEE participants in the target areas"

- ✓ Activities will aim to increase agricultural productivity through asset distribution and capacity building for both home consumption and access to income.

Examples of how HQ mission recommendations have informed the planned activities in the coming period:

- ✓ Conduct a thorough assessment of the activities that have been implemented so far as compared to the work plans that were approved.
  - Monitoring, data collection and programme review have been planned to ensure implementation of this recommendation in addition to documenting and disseminating evidence based results.
- ✓ Design activities that take into consideration women's access to land, financial inclusion, and Climate-smart planning.
  - Facilitate members with access to finance and markets;
  - Train local authorities on existing policies on women's access to land;
  - Scale up the water harvesting technology (tanks) to more beneficiaries;
  - Support cooperatives with Small-scale irrigation (Drip irrigation);
  - Capacity Building in climate smart agriculture techniques through technical support in greenhouse management and maintenance;
  - Train Group members in Agro forestry techniques;
  - Distribute Fruit trees for food security and environmental management.

## 6. Sustainability

The sustainability of the JP RWEE will be achieved through a number of initiatives at different levels, most of which have been reflected in this work plan:

### Individual level:

Capacity building activities have been planned to empower both rights holders (cooperatives, individual women and men) and duty bearers (local authorities, implementing partners, etc) to ensure that the benefits from trainings, equipment, materials, technology and other interventions through the joint programme are sustained beyond the programme's duration.

Major activities aimed at sustainability of the joint programme results are:

- ✓ Training and coaching rural women on cooperative leadership and management and provide advise towards formal/legal cooperative status. Legal registration of farmers groups will allow them to benefit from existing initiatives from government such as agriculture equipment, advisory services, access to farm inputs, storage facilities, markets and finance<sup>4</sup> and capacity development programs other from development partners such as CLE<sup>5</sup>.
- ✓ Scale up Gender Action Learning System (GALS) to new Champions.
- ✓ Panel discussions to sensitize and mobilize women to build their confidence and take up local leadership

<sup>4</sup> In Rwanda cooperatives are increasingly being used as tools to reduce exclusion and alleviate poverty, which may increase the country's prosperity if cooperatives are effectively supported

<sup>5</sup> Cooperative leadership event (CLE) supports local cooperatives to professionalize the governance structure of farmers associations and cooperatives and create an enabling environment to minimize side-selling by farmer members

roles and women empowerment projects.

- ✓ The availability of agriculture technologies such as green houses, farm inputs, storage facilities, water harvesting tanks, and drip irrigation from previous phases support, as well as planned capacity support in this phase, will provide a firm foundation for the joint programme participants and cooperatives to continue performing and reach their full livelihood potential after the programme closure.

#### **Community Level:**

- ✓ Organize capacity building programs for local authorities (village and cell level) and mediators on practice of land laws and rights as well as other policies that affect women. A training of 150 local leaders and mediators has been planned with the aim of strengthening their capacity to implement existing policies and laws relevant for rural women empowerment. The aim is to (i) put into practice institutional and legal frameworks that support WEE, economic security and rights; (ii) support women to secure decent work, productivity and earnings through tools such as land, credit and financial literacy; (iii) strengthen women's power to overcome challenging inequalities.
- ✓ Rwanda's social and cultural norms slows down rural women empowerment, the JP RWEE will intervene at community level through gender focused training sessions, awareness campaigns, and community mobilization for local leaders, faith based organization leaders and opinion leaders. The interventions aim at changing the norms and attitudes of the entire community including household members, local leaders, youth, and young people, female and male alike.
- ✓ Male engagement: women in Rwanda represent huge productive potential; they represent 79% of the total agricultural labour force. It is estimated that on average, women work 11 hours a week more than men, mainly because of their responsibility for domestic work in addition to their other work roles<sup>6</sup>. This stems from the gender roles and relationships that influence the division of work, the use of resources, and the sharing of the benefits of production between women and men. The JP RWEE will therefore continue to engage men (403 in this phase) as a strategy to address the individual and community level social and cultural barriers and ensure that their active engagement benefits rural women in various ways, including mainstreaming gender in the agricultural value chain, gender equality and women empowerment as a whole.

