

Evaluation of the “Transformative Approaches to Recognize, Reduce, and Redistribute Unpaid Care Work in Women’s Economic Empowerment Programming”



Programme Implementation Timeframe	April 2021- April 2023
Evaluation Timeframe	December 2022-April 2023

FINAL REPORT

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April 25, 2023

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Acronyms and abbreviations

3R	Recognize, Reduce, and Redistribute
5R	Recognize, Reduce, Redistribute, Reward, and Represent
BDF	Business Development Fund
BNR	National Bank of Rwanda
BPfA	Beijing Platform for Action
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
COVID-19	Corona Virus Disease 19
CSO	Civil Society Organization
DWYDP:	Department of Women Youth and Persons with Disabilities
ECD	Early Childhood Development
FBO	Faith-Based Organisation
FGD	Focus Group Discussion
GAC:	Global Affairs Canada
GBV:	Gender Based Violence
GDP	Gross domestic product
GMO	Gender Monitoring Office
ILO	International Labour Organization
IP	Implementing Partners
M&E	Monitoring and Evaluation
MIFOTRA	Ministry of Public Service
MIGEPROF	Ministry of Gender and Family Promotion
MINAFFET	Ministry of Foreign Affairs & International Cooperation
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINEMA	Ministry in Charge of Emergency Management
MINICOM	Ministry of Trade and Industry
MINIJUST	Ministry of Justice
MTF	Multi-Tier Framework
NSC	National Steering Committee
NGO	Non-Governmental Organization
NISR	National Institute of Statistics of Rwanda
NST	National Strategy for Transformation
ProDoc	Programme/Project Document
PSF	Private Sector Federation
O.G.	Official Gazette
OECD	Organisation for Economic Co-operation and Development
RCA	Rapid Care Assessment
RTM	Risks that Matter
SNA	System of National Accounts
UCW	Unpaid Care Work
UN	United Nations
UNDP	United Nations Development Programme
UNTS	United Nations Treaty Series
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VUP	Vision 2020 Umurenge Programme

EXECUTIVE SUMMARY

An independent final evaluation of the programme “Transformative Approaches to Recognize, Reduce and Redistribute Unpaid Care Work in Women’s Economic Empowerment Programming”, the 3R Programme, has been commissioned by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and conducted between December 2022 and April 2023. This evaluation report provides findings and recommendations derived from an integrated analysis of data from stakeholder consultations and field visits, as well as from a desk assessment of programme documents.

Programme rationale: Care work is essential for human well-being as well as for a vibrant, sustainable economy with a productive labour force. The centrality of care to sustainable development and its relevance for gender equality are now widely recognized by the global community, including as a target under Sustainable Development Goal 5.1. Prior to the COVID-19 crisis, women already did three times as much unpaid care and domestic work as men with women on average doing some 4.1 hours per day compared to men who on average do some 1.7 hours. To address the inequities in unpaid care, UN Women developed the 3R Programme, which was implemented in Rwanda, Senegal and South Africa with funding from Global Affairs Canada (GAC). The overarching goal of the programme was to remove the structural barriers to women’s full and equal participation in the economy by recognizing, reducing and redistributing unpaid care work.

The 3R Programme Theory of Change was to contribute to this overarching goal and programme impact through the following two outcomes:

- 1) National and local governments develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work by women and girls.
- 2) Women’s cooperatives and other organizations provide transformative care services in rural and/or urban areas to reduce and redistribute unpaid care work.

The Theory of Change framed the programme as follows:

- 1) If national and local laws, policies and services recognize and address the disproportionate share of unpaid care work by women and girls; and
- 2) Transformative care services in rural and urban areas reduce and redistribute unpaid care work;
- 3) Then women’s and girls’ unpaid care work in Rwanda, Senegal and South Africa is reduced, freeing up their time to equally contribute to and benefit from sustainable livelihoods;
- 4) Because structural gender inequalities that prevent women and girls from realizing their economic rights and empowerment were removed.

Overview of the 3R Programme: A literature review and interviews affirmed that the 3R Programme was built on UN Women’s expertise at the global, regional and country level as well as on UN Women’s existing strong partnerships with women’s cooperatives and other women’s rights organizations, traditional leaders, communities, men and boys, and the private and public sectors to address unequal power relations, systemic discrimination and harmful norms and practices that underpin inequities in care work across the three countries. Tables 1a and 1b provide summaries of the programme that was implemented:

Table I : Summary of the 3R Programme: Transformative Approaches to Recognize, Reduce and Redistribute Unpaid Care Work in Women’s Economic Empowerment Programming

Objectives of the programme	<p>Goal: Structural barriers to women’s full and equal participation in the economies of Rwanda, Senegal and South Africa are removed by recognizing, reducing and redistributing unpaid care work.</p> <p>Outcome 1: National and local governments develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work by women and girls.</p> <p>Outcome 2: Women’s cooperatives and other organizations provide transformative care services in rural and/or urban areas to reduce and redistribute unpaid care work</p>
Target groups	National and local governments, including traditional and community leaders; national, provincial and women-led organizations, associations and cooperatives; women farmers and smallholder farmer organizations; civil society organizations; men and boys; private sector providers of microinsurance
Locations of the programme	Global implementation included normative support, knowledge management, monitoring and reporting, and overall coordination. Country implementation was carried out in Rwanda, Senegal and South Africa.

Evaluation purpose, objectives and intended users: The purpose of the final evaluation was to assess programme results and how and why they were achieved or not; the assessment can inform decisions such as whether to continue, improve, scale up or replicate the programme elsewhere. The evaluation aimed to assess the programme’s effectiveness, record evidence on the results, and highlight the strategies that have contributed to, or hindered, their achievement. In addition, the evaluation team assessed the project’s contribution to increased national capacity, ownership and transparency.

The primary and secondary users of this evaluation report are as follows:

Primary users	Secondary users
UN Women	
UN system	Traditional and religious leaders
Governments, including all national governmental entities working in care services and insurance services	Academia and research institutions
Donors	Local authorities and community leaders
Programme staff	The private sector including companies providing care services; climate-resilient, time-saving technologies; insurance; and digital products
Implementing partners involved in the design, implementation and oversight of the 3R Programme, and who executed programme activities on the ground	Civil society organizations (CSOs) involved in unpaid care work
	Early Childhood Development (ECD) centres
	Cooperatives and associations

Evaluation process: The evaluation was carried out between December 2022 and April 2023 by an evaluation team comprised of one senior evaluation consultant and one national expert. Evaluators visited all three countries and collected data using stakeholder maps of the three country programmes.

