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Resilient nations.*

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**PROJECT DOCUMENT ON PROMOTING GENDER ACCOUNTABILITY IN  
THE PRIVATE SECTOR THROUGH THE GENDER EQUALITY SEAL  
CERTIFICATION INITIATIVE**

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**APRIL 2019**

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**UNITED NATIONS DEVELOPMENT PROGRAMME  
RWANDA**

**PROJECT DOCUMENT**

**Project Title: Promoting Gender Accountability in the Private sector in Rwanda**

**Project Number: 00118129**

**Implementing Partner: Gender Monitoring Office**

**Start Date: 01/01/2019 End Date: 30/06/2023 PAC Meeting date: 25/03/2019**

**Brief Description**

The Project "Promoting Gender Accountability in the Private sector in Rwanda" is anchored on the National Strategy for Transformation (NST1) specifically under the transformational governance pillar which envisages mainstreaming gender equality across various sectors including the public sector, the private sector, the civil society and faith-based organizations for equitable access to opportunities for men, women, boys and girls. The Project is also aligned to outcomes 5 and 6 of the United Nations Development Assistance Plan (UNDAP) which among others aims at advancing gender equality and women empowerment as well as promoting gender accountability in private sector institutions. In addition, the project is informed by the Gender Monitoring Office (GMO) five-year strategic plan (2017-2022), especially one of its strategic objectives that focuses on institutionalizing gender accountability in public, private sector, civil society organizations and Faith Based Organizations.

Through this project, GMO will work closely with UNDP, the Private Sector Federation (PSF), UN Women, the Ministry of Gender and Family Promotion (MIGEPROF), the Ministry of Trade and Industry (MINICOM), Rwanda Development Board (RDB), the Ministry of Public Service and Labour (MIFOTRA) and private sector companies with the ultimate goal of ensuring equal access to opportunities for both males and females at the workplace. The project will promote gender equality through establishing and reinforcing gender accountability systems in the private sector. The project will mainly guide the implementation of the gender equality seal programme in the private sector and public institutions whose work greatly contributes to the objectives of the project. The gender equality seal initiative will serve as a tool that will guide gender mainstreaming at the workplace while promoting accountability to gender equality and women's empowerment. The initiative will contribute in building the capacities of the private sector federation in promoting business for gender equality in Rwanda.

The expected result from the project interventions is the creation of a system of accountability to gender equality in the private sector that further enhances implementation of Government gender commitments as enshrined in the national, regional and global instruments. This result will contribute to the overall national response to gender equality promotion and women empowerment as a contribution to the NST1 goals, GMO strategic plan 2017-2022, UNDAP 2018-2023, UNDP Country Programme Document (CPD 2018-2023) priorities. The project results will further contribute to the achievement of the 2030 Agenda, in particular the 5<sup>th</sup> SDG on gender equality.

Contributing to UNDP/CPD Outcome: 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.

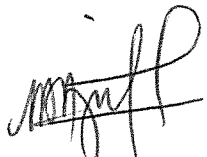
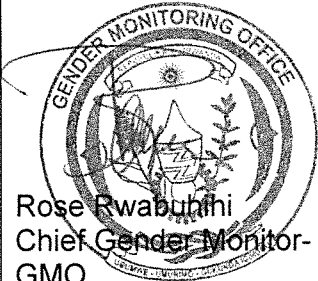

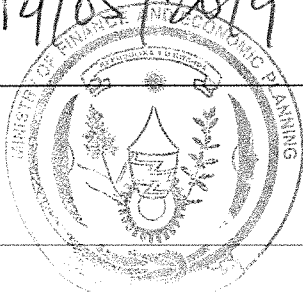
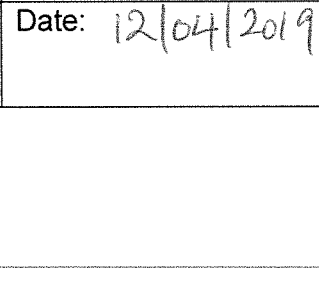
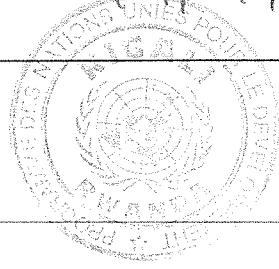
GMO outcome: Gender accountability is Institutionalized in all Sectors and at all Levels

Indicative Project Output(s):

1. Capacities of Private sector companies and participating public institutions to implement the gender equality seal initiative enhanced
2. National capacities to promote gender accountability and mainstreaming in the private sector enhanced
3. Research and assessments conducted to generate data for evidence-based advocacy on gender accountability in the private sector

Total available resources:	US\$1,600,000	
UNDP core resources (TRAC)		1,500,000
Government In-Kind contribution:		100,000

### Signatures:

Government of Rwanda	Implementing Partner	UNDP
 Hon. Dr Uzziel Ndagijimana Minister of Finance and Economic Planning (MINECOFIN)	 Rose Rwabuhini Chief Gender Monitor-GMO	 Stephen Rodriques Resident Representative
Date: 14/05/2019 	Date: 12/04/2019 	Date: 12/04/2019 

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## I. DEVELOPMENT CHALLENGE

### 1.1 Context of gender equality in Rwanda

The Government of Rwanda puts gender equality at the centre of its socio-economic development agenda. The Rwandan constitution of 2003 revised in 2015 reinforces the principles of gender equality and elimination of all forms of gender-based discrimination and provides a very strong platform for gender mainstreaming in all sectors. The constitution provides a minimum percentage of representation of 30 percent to women in decision-making organs as an affirmative action to fast-track gender equality and women empowerment commitments (GEWE)<sup>1</sup> in all sectors.

Rwanda's political will and commitment to GEWE in all areas is further demonstrated by the ratification of international and regional instruments on gender equality and their domestication into national legislations and policies. At the international level, Rwanda has ratified among others, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the International Labour Organization Conventions on Equal Remuneration and on Discrimination, adopted the Beijing Declaration and Platform for Action and the United Nations Security Council Resolution (UNSCR) 1325 on women, peace and security.