#### **Government level:**

- ✓ The JP RWEE will continue to engage and collaborate with the Ministry of Agriculture and Animal Resources (MINAGRI), the Rwanda Cooperative Agency (RCA), district and sector authorities to ensure their ownership and support of the joint program. Through the planned activities (including the revision of the Agriculture Gender Strategy, the WEA Index and the study on beans value chain) were planned in consultation with the ministry. Planned activities will also include two high-level joint field visits to program areas involving the Permanent Secretary of MINAGRI, District Mayors, Sector Executive secretaries, district cooperative officers, agriculture officers and the UN Heads of agency (WFP, IFAD, FAO and UN Women), to ensure that the gains from the join programme are carried forward.
- ✓ At sub-national level, key partnerships and collaboration are established with local level authorities in the framework of District Development Strategies (DDSs) and Joint Action Development Forum (JADF). The JADF office has been more involved in the program and will continue to do so, the sector Executive Secretaries as

<sup>6</sup> (NISR, 2012)

well as the sector agriculture officers have been involved in the joint programme and have pledged to continue engaging and providing technical and strategic support to the farmers groups in the next phase.

#### **Governance:**

- ✓ The existing JP RWEE governance structure will also foster sustainability. A national steering committee (NSC) chaired by the WFP Country Director and co-chaired by the permanent secretary (PS) of MINAGRI has been in place since March 2017 to oversee the program implementation and guide its sustainability, and will continue its operation. A National Program coordinator (NPC) is on board since July 2017 to strengthen the program coordination role and support results achievement, and a technical working group (TWG) is playing an active role and regularly meets to plan and discuss any implementation issues.

#### **Resource Mobilization:**

- ✓ There will be concerted efforts to mobilize resources at country level, initial discussions have been made with the district authorities in Kirehe and Ngoma districts and the PS of MINAGRI to expand the joint programme area and to allocate more agriculture land for the supported cooperatives as well as land for food processing, and this will be explored further in the coming programme phase. Moreover, a concept note has been developed as an initial step towards engaging potential donors at country level.

## **7. Monitoring & Evaluation**

The JP RWEE activities have been designed in line with the program result areas, and indicators have been developed to help track the results. It is planned that the project will build on and enhance current practice and ensure regular data collection on key indicators to produce quality M&E reports. An evaluation of the program is planned in May 2019 to assess the results achieved, the program effectiveness and sustainability so far. M&E reports will provide lessons and good practices to scale up the programme. The current work plan targets have been designed based on the data and information from the previous phases. A logical framework with a set of indicators has been annexed to this work plan, which will be used to track evidence-based results on output and outcome levels.

An inter-agency M&E team comprised of the JP RWEE focal points has been proposed to conduct joint monitoring and evaluation, in collaboration with the Lead Agency Country Representative. Key monitoring and evaluation activities outlined in JP RWEE work plan include;

- (i) Quarterly JP RWEE reviews to review progress made against set targets; each agency will be responsible to report on specific indicators;
- (ii) Joint field monitoring of activities and interventions by the steering committee and the technical working group;
- (iii) Support to national data collection and analytic studies including the bean value chain study, the finance value chain study, the agriculture gender strategy revision and the women Empowerment in agriculture Index (WEAI);
- (iv) Evaluation of the JPRWE interventions (May –June 2019).

It is important to note that the JP RWEE Rwanda indicators are aligned to global indicators, NST1 and upcoming UNDP2 results, and activities aim to increase technical and financial capacity to generate, disseminate and use quality disaggregated data aligned to the national frameworks (NST1 & PST4) to inform policies and programs

in development, and specifically gender equality and women empowerment in agriculture.

It is planned that qualitative data will be collected through focus groups discussions (FGDs), human interest stories, field observations, semi-structured interviews with government stakeholders, and district level partners, and key informant interviews with JP RWEE participants to document their stories. Furthermore, implementing partners and participating agencies quarterly progress reports will be analysed to inform biannual and annual progress reports.

Communication and knowledge management will also be used to collect qualitative data and, more generally, increase the visibility of the programme and support resource mobilization. Products such as human-interest stories, good practices, success stories, small booklets, documentary videos, newsletters on the JP RWEE will be prepared regularly and disseminated to relevant stakeholders (Donors, JP RWEE YouTube channel, websites of participating agencies and the media houses etc...).

A Communication Strategy was developed in March 2018 following the recommendation from the January 18, 2018 steering committee meeting and is being implemented with support from the communication specialists of the four UN agencies. Some of the major communication activities include: active participation and contribution to the awareness events by members of the four UN Agencies and JP RWEE farmers' groups, participation in the international women's day national celebrations, development of key messages and articles of JP RWEE activities and post them on the implementing partners' social media platforms, and regular communication of the joint programme results on different media.

A budget has been allocated to M&E, KM and communication; the JP RWEE lead agency will coordinate activities with other agencies as well as implementing partners.