Findings

Relevance

The evaluation team assessed that the 3R Programme has specifically responded to the need for more programmatic interventions on recognizing, reducing and redistributing (3Rs) women's unpaid care and domestic work, as well as overall time poverty. In Rwanda and Senegal, the evaluation team observed and confirmed the application of a holistic package of solutions, i.e. transformative care services, including the provision of childcare services, early childhood education, and access to time-saving infrastructure and services that enable and/or strengthen women's effective participation in economic empowerment programmes and interventions. Though programme implementation largely failed in South Africa, its design was clearly mapped out and actively involved the participation of the programme participants, implementing partners and government partners. With support from Global Affairs Canada, the 3R Programme successfully integrated a stand-alone care component into existing UN Women programmes on climate-resilient agriculture and rural women's economic empowerment in the three target countries.

The programme design responded to the aspirations of Rwanda, Senegal and South Africa to achieve inclusive economic growth and nationalized SDGs (mainly targets under SDGs 5, 8 and 4) by creating a more enabling environment for women's economic participation. Using the integration of Women's Empowerment Principles¹ (WEPs) as leverage, the 3R Programme promoted positive transformation in relation to several key drivers for women's social and economic empowerment which contributed to the achievement of the three countries' international obligations and the UN Women global and country-level strategic plans.

Effectiveness

The programme design and implementation clearly integrated key entry points and strategic partnerships to promote women's economic empowerment at the policy, institutional and grassroots levels. Governments, implementing partners and UN Women worked collaboratively to address 3R priorities. By providing time-saving technologies to women at the grassroots level, the evaluation team observed a dramatic reallocation of women's and girls' time to support their economic empowerment and the inclusion of women-owned enterprises into value chains. In Rwanda and Senegal, programme implementation contributed to immediate improvement in early childhood development and saw the redeployment of time to achieve more active participation of women in the economy as one of the most effective strategies to remove disparities against women and achieve more inclusive economic growth (SDG 1 and SDG 10) in Rwanda and Senegal, and marginally for South Africa.

To review the Theory of Change, evaluators inspected and observed the high quality of the time-saving and climate-resilient technologies and equipment, services and infrastructure, along with capacity-building activities, and that they were relevant to women's interests and needs across the three countries. The training programmes were described as very effective by trainees in focus groups, but the effectiveness could be improved through standardization, longer training duration and better sequencing of training activities. The advocacy and policy interventions were positively applied at local levels but suffered from the short duration of the programme (18 months) at national levels to coordinate and advocate with governments and stakeholders, which required more time to internalize the programme.

Efficiency

Guided by the principle of Leaving No One Behind (LNOB), the programme targeted the neediest women and emphasized the needs of the most vulnerable women, which was evident in the allocation of the budget to promote their employability and the inclusion of women-led cooperatives into the market. Allocation of resources was done strategically and with sustainability in mind, taking into account the strategic position of the partners to contribute to the achievement of outputs, as well as their capacities to take over assets and infrastructure developed under the programme after the programme closed.

¹ The Women's Empowerment Principles are a tool meant to guide the private sector to improve gender equality.

The implementation of the 3R Programme was cost-effective and presented a good value for money in Rwanda and Senegal. For Rwanda, the programme design, onboarding, implementation and reporting all worked according to plan and by the time of evaluation, 100 per cent of deliverables by implementing partners and 97 per cent of the activities by the UN Women Country Office had been completed.

For Senegal and South Africa, the concentration of activities in the second part of the financial year can be attributed to the late operational start of the programme. The initial months beginning in October 2021 were mainly dedicated to the onboarding of programme staff, whereas the early months of 2022 were mostly employed for the selection of the main implementing partners and of the consulting firms in charge of supporting the various components of the project.

For Senegal, lengthy selection and administrative processes resulted in the signature of the agreement with Agence Régionale de Développement de Dakar (ARD) in April 2022 with funds being transferred to the implementing partner only in May. ARD resorted to pre-financing the first activities to partially mitigate the late start, but the delays nonetheless significantly reduced the overall implementation period. An extension to the initial implementation period up to December 2022 proved necessary to ensure the finalization of programme activities, followed by a further extension to finalize specific activities in the first trimester of 2023.

For Senegal, good practices emerged in the use of human resources, which leveraged available technical capacities across UN Women. The Regional Office strongly participated in programme implementation, with two members of personnel from the UN Women West and Central Africa Regional Office personally leading the policy and innovation components of the 3R Programme. Interviewed UN Women personnel regarded this practice as a valuable means to enhance internal capacity-building, and external stakeholders appreciated the support of thematic experts to support specific components, in addition to the overall project management and coordination functions assumed by UN Women.

Concerning South Africa, apart from the Azali Health Care component, no significant programmatic implementation took place to allow evaluation, but observations were made about Azali Health Care. Under Outcome 1, between January and December 2022, the 3R Programme implemented by the UN Women South Africa Multi-Country Office (SAMCO) continued to work with Azali Health Care as an implementing partner, pursuing outputs under the two outcomes and specifically undertaking advocacy activities through the Men's Parliament on laws and policies that seek to recognize and reduce unpaid care work among men, women, boys and girls for women's economic empowerment; the capacity-building of national and local authorities to develop and implement laws; policies and services that address unpaid care work through mapping of care services; evidence from commissioned studies to identify gaps in laws and policies related to unpaid care work; and awareness-raising activities with community members.

Sustainability

Across the three programme countries, the choice of partners and entities involved in programme implementation stands out as a key enabler of sustainability. Key stakeholders, including governments and implementing partners, expressed full appreciation, commitment and expertise for continuing to work to remove structural barriers to women's full and equal participation in the economies of Rwanda, Senegal and South Africa after the programme closes. For Senegal, the key implementing partner, ARD, has been working in the territory for 25 years and is strongly established on the ground where it will continue operating following the end of the 3R Programme. This will allow the organization to continue nurturing their partnership with the Women's Rice Producers Network of the North (REFAN) and other programme participants who will provide post-programme information, allowing ARD to monitor the evolution of 3R Programme benefits during future field missions in the area.

The capacity-building component represented a hallmark of the 3R Programme's contribution to sustainability across the three countries targeting the government, local authorities, implementing partners and civil society organizations. A key success in Senegal was the training provided to ARD's Regional Technical Committee members who were empowered on the various dimensions of unpaid care work, their implications on women's empowerment, and on approaches to address related inequalities.