In addition, the Government of Rwanda adhered to the Sustainable Development Goals (SDGs) that include a standalone goal on gender equality and mainstreams GEWE in the targets of all the global goals. At the regional level, Rwanda ratified the African Union Protocol to the African Charter of Human and People's Rights, on the Rights of Women in Africa and the African Union Solemn Declaration on Gender Equality in Africa. The government of Rwanda is also committed to fast-tracking the commitments of the African Union agenda 2063 to ensure inclusive development.

### 1.2 Key achievements

The Government of Rwanda has registered significant achievements in relation to the implementation of gender equality and women empowerment commitments as enshrined in the national, regional and international instruments. Currently, women occupy 61.2 percent of seats in the lower chamber of parliament and 50 percent of the cabinet positions, women account for 56 percent of the bureau of districts and City of Kigali councils and 45.2 percent of district councils. Representation and participation of women in decision-making positions has contributed to the advancement of gender equality both from a planning and decision-making perspective.

Women accessing formal financial services almost doubled in four years from 36 percent in 2012 to 63 percent in 2016. There has been a significant reduction in poverty among women headed households from 66.3 percent in 2001 to 39.5 percent in 2016/17 thanks to pro-poor

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<sup>1</sup> The Rwandan Constitution p.34

programmes such as girinka and VUP programmes. In the education sector, the rate of girls' enrolment in primary and secondary schools is at 50.1 percent and 53.3 percent respectively thanks to free and compulsory education as well as creation of a gender friendly environment which includes the implementation of girls' education policy and establishment of girls' rooms which made it easy for girls to be in school. As for the health sector, maternal mortality rates have significantly reduced from 1,071 per 100,000 live births in 2000 to 210 in 2014/15. This is attributed to government health care initiatives such as community-based health insurance scheme that contributed to women's access to affordable and quality health care services, the establishment of health posts and health centers across all sectors and increase of skilled medical professionals at all levels, the close health support on mothers and young children by community health workers as well as strengthened capacity of health professionals to deliver health quality services.

The above achievements contributed significantly to Rwanda's socio-economic progress in the last decade. Rwanda enjoyed economic growth rate averaging 7 percent in the last 10 years, with 8 percent average economic growth rate during the first Economic Development and Poverty Reduction Strategy (EDPRS 1) period (2008-2012) and 6.1 percent average economic growth during EDPRS 2 period (2013-2018). In 2018 alone, Rwanda enjoyed economic growth rate of 8.6 percent<sup>2</sup>.

### 1.3 Gender equality gaps

Despite the above achievements, progress in promoting gender equality and women empowerment has been more significant in the public sector than it is the case for the private sector which is the engine of the Rwandan economic growth. The private sector still experiences gender equality challenges which are expounded in the following paragraphs:

Article 9 of law N° 66/2018 of 30/08/2018 regulating labour in Rwanda prohibits all forms of discrimination including sex discrimination at the workplace. The law also requires every employer to pay equal salaries for work of equal value without discrimination of any kind. However, evidence shows that women are paid 13<sup>3</sup> percent lower than men. This is partly because men spend more time on economic activities and less time on domestic activities compared to women. Women have to spare time to attend to family responsibilities such as child care, domestic chores which reduce the time they spend on economic activities. Women spend 25 hours per week on domestic duties and 28 hours per week on economic activities while men spend 8 hours per week on domestic duties and 35 hours per week on economic activities, a serious gap that affects power relations between men and women. Moreover, the National Institute of Statistics of Rwanda (NISR) labour force survey of 2017 indicates that 8 percent of women stopped working due to pregnancy and family responsibilities. Another factor that keeps women's pay lower than men's is that men are likely to negotiate for higher pay than women due to societal gender stereotypes where women are expected to be accommodating and more concerned with the welfare of others than their own.

<sup>2</sup> National Institute of Statistics of Rwanda (NISR) Gross Domestic Product data for 2018

<sup>3</sup> National Institute of Statistics of Rwanda (NISR) Labour Force Survey (2018), p.42



According to the same survey, women account for 44.6 percent of the labour force in Rwanda. However, they are mostly engaged in low paying jobs such as farm laborers, domestic cleaners and helpers, stall and market salespersons and shopkeepers. Men on the other hand dominate highly paid jobs especially jobs of managerial nature which creates income gender gap.

In the employment sector, among employed persons with managerial positions in Rwanda, only 29.5<sup>4</sup> percent are women. A small percentage of women occupy top decision-making positions within the ten chambers of Rwanda Private sector Federation (PSF) where 30 percent occupy the position of presidency, 10 percent the position of first vice presidency and 70 percent the position of second vice presidency. The same trend extends to PSF executive committees in four provinces and thirty districts where at provincial level there is no women representation at presidency level, 20 percent at first vice presidency level and 60 percent at second vice presidency level. Women under-representation in decision-making positions prevents them from taking part in decisions that affect them directly and from ensuring that women's issues are voiced out and adequately catered for in the all decision-making processes. It also reduces women's entrepreneurship opportunities despite their qualifications, capacities and aspirations.

While there is proportionately equal participation of males and females in the workforce in some sectors such as education and health where female participation is at 42 percent and 53 percent respectively, female work force participation in other sectors such as transport and mining is still lagging behind where women participation is at 3 percent and 9 percent respectively<sup>5</sup>. Low participation of females in these sectors is largely due to the low number of females trained in technical fields. Females mostly enrol in traditional soft trades like tailoring, hairdressing, secretarial studies, nursing, food and nutrition, males on the other hand, dominate in technical fields like carpentry, construction, motor mechanics, welding and electricity among others. On the other hand, preliminary findings from the gender equality seal diagnosis exercise conducted by GMO in companies in the framework of the gender equality seal initiative indicate female dominated departments such as customer care/clientele and human resource departments. Female domination is largely attributed to gender stereotypes where females are perceived to perform care roles better than men.

The study on gender-based corruption at the work place conducted by Transparency International Rwanda indicates that nearly 1 in 10 respondents, personally or at least one of their workmates, experienced cases of gender-based corruption at the workplace. A work environment that is not free from sexual harassment is likely to lead women to quit their jobs mid-way into their career and this will not only affect them economically but also affect their career aspirations.