A budget is also allocated to support MINAGRI's launch of the Women Empowerment in Agriculture index (WEAI).



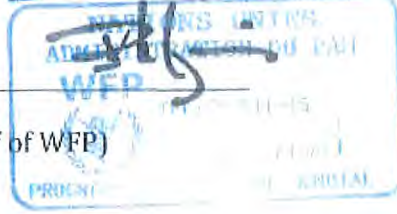

It is envisaged that the WEAI will provide data on a regular basis to inform monitoring and evaluation of the joint programme but most importantly it will provide baseline values on the status of women in agriculture, and track the women empowerment responsiveness of different agricultural programmes with disaggregated data. The index will help in identifying key areas in which empowerment for both women and men needs to be enhanced across the five key domains of empowerment namely: decisions about agricultural production, access to and decision-making power about productive resources, control over use of income, leadership in the community and time allocation. As the survey, will also target the JP RWEE's intervention areas, relevant results will also be used to inform the JP RWEE national evaluation and to contribute to the cross-fertilization and sharing of results on women's empowerment at global level.

## 8. Budget

### PROGRAMME BUDGET

CATEGORY	FAO	IFAD	WFP	UN WOMEN	TOTAL (\$)
1. Staff and Other Personnel Cost (cannot exceed 10%)	10,000	7,000	53,000	10,000	80,000
2. Supplies, Commodities, Materials	64,157	-	-	-	64,157
3. Equipment, Vehicles and Furniture including Depreciation	7,900	-	10,000	3,000	20,900
4. Contractual Services	-	147,000	60,000	5,536	65,536
5. Travel	12,000	-	15,079	1,992	29,071
6. Transfers and Grants Counterparts	58,087	-	93,462	132,500	431,049
7. General Operating and Other Direct Costs	15,000	-	29,052	14,116	58,168
<b>Total Programme Costs</b>	<b>167,144</b>	<b>154,000</b>	<b>260,593</b>	<b>167,144</b>	<b>748,881</b>
8. Indirect Support Costs (cannot exceed 7%)	11,700	10,780	16,939	11,700	51,119
<b>TOTAL</b>	<b>178,844</b>	<b>164,780</b>	<b>277,532</b>	<b>178,844</b>	<b>800,000</b>

**9. Names and signatures of participating UN organizations**

<p><i>J.P. Demargerie</i></p> <p>(On behalf of FAO)</p> 	<p>Name: Jean-Pierre DEMARGERIE</p> <p>Title: Country Representative a.i</p> <p>Date: 14/05/2018</p>
<p>(On behalf of IFAD)</p> 	<p>Name: Aimable Ntukanyagwe</p> <p>Title: Country Program Officer</p> <p>Date: 14/05/2018</p>
<p>(On behalf of WFP)</p> 	<p>Nam: Jean-Pierre DEMARGERIE</p> <p>Title: Country Director &amp; Representative</p> <p>Date: 14/05/2018</p>
<p><i>Fatou Aminata Lo</i></p> <p>(On behalf of UN Women)</p> 	<p>Name: Fatou Aminata Lo</p> <p>Title: Representative a.i</p> <p>Date: 14/05/2018</p>

AN

## ANNEX I: Work plan

Please fill the below workplan with activities linked to the specific Outputs:

Activity description	Related indicator	Number of beneficiaries (women/men)	Beneficiary Targeting & Existing)	Timeframe	Place of implementation	Lead Agency	Activity cost (USD)
<b>Outcome 1 Rural women have improved food and nutrition security</b>							
<b>Outcome Indicators:</b>							
- Increase of agriculture production of women farmers (Quant)							
- Evidence of improvement of rural women dietary diversity and consumption patterns (Qual)							
<b>Output 1.1 Rural women have increased access to and control over resources, assets and services critical for their food and nutrition security</b>							
ToT on Labour Saving Technologies (LST) construction, utilization and maintenance; such as Energy Saving Stoves/furnaces	Number of rural women and men in targeted areas utilizing saving technologies	120 (80 women and 40 men)	Existing: 60 (40 women & 20 men) New: 60(40 women & 20 men)	September 2018	Kirehe, Ngoma and Nyaruguru districts	FAO	8,394
Facilitate the construction of Labour Saving Technologies and sensitize all members to construct energy saving stoves/furnaces	Number of rural women in targeted areas accessing	1200 House Holds (800 women and 400 men)	Existing: 600 (400 women and 200 men) New: 600 (420 women & 180 men)	November 2018 up to March 2019	Kirehe, Ngoma and Nyaruguru districts	FAO	23,000
Scale up the water harvesting Technology (water harvesting tanks)	Number of rural women in targeted areas, accessing	550 (400 women and 150 men)	Existing: 450 (300 women and 110 men) New:100(60	November 2018 up to March 2019	Kirehe, Ngoma and Nyaruguru districts	FAO & IFAD	60,000