In Rwanda, the Rwanda Men's Resource Centre (RWAMREC) significantly contributed to challenging cultural gender norms that prevent men and boys from being involved in care work, which is a major barrier to women's economic empowerment in the Kirehe, Ngoma and Nyaruguru districts. A partnership with ActionAid contributed to raising awareness through policy dialogues and capacity-development initiatives on women's burden of unpaid care work, targeting local leaders, religious leaders, women's representatives and development partners in the Gasabo and Musanze districts. UN Women Rwanda also partnered with three national non-governmental organizations (NGOs)—the Adventist Development and Relief Agency (ADRA), Association of Volunteers in International Service (AVSI) and Help a Child—to assess the capacity of women's cooperatives in terms of care service provision in the three districts. The NGOs selected four cooperatives in total to implement care solutions. The evaluator observed high-quality Early Childhood Development centres and listened to the testimony of teachers and parents about how the 3R Programme has changed the lives of hundreds of households and that thousands of women are now able to engage in agricultural cooperatives.

Through the partnerships with the Rwanda Development Organization (RDO) and the Institut Africain pour le Développement Economique et Social (INADES), UN Women Rwanda also provided women's cooperatives and other organizations access to time-saving, climate-resilient technologies and equipment needed to provide transformative care services. These included rainwater harvesting storage facilities, improved cooking stoves that are fuel-efficient, drying sheds, plastic silos, solar powered/manual irrigation pumps, shellers, grinders, sprayers and cleaning tools.

The policy implementation and advocacy work done through the 3R Programme represents another factor holding promise for sustainability. Across the three countries, strong advocacy work leveraged the National Gender Policies, protocols and legal provisions and, by simultaneously acting at the local and national levels, the 3R Programme contributed to sparking policy-level conversations on unpaid care work, as well as making tangible steps towards its mainstreaming.

At the local level, the inclusion of unpaid care work in six Local Development Plans in Senegal marks a landmark in dismantling structural gender inequalities that prevent women and girls from realizing their economic rights and empowerment. For South Africa, the evaluation team assessed that UN Women SAMCO's work succeeded in implementing policy-related work that fulfils the normative, coordination and operational mandates of UN Women. The partnership with Azali Health Care allowed for greater reach to communities and platforms nationally to raise awareness on the 3Rs of unpaid care work and enable behaviour change among men and boys to act as HeForShe² advocates.

Gender, human rights and disability inclusion

The overarching approach of the 3R Programme was to identify and tackle the root causes of gender inequality. Its transformative nature lies in its questioning of existing norms and dynamics that regulate unpaid care work and contribute to perpetuating gender inequalities. The recognition of unpaid care as a key obstacle to women's economic empowerment constitutes the innovative basis around which efforts to engage other actors to take responsibility for this work and redistribute it are conceived. To achieve

² HeForShe is the United Nations global solidarity movement for gender equality. It entails an invitation for men and people of all genders to stand in solidarity with women to create a bold, visible and united force for gender equality. <https://www.heforshe.org/en>

its objectives, the programme strongly invested in the participation and promoted the involvement of programme participants at all stages—especially those in danger of being left behind.

Programme participants were also directly involved in the definition of operational activities on the ground. At the local level, women farmers participated in the consultations for identifying the time-saving solutions that would be most relevant to their work, in contrast to having to accept predefined service packages. The strong use of research elements through context and needs assessment allowed the generation of valuable information to explain the various dimensions of unpaid care work, with the aim of finding relevant solutions that would directly respond to the needs of the most vulnerable women. Most importantly, the methodology adopted in this process across the three countries included diverse groups of women, including the most vulnerable women with low levels of formal education and literacy, ensuring their voices would also be part of the discourse on unpaid care work and shaping the nature of the 3R Programme.

Mainstreaming the LNOB principle in the 3R Programme was most evident in design and implementation: the criteria for inclusion were consistently applied by the programme participants and implementing partners, and interventions addressed the needs of the most vulnerable women, i.e. rural, poor and otherwise excluded, in the most disadvantaged regions of Rwanda, Senegal and South Africa. Their feedback was regularly sought by the implementing partners to assist an informed selection and revision of strategies. The 3R Programme was designed and implemented based on the principles of human rights and gender equality. It directly targeted root causes of gender-based inequalities, including harmful cultural norms and perceptions of social and economic participation of women, by integrating the WEPs into implementing partners' programme outputs, and strengthening the capacities of key duty-bearing institutions to prevent discrimination against women in the economic sphere. The programme thereby promoted sustainable solutions to gender-based inequalities that hamper women's participation in the economy, removing structural barriers and addressing unpaid care work.

Lessons learned

The implementation of the programme resulted in the generation of lessons learned that confirm the validity and effectiveness of strategies employed by the programme. They also provide important insights for wider dissemination and replication of the benefits and expertise developed under the programme. Mainly, the lessons learned point out the importance of the full involvement of programme participants in the design, implementation and monitoring of the programme; the need for evidence-based Gender, Human Rights, Disability Inclusion in the programme; the development of partnerships for solutions for gender-based inequality and for the empowerment of women; providing adequate time to implement capacity development and behaviour change activities; and the critical importance of the involvement of the private sector to promote women's economic empowerment, including the most vulnerable women, and building their resilience at the grassroots level.

Another key lesson was that mobilizing women, including the most vulnerable women, at the community level, including through self-help groups, and providing them with space boosts the development of women's social skills including leadership, communication, negotiation, teamwork, decision making and others that are critical for becoming employable and running a successful business. Across the three countries, the evaluation team observed Early Childhood Development Centres, cooperatives and community capacity development activities being effectively led by women.

Conclusions

The evaluation concluded that the 3R Programme filled a critical gap in alleviating structural barriers to women's full and equal participation in the economies of Rwanda and Senegal by recognizing, reducing and

redistributing unpaid care work through developing a holistic package of solutions, including transformative solutions to these challenges such as childcare services and time- and labour-saving equipment such as water pumps and tanks, environmentally friendly stoves and food warmers, and tri-motorcycles to transport production.

Across the three countries, the value of the UN Women 3R Programme is undisputed. It was transformational, innovative and highly relevant to address regional and national priorities for supporting programme participants and host communities. The programme responded in a context-sensitive manner to the basic needs of targeted groups and was successful at reaching hard-to-reach and vulnerable women with comprehensive, time-saving technologies, employment opportunities and gender-based violence services, through the careful selection of locations and national implementing partners, local authorities and CSOs.