The National Institute of Statistics of Rwanda establishment census for 2017 indicates a significant discrepancy between female and male owners of businesses ranging from micro to large size enterprises where the rate of female owners of micro size enterprises is 33 percent, 29 percent for small enterprises, 15 percent for medium enterprises and 25 percent

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<sup>4</sup> National Institute of Statistics of Rwanda (NISR) Labour force survey (2018), p.VI

<sup>5</sup> National Institute of Statistics of Rwanda (NISR) Integrated Business Enterprise Survey (2018), p.18

for large enterprises. The root causes for limited participation of women in the area of entrepreneurship are perceived to be the following: limited access to collaterals to facilitate them access finance, limited financial literacy, limited capacity to develop bankable projects or business plans and limited mobility due to social expectations confining women with unpaid care work that mostly locate them in the domestic realm and low degree of risk taking.

Although the private sector federation has made progress in establishing the institutional and coordination framework for the private sector through the 10 chambers including the chamber of women entrepreneurs, it still faces limited capacities in ensuring accountability of gender mainstreaming and coordination mechanisms to monitor how gender equality is implemented across all its chambers at national and decentralised levels as well as the associations under them.

#### **1.4 Opportunities for promoting gender equality in Rwanda**

The National Gender Policy provides for a gender equality mainstreaming approach that must guide meaningful contributions of public institutions, private sector and non-state actors in promoting gender equality and women empowerment. Similarly, gender equality is among the strategic interventions spelt out by the National Strategy for Transformation (NST1) that will contribute to Rwanda's socio-economic transformation. The NST1 puts emphasis on the need to mainstream gender equality across sectors, district strategies and investments<sup>6</sup>.

For effective implementation and coordination of gender equality and women empowerment interventions, the Government of Rwanda established a well-positioned gender machinery composed of institutions devoted to advancing specific aspects of gender equality in the country's development. The Ministry of Gender and Family promotion (MIGEPROF) is in charge of policy formulation and coordination, the National Women Council (NWC) is in charge of mobilization, capacity building of women and advocacy for women's issues and the Gender Monitoring Office (GMO) is mandated to oversee how gender commitments are being implemented by different actors while also seeking accountability. At parliament level, the Women Parliamentarians Forum (FFRP) ensures that laws enacted by parliament as well as its oversight activities are gender responsive.

The creation of the Rwanda Chamber of Women Entrepreneurs (RCWE)-one of the 10 chambers of the Private Sector Federation which promotes women in business through advocacy on various obstacles that limit women from participating in business activities and the elaboration of the gender mainstreaming strategy for the private sector whose objective is to promote gender responsiveness in private sector, both provide an unprecedented opportunity for promoting gender equality and women empowerment as well as gender accountability in the private sector.

The Public Private Partnership (PPP) framework introduced by the Government of Rwanda to fast-track socio-economic development creates an opportunity for gender mainstreaming and accountability in the private sector. Being at the forefront of promoting gender equality and accountability, it becomes easier for the Government to influence the private sector to mainstream gender equality in jointly owned projects and businesses. The project will greatly

<sup>6</sup> The National Strategy for Transformation (NST 1) 2017-2024, p.16

contribute to youth empowerment by ensuring that young men and women benefit from a gender sensitive workplace which gives them their opportunity to achieve their full potential and meaningfully contribute to national development.

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## II. STRATEGY

The project is anchored on the National Strategy for Transformation (NST1) 2017-2024 specifically on the transformational governance pillar which envisages mainstreaming gender across sectors including the private sector, district strategies, investments and increasing community awareness on gender equality. In addition, the project is in line with GMO's mandate of monitoring the respect and compliance of gender equality in public, private, civil society and religious institutions and is aligned to GMO five-year strategic plan (2017-2022) specifically its strategic outcome which focuses on institutionalizing gender accountability in all sectors and at all levels.

Furthermore, the project is aligned to the gender mainstreaming strategy in the private sector specifically its objective on integrating gender principles into day to day practices of businesses. In addition, the project is in line with the Sustainable Development Goals (SDGs), specifically goal 5 which addresses gender equality.

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Moreover, the project is in line with outcomes 5 and 6 of the UNDP which aim at advancing gender equality and women's economic empowerment and promoting accountability. The project is also aligned with the UNDP's strategic plan 2018-2021, signature solution 6, which focuses on strengthening gender equality and empowerment of women and girls. UNDP will deliver on this signature solution in synergy with the UNDP Gender Strategy 2018-2021, through promoting equal economic participation. Interventions in this area will contribute to improving equitable access to transformative livelihoods and strengthen women's resilience.

The project will build on lessons learned from the work done by GMO in promoting gender accountability in the various sectors both at local and central levels. In addition, the pilot phase of the Gender Equality Seal in the private sector in Rwanda revealed important entry points to consider in addressing the persisting gender gaps in the private sector. The project will adopt the Gender Equality Seal Certification Programme model successfully implemented in Latin American countries such as Mexico, Chile and Colombia<sup>7</sup>. The proposed project is expected to contribute to the achievement of gender accountability and women empowerment in the private sector in Rwanda.

### 2.1 The Theory of Change

If private and public sector companies put in place and effectively implement gender responsive policies, the working environment will be gender conducive and will attract both men and women workforce in an equitable proportion at all levels including decision-making levels, and in all fields including those traditionally dominated by men or women, then men and women will enjoy equal benefits and opportunities.

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<sup>7</sup> The model in these countries involved the awarding of the gender seal to companies which demonstrated progress in bridging gender gaps. The gender seal worked as an incentive for companies to continue improving the respect of gender equality in the work place.



The theory of change assumptions for the project include:

- Increased knowledge of gender equality for managers in private sector companies leads to integration of gender equality in business processes, production standards and management;
- The gender seal works as an incentive for companies to continue promoting gender equality and accountability;
- Public private partnership systematically adopts gender equality and women empowerment promotion and accountability.