Activity description	Related indicator	Number of beneficiaries (women/men)	Beneficiary Targeting & Existing)	Timeframe	Place of implementation	Lead Agency	Activity cost (USD)
	extension services		women and 40 men)				
Train beneficiaries on Agro-forestry techniques/Seeds and Plants nurseries		120(100 women and 20 men)	Existing: 50 (40 women & 10 men) New:50 (40 women & 10 men)	July to December 2018	Kirehe, Ngoma and Nyaruguru districts	FAO	5,000
Distribute fruit trees to new vulnerable beneficiaries		600 (420 Women and 180 Men)	All new beneficiaries	November 2018	Kirehe, Ngoma and Nyaruguru districts	FAO	15,000
Enhance beneficiaries' capacity in climate smart agriculture techniques through technical support in greenhouse management	Number of rural women led groups are utilizing climate smart technologies	516 (390 women / 126 men)	All existing beneficiaries	July 2018 - June 2019	Nyaruguru, Ngoma, Kirehe	UN Women	17,000
Facilitate farmers groups with Small scale irrigation (drip irrigation).		6 cooperatives (750 women and 250 men )	Existing cooperatives	January to March 2019	Kirehe, Ngoma and Nyaruguru districts	FAO & IFAD	52,500
Produce Nutrition-related Information, Education and Communication (IEC) Materials and train beneficiaries on nutrition linked to the role of both	Number of targeted rural women who are applying newly acquired nutrition practices in their	1,744 (1341 women and 403 men)	Existing: 1144 (921 women and 223 men) New: 600 (420 women, 180 men)	July 2018-July 2019	Nyaruguru, Kirehe, Ngoma Districts	WFP	25,500

Activity description	Related indicator	Number of beneficiaries (women/men)	Beneficiary Targeting & Existing)	Timeframe	Place of implementation	Lead Agency	Activity cost (USD)
rural women and men on	homes						
<b>Output 1.2 Rural women have greater capacity to enhance and control local food security reserves and their production</b>							
Provide women with post-harvest handling and storage facility (Drying hall for 3 maize coops)	Number of Cooperatives in targeted areas utilizing the new drying shade as a post-harvest technology	595 (417 women/178 men)	Existing beneficiaries	October 2018- March 2019	Nyaruguru District	WFP	43,700
Provide PHHS equipment (PICS bags, tarpaulins to new cooperatives).	Proportion of rural women cooperatives and women groups in targeted areas	600 (420 women/180 men)	New beneficiaries	February-March 2019	Nyaruguru, Kirehe, Ngoma Districts	WFP	18,745
Provide Farm inputs such as cassava cuttings and bio fortified crop seeds	accessing innovative food processing units	1200 (800 Women and 400 Men)	Existing:600 (400 women and 200 men) New: 600 (420 women and 180 men)	October-November 2018 January-February 2019	Kirehe, Ngoma and Nyaruguru districts	FAO	22,000
Train and coach rural women on commodity post-harvest handling and storage (PHHS) good practices to improve quality and reduce post-harvest losses	Variation in production (tones) due to post harvest handling practices	600-(420 women/180 men)	New beneficiaries	January-March 2019	Nyaruguru, Kirehe, Ngoma Districts	WFP	8,750