A sustainable impact on beneficiaries' empowerment in communities was achieved across the three countries through the programme's components, combining generation of local evidence and knowledge on unpaid care work, advocacy and policy work at the national and local level, access to transformative care services, capacity-building and awareness-raising for behaviour change, digital microinsurance solutions, and access to time-saving, climate-resilient infrastructure and technologies.

Recommendations

Targeted policies and legal provisions are urgently needed to accelerate progress on women's economic empowerment. These should promote the sharing of domestic and care work between men and women, and create more paid jobs in the care economy, including through providing care services, better social protection for women, and climate-resilient and time-saving infrastructure, technologies and equipment contributing to the reduction of unpaid care work.

The evaluation recommends putting continued and deepened emphasis on getting data and evidence to fill the knowledge gaps; strengthening capacities and dialogue around the 3Rs of unpaid care work; and strengthening the planning of exit strategies for the various components, by ensuring that specific actions contributing to the sustainability of results are implemented.

The pivotal role of the private sector in promoting Gender Equality and Women's Empowerment (GEWE) issues and addressing the needs of the most vulnerable women should be emphasized, while proactively use existing UN system opportunities to promote development of innovative public and private partnerships and leveraging the catalytic role of SDG 17.

UN Women should plan for a standardized capacity development portfolio with a 5R framework (recognizing, reducing, redistributing, representing and rewarding unpaid care work), focusing on improved knowledge generation and dissemination, capacity-development pedagogy for unpaid care work, professionalized through the standardization of capacity-development offerings, longer training duration, and better sequencing of training activities.

Finally, UN Women National Strategic Notes should profile care work as a central programmatic arena of the UN Women triple core mandate, and clearly advocate at policy levels for national governments to systematically fund care work from national budgets, and local non-government funding sources.

I Introduction

This report presents the results of the final external evaluation of UN Women's **“Transformative Approaches to Recognize, Reduce, and Redistribute Unpaid Care Work in Women's Economic Empowerment Programming”** programme (henceforth 3R programme) implemented in Rwanda, Senegal and South Africa starting in April 2021 and ending in April 2023.

I.1 Programme context and background

Care work is fundamental for human wellbeing as well as essential for a vibrant, sustainable economy with a productive labour force. The centrality of care to sustainable development and its relevance for gender equality are now widely recognized by the global community including as a target under Sustainable Development Goal 5. Care work ensures the complex and life-sustaining web on which our very existence depends; without it, individuals, families, societies, and economies would not be able to survive and thrive. Yet, around the world women and girls shoulder a disproportionate share of care work that is unpaid, unrecognized, and undervalued. Prior to the COVID-19 crisis, women already did three times as much unpaid care and domestic work as men with women on average doing around 4.1 hours per day compared to men who on average do around 1.7 hours. For women living in rural areas these figures can vary widely, particularly in areas with limited access to regular basic services such as energy, water, and sanitation, as women and girls tend to bear the brunt of the unpaid labour to collect and manage these resources and services for daily household consumption.

Researchers in various regions of the world have shown that women and girls are spending a tremendous amount of time carrying out unpaid care and domestic work (UCDW) on a day-to-day basis. For many women, care work is often tedious, unrewarded, and unrecognized in the family, community, and nation. World estimates, show that, women dedicate 3.2 times more time than men to unpaid care work: 4 hours and 32 minutes (272 minutes) per day against 1 hour and 24 minutes for men (84 minutes), or more than three-fourths (76.4 percent) of the total amount of unpaid care work³. A recent study conducted in Rwanda by Oxfam in partnership with the University of Rwanda showed that unpaid care work is one of the biggest causes of time poverty for women. The study findings revealed that for every hour a man spends on domestic chores, thus unpaid care work, a woman spends three hours⁴.

I.2 Programme structure and theory of change

To address the inequities in unpaid care, with the support of Global Affairs Canada, UN Women developed the ‘Transformative approaches to recognize, reduce, and redistribute unpaid care work in women's economic empowerment programming’ programme (‘3R Programme’) to be implemented in Rwanda, Senegal, and South Africa from 1st April 2021 to 31st December 2022 with the funding from Global Affairs Canada (GAC). According to the United Nations Development Programme (UNDP), sub-Saharan Africa's economic losses because of the underused potential from unpaid care work sits at approximately six percent of GDP.⁵ UN Women's “Progress of the world's women 2019–2020: Families in a changing world” asserts that although there have been improvements in women's access to economic resources, “...the distribution of unpaid care work remains very unequal...”⁶ as women perform three

³ ILO, The Unpaid Care Work and the Labour Market. An analysis of time use data based on the latest World Compilation of Time-use Surveys (2019)

⁴ A Summary Brief on Gender Equality and Unpaid Care Work to the End Users of the Minimum Standards for Early Childhood Development Services: The Integrated Models and Guidelines and IZU Guidelines and Principles (2022)

⁵ United Nations Development Programme (UNDP). 2016. “[The African Human Development Report 2016: Accelerating Gender Equality and Women's Empowerment in Africa](#)”

⁶ UN Women (2019). P.15. “[Progress of the world's women 2019–2020: Families in a changing world](#)”

times the amount of unpaid care and domestic work in families. This imbalance is even starker in developing country contexts due to limited access to timesaving infrastructure and public services.⁷

Description of the programme: The programme ‘**Transformative approaches to recognize, reduce, and redistribute unpaid care work in women’s economic empowerment programming**’ (3R Programme) is being implemented by UN Women in Rwanda, Senegal, and South Africa from 1st April 2021 to 31st April 2023 with the funding from Global Affairs Canada (GAC). The overarching goal of the 3R programme is to remove the structural barriers to women’s full and equal participation in the economy by recognizing, reducing, and redistributing unpaid care work. To contribute to this overarching goal/impact, the expected outcomes and outputs of the programme were:

Outcome 1: National and local governments develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work by women and girls.

Output 1.1: National and local governments have greater understanding and knowledge of the 3Rs of unpaid care work and the disproportionate share of unpaid care work by women and girls.

Output 1.2: National and local authorities have increased tools and capacities to develop and implement laws, policies and services that address unpaid care work.

Outcome 2: Women’s cooperatives and other organizations provide transformative care services in rural and/or urban areas to reduce and redistribute unpaid care work.

Output 2.1: Women’s cooperatives and other organizations have increased capacity to provide care services.

Output 2.2: Conduct needs and ecosystem assessment research for digital risk transfer and risk financing solutions to address unpaid care risks for rural women in Senegal.