## **2.2 Promoting gender accountability and women empowerment in the private sector**

The Project will build on the pilot phase of the Gender Equality Seal rollout in Rwanda which aims to promote gender accountability in the private sector and targeted public institutions whose work greatly contributes to the project outcomes. The project will support institutions in their efforts to mainstream gender equality and women empowerment along six key pillars: promoting women's role in decision-making positions, fighting against gender-based pay gaps, promoting work-life balance, improving women's/men's presence in occupational areas that are traditionally male-dominated/female-dominated, eliminating sexist communication inside and outside the company, fighting against sexual harassment and sex-based harassment in the workplace and ensure a gender responsive environment in the private sector.

The Project will build capacities of women and men in top and middle management positions and gender equality committees within companies and public institutions participating in the gender equality seal certification initiative in conducting gender analysis and integrating gender equality dimensions in the organization processes and management. In addition, the project will support the Private Sector Federation (PSF) to build its institutional capacities and the capacities of its members grouped in different chambers in gender mainstreaming and monitoring with the aim of anchoring gender accountability in the private sector accountability systems. This intervention is expected to result into increased knowledge and skills on gender equality and increased participation of females in the private sector labour force.

To ensure effective advocacy on gender promotion and women empowerment in the private sector, the project will support research aimed at generating evidence on enabling factors for promoting gender equality and accountability in the private sector. Findings will be disseminated amongst participating private companies, public institutions and widely to other private sector companies and stakeholders to increase awareness on gender equality promotion and accountability.

Peer learning events bringing together GES participating companies and institutions are envisaged during the implementation of the project. Moreover, the Project will support GMO and PSF in establishing mechanisms for promoting gender responsive performance contracts (imihigo) in the private sector which once adopted by the private sector will serve as a sustainable mechanism for gender accountability in the private sector.

The above interventions will reduce prevailing gender gaps in the private sector thereby contributing to the NST1 objective of promoting equal opportunities for all Rwandans and Private sector will be mobilized to contribute to Rwanda's three HeForShe commitments.

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### **III. RESULTS AND PARTNERSHIPS**

#### **3.1 Expected Results**

At outcome level, the Project is expected to contribute to the following result areas:

**UNDAP Outcome: 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.**

In line with GMO strategic plan 2017-2022, the project will contribute to outcome 1: **Gender accountability is Institutionalized in all Sectors and at all levels**

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The project will be delivered under the following outputs:

#### **Output 1: The capacities of private sector companies and participating public institutions are enhanced to implement the gender equality seal initiative**

The Project will support the gender equality diagnosis exercise in private sector companies and selected public institutions. The diagnosis will identify gender gaps that participating companies and public institutions will have to address in order to be awarded the gender equality seal<sup>8</sup>. Focus will be on companies and selected public institutions whose work greatly contributes to the project outcomes. The gender equality seal will be determined by an independent evaluation committee which will ascertain progress made by companies and selected institutions in bridging identified gender gaps. Under this output, the project will also support peer learning events aimed at sharing experiences on implementing the gender equality seal among participating companies and institutions. One key area to look at will be integration of gender responsive performance contracts (imihigo) in the private sector processes. The project will further support the establishment of the national gender equality certification framework which will guide the implementation of the gender equality seal in private sector companies and selected public institutions. Strategic engagements with key partners is also envisaged to further promote gender equality through establishing gender accountability systems in the private sector.

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#### **Output 2: National Capacities to promote gender accountability and mainstreaming in the private sector enhanced**

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Under this output, the project will support capacity building of men and women in top and middle management positions and gender equality committees within companies and

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<sup>8</sup> The gender equality seal is a reward given to private sector companies and public institutions as a recognition for compliance to gender equality in the work place. There are three gender equality seal types: Bronze, Silver and Gold seal

participating government institutions in gender analysis and how to integrate gender equality dimensions in organizational processes. The project will also support capacity building of the Private Sector Federation (PSF) and the 10 chambers and their respective associations in gender equality and accountability. Monitoring mechanisms will be adopted to track progress in implementing gender equality commitments in the private sector and participating public institutions. This initiative will also contribute to the implementation of the gender mainstreaming strategy for the private sector and strengthen mechanisms to sustain gender equality gains in the private sector.

### **Output 3: Research and assessments conducted to generate data for evidence-based advocacy on gender accountability in the private sector**

GMO is mandated to be a hub of reference for information on gender equality. In this framework, research and assessments will be conducted to document progress, identify gaps and propose strategies to accelerate accountability to gender equality within the private sector. With established evidence, GMO and partners will be able to conduct evidence-based advocacy and advise on strategic gender programs that need to be implemented in addition to the gender seal initiative. The project will support production of advocacy materials to influence policies as well as public and private sector partnership dialogues.

In this framework, the project will amplify and sustain the HeForShe campaign in the private sector and contribute to the Rwanda HeForShe annual report to the United Nations General Assembly in the areas<sup>9</sup> which the Head of state pledged commitment. Strategic messages encouraging owners of companies to be HeForShe will be conveyed in different fora with the private sector.

### **3.2 Resources required to achieve the expected results**

This Project will require financial resources and technical expertise to achieve expected results. The total financial resources required for the implementation of the Project is estimated at US\$ 2,211,915. This includes US\$1,500,000 from UNDP core funds, US\$ 100,000 in-kind contribution from GMO and US\$ 611,915 to be mobilized from other donors. The Project will be supported by technical teams from GMO, PSF, UNDP and UN Women. Each institution will assign a Project focal point who will ensure required support to the project, backed up by the staff from departments implementing project activities.

The coordinator and communication specialist of the project will be based in GMO and will oversee and report on the implementation of all project interventions. Within its mandate, PSF will mobilize private companies to join the gender equality seal initiative and implement activities related to capacity building for PSF and its members. PSF will play the role of a Responsible Party during the period of project implementation.

At UNDP level, the project analyst within UNDP Transformational Governance Unit will act as the Project manager, supported by the project associate, under the overall coordination of the governance team leader and head of unit who will oversee the implementation of the project.

<sup>9</sup> Tripple girls enrollment in Technical and Vocational Training to advance women's economic empowerment, bridging gender digital divide and attain parity in ICT access and innovation and eradicate Gender Based Violence (GBV) in all its forms.