Activity description	Related indicator	Number of beneficiaries (women/men)	Beneficiary Targeting (New & Existing)	Timeframe	Place of implementation	Lead Agency	Activity cost (USD)
<b>Outcome 2 Rural women have increased income to secure their livelihoods</b>							
<b>Outcome Indicators:</b>							
- Income generated by rural women's cooperatives from their sales to WFP and other markets (Quant)							
- Evidence of better quality of life and status of rural women (Qual)							
<b>Output 2.1 Rural women have enhanced entrepreneurship skills and value chains to access markets for their products</b>							
Enhance Processing and packaging capacity of beneficiaries already in production of maize and cassava flour	Number of Women groups with quality assurance certificates from Rwanda Standard Board to sell processed products	120 (80 Women and 40 Men)	Existing beneficiaries	September to November 2018	Kirehe, Ngoma and Nyaruguru districts	FAO	9,000
Enhance beneficiaries' access to higher value markets by supporting the introduction of processed and officially Rwanda Standards Board certified tomato products.	Proportion of agriculture production sold to markets per season by women farmers	340 (245 women and 95 men)	Existing beneficiaries	July 2018 - June 2019	Nyaruguru, Ngoma, Kirehe	UN Women	35,000
Facilitate beneficiaries' access to markets for horticulture and/or artisanal products through entrepreneurship trainings and the establishment of linkages to interested buyers or market locations	Number of households that received small livestock during	1,200 (900 women and 300 men)	Existing: 800 (600 women and 200 men) New: 400 (300 women and 100 men)	July 2018 - June 2019	Nyaruguru, Ngoma, Kirehe	UN Women	31,500
Provide Small livestock		600 (420 Women)	New	December 2018	Kirehe, Ngoma	FAO	17,000

Activity description	Related indicator	Number of beneficiaries (women/men)	Beneficiary Targeting (New & Existing)	Timeframe	Place of implementation	Lead Agency	Activity cost (USD)
(goats, sheep, pigs) for improved income	the year	and 180 men)	beneficiaries	to January 2019	and Nyaruguru districts		
Facilitate beneficiaries' access to finance	Proportion of rural women in targeted areas accessing finance from financial institutions (by SACCO, MFI, Banks, VSLs...)  Number women earning income from self employment ventures	1,000 (700 women and 300 men)	Existing: 500 (350 women and 150 men) New: 500 (350 women and 150 men)	July 2018 - April 2019	Nyaruguru, Ngoma, Kirehe	UN Women	31,500

**Outcome 3 Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes**

**Outcome indicators:**

- Proportion of rural women elected representatives in rural councils (Quant)
- Proportion of POs led by women (Qual)

Activity description	Related indicator	Number of beneficiaries (women/men)	Beneficiary Targeting & Existing)	Timeframe	Place of implementation	Lead Agency	Activity cost (USD)
- Evidence of rural women's empowerment in intra-household decision making (Qual)							
<b>Output 3.1 Rural women, including young women have enhanced confidence and leadership skills to participate in local governance</b>							
Train and coach rural women on cooperative leadership and management and provide advise towards formal/legal cooperative status	Number of women led informal groups that started the process of legal registration	1744 (1321 women/ and 243 men)	Existing: 1144 (921 women and 223 men) New: 600(420 women, 180 men)	August- December 2018	Nyaruguru, Kirehe, Ngoma Districts	WFP	10,460
Organize Study tours and Benchmarking visits (RWEE Cooperatives to learn from more advanced WFP supported cooperatives and others elsewhere in the country).	Number of women with leadership roles other than cooperative roles (Village councils, National women council...)	90 people (74 women/16 men)	Existing: 60 (50 women and 10 men) New: 30(24 women and 6 men)	May 2019	Nyaruguru, Kirehe, Ngoma Districts	WFP	9,500
Organize panel discussions to sensitize and mobilize women to build their confidence and take up local leadership roles	Number of GALS champions transferring knowledge and	600 (500 women and 100 men)	Existing: 400(335 women and 65 men) New: 200 (165 women and 35 men)	November 2018/February 2019	Nyaruguru, Ngoma, Kirehe	UN Women & FAO	7,144
GALS Scale up Champions using GALS methodology		600 (420 men and	All new	June 2018-June	Kirehe, Ngoma	IFAD	72,000

Activity description	Related indicator	Number of beneficiaries (women/men)	Beneficiary Targeting (New & Existing)	Timeframe	Place of implementation	Lead Agency	Activity cost (USD)
from 130 to 300 champions	skills to colleagues in women groups	180 women)	beneficiaries	July 2019	and Nyaruguru		
<b>Output 3.2 Rural women have greater organizational capacities to form, sustain and participate into POs, cooperatives and unions</b>							
Provide Advisory services and support to Rural women groups to upgrade to formal cooperatives.	Number of women groups that got legally registered with Rwanda Cooperative Agency	8 women groups	2 existing and 6 new groups	July 2018- June 2019	Nyaruguru, Kirehe, Ngoma Districts	WFP	5,050
<b>Output 3.3 Rural women, including young women, have increased capacity to engage in and influence relevant policy forums at national and regional levels</b>							
Support Rural Women to participate in Agriculture Expos/shows	Proportion of rural women from the joint program participating in informal or formal networking sessions	10% women and 10% men (136 women)	Existing: 10% women New: 10% women	June 2019	Nyaruguru, Kirehe, Ngoma	WFP	10,200
Facilitate networking of rural women's organizations at sub-national and national levels to follow up on implementation of recommendations from the agriculture shows and expos		20% of existing groups and 20% of new groups	Existing: 20% New: 20%	September 2018 - April 2019 (two workshops)	Nyaruguru, Ngoma, Kirehe	WFP	
<b>Output 3.4 Rural women, including young women have enhanced awareness on their rights in a more supportive community/local environment</b>							