Output 2.3: Women’s cooperatives and other organizations have access to timesaving, climate resilient infrastructure and/or technologies needed to provide care services.

Output 2.4: Women’s cooperatives and other organizations have strengthened their capacity to advocate for recognizing, reducing, and redistributing unpaid care work.

The 3R Programme was designed to address the inequities in unpaid care, by intervening on recognizing, reducing, and redistributing unpaid care work. With a global budget amounting to USD3,964,534.86 funded by the Government of Canada through Global Affairs Canada, the programme was implemented in, Rwanda, Senegal, and South Africa to remove structural barriers to women’s full and equal participation in the economy. The 3R programme was implemented by UN Women country offices in collaboration with implementing partners (IPs) responsible for activities on the ground, including national counterparts, women’s cooperatives, and other organizations. A Global Programme Coordinator at UN Women HQ was responsible for overseeing programme implementation in collaboration with a Programme Steering Committee of representatives from UN Women providing strategic guidance. A National Coordinator managed each country programme, in collaboration with a country level Programme Steering Committee of representatives from UN Women providing strategic guidance.

With support from Global Affairs Canada (GAC), the 3R Programme successfully integrated a standalone care component into existing UN Women programmes on climate-resilient agriculture and rural women’s economic empowerment in the three target countries. The programme included six outputs under two outcomes. The indicative programme budget is outlined under [Table 2a: Overall 3R Programme budget.](#)

Outcome/Output Costs	Indicative Budget (CAD)
Output 1.1	145,000

⁷ Ibid

Output 1.2	508,000
Outcome 1	653,000
Output 2.1	1,182,000
Output 2.2	400,000
Output 2.3	1,155,000
Output 2.4	325,000
Outcome 2	3,062,000
Outcome 1 and 2	3,715,000
Global Coordinator (6 mo. Consultant + 12 mo. P3 TA)	293,000
National Coordinator x 3 (18 mo. NOC)	457,149
Global KM Communications	34,851
Global M&E and Final Evaluation	50,000
Subtotal	4,550,000
Support Costs (8%)	400,000
Coordination Levy (1%)	50,000
Total Indicative Budget (CAD)	5,000,000

In its design the 3R Programme relied on an underlying theory of change which links two separate outcomes to the overarching goal/impact to remove the structural barriers to women's full and equal participation in the economy by recognizing, reducing, and redistributing unpaid care work. The Programme Theory of Change (ToC) posited that:

1) **If** national and local laws, policies, and services recognize and address the disproportionate share of unpaid care work by women and girls; **and**

2) Transformative care services in rural and urban areas reduce and redistribute unpaid care work;

3) **Then** women's and girls' unpaid care work in Rwanda, Senegal and South Africa is reduced, freeing up their time to equally contribute to and benefit from sustainable livelihoods;

4) **Because** structural gender inequalities that prevent women and girls from realizing their economic rights and empowerment was removed.

The evaluation team found out that programme implementation was originally set for 18 months starting 1st April 2021 to 31st December 2022 and was extended to 30th April 2023. Rwanda and Senegal largely completed delivering their outputs within the set timeframe and used same original implementation plans. South Africa could not operationalise original plans, strategies, logical frameworks because of failure to contract suitable implementing partners. The evaluation team assessed that in Senegal where they received additional support from the Region and Headquarters, and in Rwanda where they had direct supervision from UN Women national management team, the programmes were more successful. Further implications are that this multicounty programme should be considered a pilot, to be scaled up with increased human resource support in phase two. The evaluation team submitted this report during the last month of programme implementation.

2 Evaluation purpose, objectives, and scope

2.1 Evaluation purpose

The purpose of the final evaluation was to assess programme results and how and why they were achieved (or not) to inform decisions such as whether to continue the intervention, to improve it, to scale it up or replicate it elsewhere. The aim of the 3R programme evaluation was to answer questions about the programme's performance and value. Programme evaluation had three outcomes: assess programme design and implementation, assess programme results, and highlight methods of programme improvement. Thus, this evaluation sought to assess the efficacy of the holistic package of solutions of the programme, and how they were embraced and customized to the context of Rwanda, Senegal, and South Africa. These included transformative care services like provision of childcare services, early childhood education, access to time-saving infrastructure and services, which enabled and/or strengthened women's effective participation in economic empowerment programmes and interventions in the 3 countries.

2.2 Evaluation objectives criteria and key questions

The objective of this research was to conduct an end-term independent evaluation of the 3R programme to assess its effectiveness, build evidence of results, and highlight the strategies that have contributed to, or hindered, their achievement. In addition, the evaluation team assessed the programme's contribution to increased national capacity, ownership, and transparency. The evaluation team provided relevant recommendations and lessons learned for future and on-going programmes on unpaid care work. Within the broader and country specific contexts. Specifically, to evaluate the ToC, the evaluation team:

- ❖ Analysed the relevance of the 3R programme objectives, strategy, and approach at the local and national levels in the three implementing countries;
- ❖ Assessed effectiveness and potential measurable impact of the 3R Programme intervention on the target groups on the recognition, reduction, and redistribution of unpaid care work in Rwanda, Senegal and South Africa;
- ❖ Analysed and assessed the strategies in place and identified additional strategies for replication and up-scaling of the programme's good practices to ensure programme sustainability;
- ❖ Identified and documented lessons learned, good practices, success stories and documented and analysed challenges and possible weaknesses to inform future work of UN Women in unpaid care work; and
- ❖ Identified, assessed, and validated innovations in all aspects of the programme.

The primary and secondary intended users of evaluation: The evaluation team mapped the general users in each of the three countries and categories as highlighted on Table 4 immediately below. A comprehensive table with disaggregated typologies, names, and categories of evaluation users in each country has been provided in an annex of the Stakeholder Map under the section: Supporting Analysis.

Table 2: Evaluation Users per country

Table 4. Evaluation Users and Use

Stakeholder Category	Stakeholder	Type	Use of the Evaluation
Internal	UN Women at country level	Primary	Use the evaluation results to: <ul style="list-style-type: none"> - Assess UN Women performance in programming for learning and accountability. - Inform future programming under the next phases. - Support advocacy and fund-raising for additional funds for care work
	UN Women ESARO	Secondary	Use the evaluation results to inform future programming at the regional level.