More staff from UNDP will also contribute to the achievement of project results and quality assurance: this includes the Project Management Unit support staff, operations and communication staff. The Project will also take opportunity of global UNDP network of experts and technical resource persons available at the Regional Service centre and at global level. If needed, the Project will hire consultants to bridge the gaps of technical expertise that the UNDP and implementing partner do not have in house or tap into other existing mechanisms such as the United Nations Volunteers (UNV) and Junior Professional Officers (JPOs) and others to ensure transfer of knowledge especially in gender analysis, research and communication.

### **3.3 Partnerships**

The project will build on the already existing partnerships with the Government especially the National Gender Machinery (NGM) institutions as well as the Private Sector Federation (PSF). Strong partnerships will be established with Development Partners that support gender equality interventions such as Sweden (SIDA), Belgium (Enabel) and UN agencies. The Project will closely work with other gender equality and women empowerment programmes to ensure synergies and complementarity to achieve NST1 targets.

### **3.4 Risks and Assumptions**

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Based on the Risk Log attached to this document, the Project anticipates the following risks:

- Limited interest in implementing the gender equality seal by participating companies;
- Private sector companies lack sustained commitment to integrate gender equality dimensions in their organizational processes;
- Staff turnover in companies and public institutions implementing the GES initiative as well as GMO and UNDP;
- Unpredictability of resources;
- Participating companies fail to respect environmental sustainability standards.

Risks will be monitored and managed on a regular basis by updating the risk log as appropriate at least on a quarterly basis and updates will be included in the project quarterly reports. In addition, the Project Steering Committee (PSC) will address project risks and follow up on relevant actions as recommended by PSC meetings. The evaluation will also provide a critical point for in-depth stock-taking of risks and relevant actions.

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### **3.5 Stakeholder engagement**

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Key project stakeholders include: GMO, PSF, UNDP, UN Women, the Ministry of Gender and Family Promotion (MIGEPROF), the Ministry of Trade and Industry (MINICOM), the Ministry of Public Service and Labour (MIFOTRA) and Rwanda Development Board (RDB). GMO and PSF will be involved in the day to day implementation of the project with support from UNDP and UN Women. PSF will particularly mobilize private companies to join the gender equality

seal initiative and build capacities of its members in gender analysis, gender mainstreaming and accountability. MIGEPROF, RDB, MIFOTRA and MINICOM will be part of the gender equality seal certification committee and will ensure that policies and strategies for public private partnerships are gender responsive. GMO, PSF, UNDP and UN Women will assume quality assurance responsibilities to ensure the project delivers on its intended results. GMO and UNDP will ensure that the resources required for the implementation of the project are available by devising a resource mobilization strategy for the project.

### **3.6 South-South and Triangular Cooperation (SSC/TrC)**

UNDP will facilitate South-South Cooperation (SSC) especially experience sharing with countries implementing the gender equality seal certification initiative in the private and public sector and countries intending to implement the initiative and other events showcasing gender related best practices. As much as possible, experience from the Gender Equality Seal for the private sector in Latin American countries which successfully piloted the gender seal will be used to support the implementation of the seal in Rwanda. In addition, GMO and PSF will share the gender seal experience with countries especially those coming for study tours to Rwanda to learn best practices on gender equality and women empowerment. UN Women and MIGEPROF will provide a platform for amplification of HeForShe campaign and contribute to leveraging this advocacy in different fora.

### **3.7 Knowledge management and Innovation**

The Project will support knowledge transfer between the Implementing Partners- (GMO) and PSF, and other relevant partners and the public at large through media and gender accountability day events. Knowledge expected to be shared includes data/findings from various gender assessments and best practices coming out of the project intervention.

The findings from the assessments will also stimulate policy dialogue with policy-makers and relevant stakeholders and the availed data will inform policies, development plans and strategies. The Gender Management Information System (GMIS) managed by GMO will be a key gender data repository on private sector gender related indicators for future planning purposes. The Project will explore innovative ideas aimed at promoting gender equality in the private sector especially gender equality performance contracts (imihigo) for the private sector.

At the end of the project, a final evaluation, including lessons learned, will be produced by UNDP in close collaboration with Gender Monitoring Office and PSF. Success stories will be documented and shared with wider audiences.

### **3.8 Project Sustainability and scaling up**

The Project is aligned to the Government of Rwanda's national development goals and strategies, including the long-term and medium-term development plans- Vision 2050, the 7-year government Programme/ NST1 (2017-2024), and GMO strategic plan (2017-2022).

The Project aims to ensure proper buy-in and support at every level, with a view to maximising impact and sustainability of the different activities and interventions. To the greatest extent possible, change processes will be institutionalized to ensure sustainability beyond the life of the project. UNDP is committed to promoting national ownership at every



step and supporting national actors and stakeholders in adopting applicable and sustainable models.

Investing in developing the skills and knowledge of people is a sustainable approach provided if it is appropriately targeted and well-delivered. The Project will train staff from different stakeholders including representatives of private sector companies on gender analysis and how to mainstream gender in business, corporate governance and management processes.

This pilot phase is expected to lay a foundation for more companies to join the gender equality seal initiative. The project results are expected to inform a system of gender accountability in the private sector.

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#### **IV. PROJECT MANAGEMENT**

##### **4.1 Cost Efficiency and Effectiveness**

The Gender Monitoring Office (GMO) will be the implementing partner and will be in charge of the day to day management of the project. GMO will ensure that the Project activities are implemented in accordance with the Project document resources and results framework and budget, as well as the work-plans and related budgets which will be developed in partnership with UNDP and PSF on annual basis. GMO will be accountable to the Project Steering committee and UNDP for the resources that will be submitted to its project account for the implementation of project activities.

The Implementing partners will ensure that essential staff are appointed to ensure adequate project implementation, coordination and supervision, and that a focal person with liaison responsibilities is selected to represent the Implementing partner.

##### **4.2 Project Management**

GMO will provide working space and required equipment and services for the project management team based at GMO. The team will be composed of the coordinator and the communication specialist. The monetary value for GMO contribution on equipment and other services for the project management team is estimated at US\$100,000.