Activity description	Related indicator	Number of beneficiaries (women/men)	Beneficiary Targeting & Existing	Timeframe	Place of implementation	Lead Agency	Activity cost (USD)
Organize capacity building programs for local authorities (village and cell level) and Mediators/ MAJI personnel on practice of land laws and rights	Number of local authority officials that participated in capacity building sessions	150 local authority representatives (estimated 60 women and 90 men); 1,744 indirect beneficiaries (1,321 women and 243 men)	Existing (1144) and new (600) beneficiaries	October - November 2018	Nyaruguru, Ngoma, Kirehe	UN Women	10,000
<b>Outcome 4 A more gender responsive policy environment is secured for the economic empowerment of rural women</b>							
<b>Outcome indicators:</b>							
<ul style="list-style-type: none"> <li>- Proportion of government budgets and donor funding allocated to programmes benefitting rural women (Quant)</li> <li>- Evidence of gender equality and women's empowerment provisions in national land, food &amp; nutrition, agricultural and rural development policies and laws make (Qual)</li> </ul>							
<b>Output 4.2 Greater availability of tools and data to track progress in the economic empowerment of rural women</b>							
Conduct a study on gender analysis of the bean value chain	Data generated from the studies to inform policy makers and practitioners	1744 (1321 women and 243 men)	existing and new beneficiaries based on sample	August 2018- June 2019	Countrywide	WFP	15,000
Conduct a study on women's participation in value chain finance		1744 (1321 women and 243 men)	existing and new beneficiaries based on	August 2018- June 2019	Countrywide	WFP	15,000

Activity description	Related indicator	Number of beneficiaries (women/men)	Beneficiary Targeting (New & Existing)	Timeframe	Place of implementation	Lead Agency	Activity cost (USD)
Support MINAGRI to roll-out the phase of the Women's Empowerment in Agriculture Index (WEAI)	Available data from WEA index to inform M&E of the JP RWEE	JP Beneficiaries' targeting "regular" women farmers shall be among other participants in the WEAI study	existing and new beneficiaries based on sample size	July 2018 - April 2019	Nyaruguru, Ngoma, Kirehe and other districts based on sample	FAO & UN Women	36,000
Hire a consultant to support evaluation of the JP RWEE for evidence based results to inform future phases and/or similar programmes	Quality of M&E reports generated from data collected	TBD; will depend on sampling method but JP RWEE will participate	Existing and new but will depend on sampling method	May 2019	Kirehe, Ngoma Nyaruguru, Kamonyi, and a sample of the old districts	WFP	30,000
<b>Output 4.3 An enabling environment is promoted to reflect rural women's priorities in regional policy processes</b>							
Support MINAGRI in the revision of the current Agriculture Gender Strategy to align with PSTA4	Evidence of a quality implementable gender strategy		Existing and new but will depend on sampling method	July 2018 - March 2019	Nyaruguru, Ngoma, Kirehe	FAO & UN Women	29,250
<b>Coordination, M&amp;E, Knowledge Management and Communication</b>							
National Coordinator's role (salary, Travel, Communication, fieldwork)	Evidence of quality and timely coordination of the	N/A	N/A	July 2018- June 2019	Kigali, Ngoma, Nyaruguru	WFP	55,688



Activity description	Related indicator	Number of beneficiaries (women/men)	Beneficiary Targeting (New & Existing)	Timeframe	Place of implementation	Lead Agency	Activity cost (USD)
Document and Disseminate communication products, knowledge and fundraising for JP RWEE	Number of communication products produced and disseminated on the joint program	TBD	TBD	Quarterly	Kiraha, Ngoma and Nyaruguru, Kigali	WFP	10,000
Organize management meetings, national technical and steering committee meetings,	Number of recommendations from steering committee meetings implemented	4 Steering committee meetings, 8 Technical Working Group meetings and 2 High level SC field visits		Quarterly	Participating UN agencies country offices (Kigali)	WFP	3,000
<b>TOTAL</b>							<b>748,881</b>

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