	UN Women Headquarters	Secondary	Use the evaluation results to inform future programming at the global level.
External	Governments of Rwanda, Senegal and South Africa	Primary	Use the results of the evaluation to inform future planning of similar interventions.
	Donor	Primary	Use the evaluation results to inform strategic investment decisions in the future.
	Other Development Partners	Secondary	Use the evaluation results to assess the extent to which results were achieved, the effectiveness of the approaches used, and the implications for future interventions.
Programme participants	Beneficiary women and girls	Secondary	Although the programme participants will not have a direct use of the evaluation report, the lessons learned, good practices and recommendations identified during the evaluation will benefit them indirectly, through the improvements to be made to the unpaid care performance based on this evaluation.
	Beneficiary men and boys	Secondary	
	Beneficiary ECD centres	Secondary	
	Beneficiary Communities	Secondary	

The evaluation team adopted the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, and sustainability. In line with UN SWAP, UN Women’s Evaluation Policy, and the UN Disability Inclusion Strategy, the evaluation team also adopted human rights, gender equality and disability inclusion as an additional criterion. In line with the quest to incorporate human rights, gender equality and disability inclusion in all UN work, and acknowledging UN Women’s Evaluation Policy, which promotes the integration of women’s rights and gender equality principles into evaluation, these dimensions received special attention for this evaluation and were considered under each evaluation criterion.

Key evaluation questions are reported below for each of the criteria. During the inception phase, evaluators were responsible for analysing, selecting, refining, and complementing them, compiling the final set of questions this evaluation sought to answer.

<p>Relevance and Design</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do the programme expected results address the needs of the target groups and how? <input type="checkbox"/> Are the activities, outputs, and outcomes of the programme consistent with the overall global, regional, and national gender priorities? <input type="checkbox"/> To what extent has the programme been catalytic and transformative in addressing some of the root causes of unpaid care work and gender inequalities? 	<p>Effectiveness</p> <ul style="list-style-type: none"> <input type="checkbox"/> What has been the progress made towards achievement of the two expected outcomes? What specific results were achieved, both positive and negative? <input type="checkbox"/> To what extent are the programme approaches and strategies innovative for recognizing, reducing, and redistributing unpaid care work? What -if any- types of innovative good practices have been introduced in the programme to achieve results in this field? <input type="checkbox"/> What impact has been registered on women from the use of time saving climate resilient technologies/equipment provided by the programme (in terms of wellbeing, women’s economic autonomy and time poverty)? What else are women now doing with their time (i.e., are they doing more paid work, study, community work, rest/leisure, or different tasks), and are men taking on a greater share of responsibility as a result?
<p>Efficiency</p> <ul style="list-style-type: none"> <input type="checkbox"/> Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes? 	<p>Sustainability</p> <ul style="list-style-type: none"> <input type="checkbox"/> Is the programme supported by national/local institutions? Do these institutions, including Government and Civil Society, beneficiaries, other implementing partners demonstrate leadership commitment and technical capacity to continue to

<ul style="list-style-type: none"> <input type="checkbox"/> Are the programme and its components cost-effective? Could the activities and outputs have been delivered with fewer resources or within a reduced timeframe, without reducing their quality and quantity? <input type="checkbox"/> To what extent can the partnership between UN Women and Implementing Partners be regarded as efficient? <input type="checkbox"/> Has the programme-built synergies with previous and/or ongoing UN Women interventions? 	<p>work with the programme or replicate it to ensure continuity in pursuing the recognition, reduction, and redistribution of unpaid care work after the programme ends?</p> <ul style="list-style-type: none"> <input type="checkbox"/> What capacity of national partners, both technical and operational, has been strengthened? <input type="checkbox"/> Is there evidence of sustainable transformations at the local and national level that can be associated with the intervention?
<p>Gender, Human Rights, Disability Inclusion</p> <ul style="list-style-type: none"> <input type="checkbox"/> To what extent are interventions informed by gender, human rights and disability inclusion approaches and adhere to the principles and standards of Leaving no one behind to contribute towards gender transformative changes to advance and sustain Gender equality and Women’s empowerment? <input type="checkbox"/> To what extent did the programme target and benefit the most vulnerable and excluded women, including persons with disabilities? <input type="checkbox"/> What were the levels of involvement of beneficiaries, including persons with disabilities, in the design and implementation of the programme? <input type="checkbox"/> What were the concrete steps undertaken to ensure the programme would reach the most vulnerable and excluded women and girls? <input type="checkbox"/> Were the specific needs of persons with disabilities identified and addressed in programme design and implementation? 	

2.3 Evaluation scope

Scope of Evaluation: The geographic scope of the evaluation coincided with programme scope and aligns to the full period of the programme implementation, and also covers all outputs and outcomes covered. Consequently, the evaluation team collected data from the following:

- ❖ Rwanda: Nyaruguru, Nyarugenge, Gasabo, Musanze, Muhanga, Rubavu, Kirehe and Ngoma
- ❖ Senegal: Saint Louis region
- ❖ South Africa: Free State (FS), Limpopo (LIMP), and KwaZulu Natal (KZN) Provinces.

3 Evaluation methodology

General approach: The evaluation approach was utilization-focused (or use-focused), participatory and theory-based to ensure that the evaluation met 3R Programme learning and accountability needs in an actionable fashion to inform future programming under the next programme development cycle and provide evidence in support of the policy planning objectives of Rwanda, Senegal, and South Africa. This utilization-focused, participatory, and theory-based approach was ensured in the following way:

Utilization-focused: This evaluation was undertaken for, and with specific primary and secondary users considering their programmatic needs. 100% of selected stakeholders had a high level of involvement in programme implementation and during the evaluation to the extent of their availability. Thus, the evaluation process included specific users such as the 3R Programme participants, implementation partners, and the Governments of Rwanda, Senegal, and South Africa. To be utilization focused, Evaluators engaged and involved key respondents in responding to both key and sub questions. The evaluation team posed questions and solicited for practical information on participants’ needs and asked for their recommendations for specific changes they would like to see to respond to those felt needs. Where required, interpreters were used in all 3 countries to enable all key respondents express their views.

Participatory: The approach emphasized participation and collaboration during the evaluation process by engaging key stakeholders at three different levels: (i) in the design of the methodology and data collection tools; (ii) in the validation of the collected data and emerging results; and (ii) in the formulation and validation of recommendations. This was done through data collection, regular consultations, and opportunities to provide feedback, allowing stakeholders to gain a better understanding of the programme and its evaluation, thereby increasing ownership and the probability of these stakeholders using the evaluation findings and recommendations to inform 3R Programme strategic positioning. Practically this was actualized during the validation process, and the process of developing recommendations. The validation process took place when evaluators provided summary findings and recommendations, exit meetings and interim report to the stakeholder map provided below.