In addition, UNDP based Project team composed of the project manager, the programme associate and the programme specialist will provide support to the daily management of the project which includes coordinating analytical works, monitoring and evaluation, capacity building of the implementing partner and quality assurance of the project. As per UNDP guidelines on Direct Project Costing (DPC), UNDP Project staff contribution to the implementation of the Project will be directly charged by UNDP, guided by the annual Country office workload Study Survey. The Implementation Support Services will also directly be charged on the Project budget as per UNDP Financial rules and regulations. For funds from sources other than UNDP Core resources, an 8 percent general management services (GMS) will be charged on all such fund expenditures. Moreover, a 1 percent of the total project annual budget will be allocated to UNDP communication to advocate for the project, communicate its results and contribute to resource mobilisation.

The coordination of this Project's activities and outputs will be ensured through the Project steering committee which will convene on a bi-annually basis and ad hoc coordination mechanisms that the implementing partners may suggest.

The Project Steering Committee will be composed of: GMO (Chair), UNDP (Co-chair), and members including: PSF, the Ministry of Finance and Economic Planning (MINECOFIN), MIGEPROF, UN Women, MINICOM and MIFOTRA. In the course of project implementation, other members will join based on the recommendation of the steering committee.

Coordination with other UNDP and UN projects will be done by the Governance Team of UNDP Country Office and information will be shared during the regular One UN Results groups meetings. The project will be subject to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.



## V. RESULTS FRAMEWORK



<p>Results Framework<sup>10</sup></p> <p><b>UNDAF outcome:</b> 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.</p> <p><b>GMO strategic plan (2017-2022) Outcome 1:</b> Gender accountability is institutionalized in all Sectors and at all Levels</p>	<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p> <p>Indicator 4.1. Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group</p> <p>Baseline: 77.01%</p> <p>Target: 85%</p> <p>Indicator 4.3: Citizen satisfaction with quality of service delivery.</p> <p>Baseline: 72.9%</p> <p>Target: 77.93%</p>	<p><b>Applicable Output(s) from the UNDP Strategic Plan: Output 3.3.1: Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies</b></p>	<p><b>Project title and Atlas Project Number: 00114082</b></p>
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<sup>10</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.





EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS <sup>12</sup> (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018/19	Year 2019/20	Year 2020/21	Year 2021/22	Year 2022/23	
<b>Output 1: Capacities</b> of Private sector companies and participating public institutions to implement the gender equality seal initiative enhanced	<b>1.1</b> Number of private companies and public institutions implementing gender equality commitments through initiligo	GMO Reports	0	2018	3	13	23	43	50	Annual GMO reports Risk: N/A
	<b>1.2</b> Extent <sup>13</sup> to which companies and public institutions implement gender equality seal dimensions <sup>14</sup>	GMO Reports	0	2018	0	1	2	3	3	Annual GMO reports Risk: N/A
	<b>1.3</b> Number of private companies and public institutions certified with any of the three gender equality seals (Bronze, Silver, Gold)	GMO reports	0	2018	0	10	20	30	30	Annual GMO reports Risk: N/A
<b>Output 2:</b> National capacities to promote gender accountability and gender mainstreaming in the private sector enhanced	<b>2.1</b> Number of managers, members of the gender equality committees and PSF members with knowledge on gender equality and gender analysis capacities	GMO Reports	0	2018	30	60	90	120	120	Annual GMO reports Risk: N/A

<sup>11</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<sup>12</sup> Quantitative targets from the second to the fifth year of implementation are cumulative

<sup>13</sup> The scale for extent is defined as: 0 = Not at all; 1 = To a small extent; 2 = To some extent and 3 = To a great extent. 0 means there is no gender equality seal dimension implemented, 1 means at least 2 out of 6 dimensions are implemented, 3 means at least 4 out of 6 dimensions are implemented

<sup>14</sup> The dimensions are: Promoting women's role in decision-making positions, fighting against gender-based pay gaps, promoting work-life balance, improving women's presence in occupational areas that are traditionally male-dominated/female-dominated, eliminating sexist communication inside and outside the company and fighting against sexual harassment

EXPECTED OUTPUTS	INPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018/19	Year 2019/20	Year 2020/21	Year 2021/22	Year 2022/23		
	2.2 Number of companies and institutions that integrate gender equality principles in their processes and procedures	GMO Reports	0	2018	0	10	20	30	30	Annual GMO reports Risk: attribution of the project intervention to results	
Output 3: Research and assessments conducted to generate data for evidence-based advocacy on gender accountability in the private sector	3.1 Assessment on mechanisms to promote gender accountability in the private sector conducted	GMO Reports	0	2018	No	Yes	-	-	Yes	Annual GMO report Risk: N/A	
	3.2 Number of Evidence based dialogues on gender accountability in the private sector conducted	GMO reports	0	2018	0	2	4	6	8	Annual GMO report Risk: N/A	



## VI. FIVE-YEAR WORK PLAN AND BUDGET

PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET		
	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023				Total Amount	Available	To be mobilised
Output 1: Capacities of Private sector companies and participating public institutions to implement the gender equality seal initiative enhanced											
1.1 Conduct gender equality diagnosis and develop tools for private companies and public institutions	35,000	84,500	86,500	85,000	70,000	GMO	UNDP, Other donors	Consultancy, workshops/meetings, Travel, Perdiem, Hotel	361,000	254,915	106,085
1.2 Recognizing and certifying companies and public institutions participating in the gender equality seal initiative		40,000	40,000	40,000	30,000	GMO	UNDP, Other donors	consultancy, Meetings, awards, certificates	150,000	110,000	40,000
1.3. Monitoring the implementation of the gender equality seal initiative		10,000	10,000	10,000	10,000	GMO	UNDP, Other donors	Travel, meetings, perdiems, hotel	40,000	28,000	12,000
1.4. Organizing peer learning events for companies and public institutions participating in the gender equality seal Project	20,000	20,000	20,000	20,000	20,000	GMO, PSF	UNDP, Other donors	Travel, meetings/workshops, perdiems, hotel	100,000	70,000	30,000
1.5. Undertake Strategic engagements with key stakeholders to strengthen gender accountability in the private sector	5,000	10,000	10,000	10,000	5,000	GMO	UNDP, Other donors	Workshops/meetings, travel, perdiems, hotel	40,000	10,000	30,000
1.6 Develop a national gender equality certification framework for both the private and public sector		30,000				GMO, PSF	UNDP	Consultancy, workshops/meetings	30,000	25,000.00	5,000.00
Total Output1:	60,000	194,500	166,500	165,000	135,000				721,000	497,915	223,085
Output 2: National Capacities to promote gender mainstreaming in the private sector enhanced											
2.1 Capacity Building for private and public sector stakeholders in gender analysis and mainstreaming	5,000	45,000	45,000	45,000	30,000	GMO, PSF	UNDP, Other donors	Consultancy services, Workshops, Perdiem	170,000	128,000	42,000
2.2 Capacity building of PSF members in Gender Equality and gender analysis	5,000	50,000	45,000	40,000	35,000	PSF	UNDP, Other donors	Consultancy services, Workshops/meetings, travel, hotel, perdiem	175,000	118,085	56,915

PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET		
	2018/19	2019/20	2020/21	2021/22	2022/23				Total amount	Available	To be mobilised
2.3 Strengthen PSF capacities to mainstream, promote and advocate for gender equality and support to advocacy activities	5,000	20,000	10,000	10,000	10,000	PSF	UNDP	Consultancy, workshop/meetings, travel, hotel, per diem	55,000	40,000	15,000
<b>Total output 2</b>	<b>15,000</b>	<b>115,000</b>	<b>100,000</b>	<b>95,000</b>	<b>75,000</b>				<b>400,000</b>	<b>286,085</b>	<b>113,915</b>
<b>Output 3: Research and assessment conducted to generate data for evidence-based advocacy on gender accountability in the private sector</b>											
3.1 Conduct assessments on the status of gender mainstreaming and mechanisms for promoting gender accountability in the private sector	5,000	40,000			39,225	GMO, PSF	UNDP, Other donors	Consultancy services, workshop/meetings, travel, hotel, per diem	65,000	40,000	25,000
3.2 Organise dialogues on gender equality and gender accountability in the private sector		23,120	30,000	30,000	20,000	GMO, PSF	UNDP, Other donors	Workshops/Conferences, travel, per diem, Hotel	103,120	75,000	28,120
<b>Total Output 3</b>	<b>5,000</b>	<b>63,120</b>	<b>30,000</b>	<b>30,000</b>	<b>59,225</b>				<b>187,345</b>	<b>115,000</b>	<b>53,120</b>
<b>4: support to communication for results</b>											
4.1 Support communication of results	18,300	29,920	29,565	29,565	14,565	UNDP, GMO	UNDP, Other donors	Consultancy, communication materials, media	121,915	70,000	51,915
4.2 Communication specialist	22,000	22,000	22,000	22,000	22,000	GMO	UNDP, Other donors	Staff costs	110,000	80,000	30,000
<b>Total communication</b>	<b>40,300</b>	<b>51,920</b>	<b>51,565</b>	<b>51,565</b>	<b>36,565</b>				<b>231,915</b>	<b>150,000</b>	<b>81,915</b>
<b>5. Project management and oversight strengthened</b>											
5.1 Project coordinator	34,320	64,448	63,629	63,629	63,629	GMO	UNDP, Other donors	Staff costs	289,655	222,655	67,655
5.2 Project Monitoring and quality assurance	5000	5,000	5,000	5,000	5,000	UNDP, GMO	UNDP, Other donors	Travel, Consultancy	25,000	20,000	5,000
5.3 Direct Project Costing (DPC)	36,000	40,000	40,000	40,000	36,000	UNDP	UNDP, Other donors	Staff costs	192,000	161,000	31,000
5.4. Evaluations (Mid-term and End Term)			15,000		25,000	UNDP	UNDP, Other donors	Consultancy	40,000	30,000	10,000
5.5. Conduct audits and Spot checks	5,000	5,000	5,000	5,000	5,000	UNDP	UNDP, Other donors	Consultancy	25,000	18,000	7,000

PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	Funding source	Budget description	PLANNED BUDGET		
	2018/19	2019/20	2020/21	2021/22	2022/23				Total amount	Available	To be mobilised
Total Project Management	80,320	114,448	128,629	113,629	134,629				571,655	451,000	120,655
Government in-kind contribution (working space, office equipment, transport, internet, meetings, communication, etc.)	20,000	20,000	20,000	20,000	20,000	GMO	GMO	Office equipment, internet, transport, meetings, working space, communication	100,000	100,000	0
<b>TOTAL</b>	<b>220,620</b>	<b>558,988</b>	<b>496,694</b>	<b>475,194</b>	<b>460,419</b>				<b>2,211,915</b>	<b>1,600,000</b>	<b>611,915</b>

## VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the Project will be monitored through the following monitoring and evaluation plans:

### 7.1 Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the Project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by Project management.	UNDP, GMO, PSF, MINICOM	N/A
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by Project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, GMO, PSF, MINICOM	N/A
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the Project.	At least annually	Relevant lessons are captured by the Project team and used to inform management decisions.	UNDP, GMO, MIGEPROF, PSF, UN WOMEN, MINICOM	N/A
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the Project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to	UNDP	N/A

<b>Monitoring Activity</b>	<b>Purpose</b>		<b>Frequency</b>	<b>Expected Action</b>		<b>Partners (if joint)</b>	<b>Cost (if any)</b>
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.		At least annually	Performance data, risks, lessons and quality will be discussed by the project steering committee and used to make course corrections.		UNDP, GMO, PSF	
<b>Project Report</b>	A progress report will be presented to the Project steering committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.		Annually, and at the end of the project (final report)			UNDP, GMO, PSF	
<b>Project Review (steering committee)</b>	The Project's governance mechanism will hold regular project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme. In the project's final year, the Programme steering committee shall hold an end of programme review to capture lessons learned and discuss opportunities for scaling up and to share Project results and lessons learned with relevant audiences.		Quarterly	Discuss any quality concerns or slower than expected progress and identify and agree on management actions.		UNDP, GMO, MIGEPROF, UN WOMEN, PSF, MINICOM	10,000 \$