The twin principles of transparency and participation also guided the process. Ensuring transparency in practice implied constant communication with those involved in the design of the evaluation, including a frank discussion of risks, threats, and limitations. Participation, already mentioned previously, was ensured through the active involvement of representatives of the interested parties, ensuring fair power relations.

Evaluation Matrix approach: To provide a reliable and credible answer to the different evaluation questions, evaluators relied on an Evaluation Matrix. The Evaluation Matrix served as the main analytical framework for the evaluation, by identifying for each evaluation question the sources of data and indicators that allowed the evaluation team to answer it. It is included as an Annex 10.

With regards to the criteria of relevance and design, effectiveness, and efficiency, the Evaluation Matrix was complemented with three additional evaluation methodologies: theory based / contribution analysis and national risk, capacity, and gap analyses.

Theory-based: The evaluation methodology was based on a careful analysis of the expected results, products, activities, and contextual factors (which affected the implementation of the evaluation team interventions) and their potential to achieve the desired effects. The analysis of the programme ToC and the assessment of its intervention logic therefore played a central role in the analysis of the data collected throughout the evaluation, in communicating results, and in developing relevant and practical conclusions and recommendations. Evaluators based their evaluation on the analysis and interpretation of the logical consistency of the results chain: linking programme activities and outputs to changes at a higher level of outcomes, based on observations and data collected during the process along the result chain.

The evaluation team compared the Theory of Change and/or logic model underlying 3R Programme interventions against evidence. Based on that theoretical model, the evaluation team verified whether the underlying assumptions, namely in terms of its mechanisms for change, was observed in practice and understood why certain results were achieved in some cases but not in others. Unintended positive results supported by evidence are also presented.

In line with the proposed approach, as well as with the consultants' experience of evaluating similar programmes, the evaluation design was based on three main aspects, which also guided its implementation. The first focused on the effects of interventions - that is, which interventions contributed to the observed changes given the context in which they occurred. Secondly, it was necessary to understand how these effects were distributed among stakeholders, that is, how different stakeholders benefitted from, and contributed to, the observed outcomes. Finally, but with equal importance, it was necessary to identify and describe the causal relationships between activities, outputs and the results derived from them, whether intended or not, to explain how the observed changes came about or didn't and derive actionable recommendations for managerial improvement in the next programme cycle.

Contribution Analysis: The evaluation team used contribution analysis to understand how the programme contributed to, but does not necessarily unilaterally cause, the achievement of certain

outcomes, thereby demonstrating how the combined effects of the programme interventions, the activities of stakeholders as provided by the programme and interaction effects among these parties result in an observed outcome given a set of constraints (institutional, political, economic). The approach consisted of contrasting the programme's ToC and the assumptions and hypotheses on which it is based with evidence. Contribution analysis focused on the contribution of the project to the observed outcomes (vis a vis other factors), rather than the specific contribution of each stakeholder. Evaluators adapted an analysis framework applying the outcome harvesting approach.

To produce a coherent set of findings and lessons learned that effectively capture the ways in which 3R Programme contributed to each country's policy implementation and the effects this had on the results achieved, the evaluation team used a Contribution Analysis Framework to develop a contextual understanding of the environment in which 3R Programme intervention took place. Where appropriate, tables have been used to tabulate what and how each stakeholder contributed to program implementation. In terms of reporting, comparisons were made between the evaluation findings against program reports. This came from the qualitative method where data were collected through direct or participant observation, interviews, focus groups, and case studies and from written documents. Direct observation yielded detailed descriptions of the activities, actions, and behaviors of individuals; interpersonal interactions; settings; and organizational processes and procedures. Document analysis included the full range of organizational, programmatic reports, including public reports, memoranda, policy documents, correspondence, and the like. Analyses of qualitative data included examining, comparing, and contrasting, and interpreting patterns.

Outcome harvesting methodology: The evaluation team also used an adapted Outcome Harvesting (OH) to collect ("harvest") evidence of what has changed ("outcomes") and then, working backwards, determines whether and how an intervention has contributed to these changes. It is an evaluation approach in which evaluators, grant makers, and/or programme managers and staff identify, formulate, verify, analyse, and interpret 'outcomes' in programming contexts where relations of cause and effect are not fully understood.⁸ Unlike some evaluation approaches, Outcome Harvesting does not measure progress towards predetermined objectives or outcomes, but rather, collects evidence of what has changed and, then, working backwards, determines whether and how an intervention contributed to these changes. The outcome(s) can be positive or negative, intended, or unintended, direct, or indirect, but the connection between the intervention and the outcomes should be plausible.

Gap analysis: A desk review on national risk, capacity and gap analyses was triangulated with the findings from the key affected populations. Risks and gaps reviewed included transformational capacities in the economy, fiscal and momentary policies and structural reforms that cause inequalities and exclusion to certain population groups in each country. This allowed evaluators to identify rival explanations for the type and scale of changes that the intervention was seeking to bring about, and evidence the relative contribution of different types of strategies, activities, and interplay between the components in these contexts – including cross-cutting issues of gender equity, and human rights.

Mixed methods and data triangulation: The evaluation largely used qualitative data and triangulation of data allowed evaluators to understand the magnitude of the observed effects, as measured by monitoring data, as well as the processes that brought them about, as derived from the perspectives of the involved parties. The principle of data triangulation involved bringing different points of view to bear on the analysis to expose causal complexity, and actively searching several sources of information to answer the same evaluation question, which reduced interpretation biases and increased the validity of inferences.

⁸ <https://www.betterevaluation.org/methods-approaches/approaches/outcome-harvesting>

Gender Responsiveness: The gender-responsive nature of the evaluation was assured both in the evaluation process and its focus. In terms of process this included ensuring a fully participatory approach which specifically sought to reach and engage all possible stakeholders, including those who are traditionally marginalised. These included adults and children with disabilities, young mothers, and poor families, identified by evaluators with the help of IPs and programme staff.

In terms of analysis this included acknowledging the different needs and potential differentiated results on women and men programme participants - including using sex-disaggregated data, and ensuring an analytical approach which adopts gender considerations in developing evaluation recommendations. This is demonstrated in the analyses elsewhere in this report.

Disability inclusiveness: As highlighted in the findings section, while the evaluation used the LNOB principle, disability inclusiveness could not be fully measured because all 3 countries were never guided by any evidentiary baselines to determine the levels of participation by people with disabilities, especially women and infants in ECD centres.