## 7.2 Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid- Term Evaluation	N/A		Outcome 6	30/06/2021	UNDP, GMO, PSF, MINICOM	US\$ 15,000 (Core)
End Term Evaluation	N/A		Outcome 6	31/12/2022	UNDP, GMO, PSF, MINICOM	US\$ 25,000 (Core)



## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be directed by a **Project Steering Committee** which will be co-chaired by the Chief Gender Monitor (GMO) and the UNDP Rwanda Resident Representative. The steering committee will meet on a periodic basis (half-yearly or more frequent if needed) to review the strategic direction of the Project, ensuring accountability and proper oversight. Steering committee meetings will also provide a forum for rigorous quality control and review of progress. This will entail setting and revising deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments, including any prioritization of activities if the Project is not fully funded. To ensure UNDP's ultimate accountability, the Project steering committee decisions should be made in accordance with corporate UNDP standards that shall ensure best value for money, fairness, integrity, transparency and effective accountability.

The Project steering committee will comprise the following:

**The Executive:** the role of the Executive will be held by the GMO Chief gender Monitor. The Ministry of Finance and Economic Planning (MINECOFIN), MINICOM and the Ministry of Gender and Family Promotion (MIGEPROF) will also be part of the Executive. The Executive is ultimately responsible for the Project, assisted by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the Project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive should ensure that the Project respects value for money, ensuring a cost-conscious approach to the Project, balancing the demands of beneficiary and supplier.

**The Senior Beneficiary:** GMO and PSF will hold the role of Senior Beneficiary. The Senior Beneficiary is responsible for validating the needs and monitoring that the solution will meet those needs within the lifecycle of the Project. The role represents the interests of all those who will benefit from the Project. The Senior Beneficiary monitors progress against targets and quality criteria. The Implementing partner will certify the Combined Delivery Reports (CDRs) on annual basis following the annual calendar year (January-December) in line with Atlas CDR reports calendar.

**Senior Supplier:** UNDP and UN Women will hold the role of Senior Supplier. The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the steering committee is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources as required.

**Quality Assurance:** The Quality Assurance role supports the steering committee and is assumed by the Project Analyst, UNDP, and by the Head of the UNDP Governance Unit. Together, they carry out objective and independent oversight and monitoring functions on behalf of the steering committee. This role ensures that appropriate Project management milestones are managed and completed.

The Project steering committee will specifically be responsible for the following:

- Meeting regularly to deliberate on the Project's progress and revising the Progress Reports. The Project steering committee has a decision-making role within the Project



and thus will deliver direction and recommendations to ensure that the agreed deliverables are produced satisfactorily in line with the Project Document. This also means that the Project steering committee can make changes to the Project based on the progress reports and recommendations from project staff and partners alike;

- Revising and assessing the detailed Project plan and Annual Work Plan, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan;
- Providing overall guidance and direction to the Project;
- Addressing any project-related issues as raised by the Project coordinator;
- Providing guidance and agreeing on possible countermeasures/management actions to address specific risks;
- Agreeing on the Project coordinator's milestones in the Annual Work Plan and quarterly plans when required;
- Reviewing Combined Delivery Reports (CDR) prior to certification by the Implementing Partner(s);
- Reviewing each of the Annual Work Plan upon completion, and approving continuation to the next Annual Work Plan (AWP);
- Appraising the Project Annual Progress Report, and making recommendations for the next Annual Work Plan;
- Providing ad-hoc direction and advice for exceptional situations when tolerances of parties are exceeded;
- Providing strategic orientation and recommendations to the Project coordinator and implementers;
- Ensuring full implementation of the Project and assuring that all Project deliverables have been produced satisfactorily by the end of the Project;
- Reviewing and approving the final Project report, including lessons learnt;
- Commissioning a Project evaluation (based on a consensus by the Project steering committee).

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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

### 9.1 Legal context

This Project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Rwanda and UNDP, signed on 02/02/1977. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

The Project will be implemented by the Gender Monitoring Office (GMO) as implementing partner, in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

### 9.2 Risk Management

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the Project is being carried out;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Project and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partners shall: (a) conduct project and Project-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement

any management or mitigation plan prepared for the project or Project to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other Project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any Project or Project -related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to Project sites, relevant personnel, information and documentation.



# ANNEX: OFFLINE RISK LOG

Project Title: Promoting Gender Accountability in the Private sector in Rwanda

Project ID: 00118129

Output ID: 00115102, 00115102, 00115103

LPAC Date: 25/03/2019

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by:	Last Update	Status
1	Limited interest in implementing the gender equality seal by participating companies	March 2019	Political	Major disruption to all project activities P = 3 I = 4	Conduct advocacy on gender equality with participating companies	Project coordinator	Program analyst	March 2019	
2	Private sector companies lack sustained commitment to integrate gender aspects in their organizational processes	March 2019	Political	Results may not be achieved as planned P = 2 I = 4	Advocacy, capacity development and monitoring of project results	Project coordinator	Program analyst	March 2019	
3	Staff turnover in companies and public institutions implementing the GES initiative as well as GMO and UNDP.	March 2019	Operational	Delays in the implementation of the gender equality seal P = 3 I = 4	Create incentives for staff through capacity building and adequate supervision	Project coordinator	Program analyst	March 2019	
4	Unpredictability of resources	March 2019	Operational	Lack of adequate resource leads to failure to	Develop and implement a resource	Resident Representative, Chief Gender	Program analyst	March 2019	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by:	Last Update	Status
4	Unpredictability of resources	March 2019	Operational	Lack of adequate resource leads to failure to achieve results  P = 2 I = 4	Develop and implement a resource mobilization plan	Resident Representative, Chief Gender Monitor	Program analyst	March 2019	
5	Participating companies fail to respect environmental sustainability standards	March 2019	Operational	Production of chemical products that may be harmful to the environment  P = 2 I = 3	Ensure due diligence is conducted before engaging with the private sector companies	Resident Representative, Chief Gender Monitor	Program analyst	March 2019	

**P** in the table stands for probability of the risk happening  
**I** stands for the impact after the risk happens