3.1 Data collection

Data Collection: The evaluation team relied mostly on qualitative data, which was collected through the following data collection methods:

- ❖ Desk review;
- ❖ Key Informant Interviews (KIIs) with 3R Programme representatives, government officials and other stakeholders;⁹
- ❖ Semi-structured interviews with government officials, implementing partners, programme participants at the district and cooperative level;
- ❖ Focus Group Discussions with programme participants;
- ❖ Field Observation, using a field observation guide; and
- ❖ Secondary data collection (existing databases)

Quantitative data reviewed included financial data, statistics of participants and numbers of equipment and time-saving technologies disbursed during programme implementation.

Focus groups were used with all groups and had the following characteristics:

- ❖ Groups with 8-10 participants;
- ❖ A maximum duration of 60 minutes;
- ❖ Held in a comfortable, easy to access and open place that ensures confidentiality of discussion;
- ❖ Use of a pre-designed question guide to conduct the discussion;
- ❖ The moderator/facilitator led the discussion and took notes; and
- ❖ Compliance with COVID-19 prevention rules was ensured.

Large group consultations were large scale facilitated meetings that usually took place at the open markets where cooperative members were displaying and selling their agricultural produce and other wares. A total of 13 sessions were conducted in Rwanda with a minimum of 30 and maximum of 100 participants, which included observations and walkabouts to inspect their activities,

Data collection was responsive to and included issues relating to gender equality and empowerment of girls and women, diversity inclusion and non-discrimination, human rights, and environmental sustainability. The data collected was meant to provide an independent, impartial, and collective assessment (description of what is happening) and analysis (a description of why it is happening) in the 3R Program interventions. The collected data was disaggregated by sex and according to other relevant parameters such as age, place

⁹ Key informant interviews were focused on Government officials, programme staff, UN Women officials, academia, and research institutions. FGDs will be focused on community groups and local cooperatives beneficiaries.

of residence, belonging to minorities, disabilities, key populations, and people of concern as given in the Logical framework.

Table 4a: Summary of evaluation key respondents across the 3 countries

Method of data collection	Country/Location	# of sessions	# of people who provided data
Focus Group Discussion	Rwanda	23	256
Key Informant Interview	Rwanda	28	28
Large group consultations ¹⁰	Rwanda	13	≈700
Focus Group Discussion	South Africa	3	5
Key Informant Interview	South Africa	11	11
Large group consultations	South Africa	1	≈40
Focus Group Discussion	Senegal	10	76
Key Informant Interview	Senegal	20	23
Large group consultations	Senegal	0	0
Focus Group Discussion	HQ/Global	1	2
Key Informant Interview	HQ/Global	1	1
Large group consultations	HQ/Global	0	0
Evaluation Reference Group	ERG	2	13
Overall number of sessions		113	
# of primary data providers			1155

Table 4a key respondents include snowball samples which took numbers higher than originally planned.

3.2 Sampling

The evaluation team used a purposive sampling strategy drawing key informants from programme areas per country. During the inception phase Evaluators did not determine the original sample. The sample size in each district was determined, based on intensity of programme implementation, resulting in selecting more participants in districts with higher number of UN Women supported cooperative members and less in districts with less numbers. To this end, an equitable representation of different types of care services provided through 3R Programme were reflected into the sample size (e.g., cooperatives that received time - and labour - saving technologies on one hand, and childcare facilities and services on the other). Evaluators took larger samples in areas with more project activities and sought to cover both cooperatives and childcare facilities activities. Evaluators developed national samples in numbers as specified below in practical terms. Snowball samples were added in all countries as needed.

- ❖ **In Rwanda** a sample of all 8 Districts of the 3R programme was used - namely Nyaruguru, Muhanga, Kirehe, Ngoma, Gasabo, Nyarugenge, Musanze, and Rubavu. The districts include 5 urban districts namely Gasabo and Nyarugenge in the City of Kigali (CoK), Muhanga in the Southern Province, Musanze in the Northern Province, and Rubavu in the Western Province. The sample also covered 3 rural districts: namely Nyaruguru in the Southern Province as well as Ngoma and Kirehe in the Eastern Province. [By Senior Evaluator]
- ❖ **In Senegal** the sampling took place in the Saint Louis Region. Data collection took place at local levels, where the 3R Programme was implemented in local authorities (10 local communities) and especially local Governance in Senegal, where the main implementing partner is the Regional Development Agency (RDA) of Saint Louis Region. [by Junior Evaluator]
- ❖ **In South Africa**, the sampling took place in: Gautang, Free State (FS), Limpopo (LIMP), and KwaZulu Natal (KZN) Provinces. [by Senior Evaluator]

¹⁰ In Rwanda and South Africa, the Evaluator facilitated data collection from large groups at marketplaces, ECD centers, and large open-air sessions. These sessions were used for observation and inspection of time-saving technologies, agricultural wares, and real time alternative use of time by women and girls.

A mix of virtual and face-to-face interviews proved to be the most effective approach given the limited time and last-minute changes that were made with key respondents. Numbers of key respondents per country and location for evaluation have been given in Table 4a.

Across 3 countries, the sampling was purposive in nature, based on the programme size and reach, and given the limitations of time for evaluation. Critical stakeholders identified for inclusion in data collection, the identification of locations/sites for data collection, and key informants identified per organization were done in collaboration with National Coordinators and Evaluation Manager. Primary consideration was given to organizations that participated in the programme, key participants within each organization that have knowledge of the programme, and the level of engagement each participant has had with the 3R Programme. The intensity of programme implementation also had a bearing on the selection of sites and locations where data was collected. However, Evaluators made decisions to collect data from sampled organizations that were involved in programme design but ended up not participating during implementation. Evaluators sought to gain insights as to why those organizations ended up not participating, to draw lessons for future programming.

Human rights-based stakeholder mapping and sampling: A comprehensive and evidence-based evaluation that has a chance to garner strong buy-in starts with a commensurate construction of a comprehensive stakeholder map. The central organizing principle for the 3R Programme stakeholder analysis was - leave no one behind. In developing the stakeholder map and conducting stakeholder data collection and consultations - the work process was guided by the UN's "whole of system", "whole-of-government", and "whole-of-society" approaches, in which the UN System, Government and key stakeholders from across the spectrum of society was sampled in sufficiently representative ways to address national priorities and needs of the population, to collectively identify the potential changes.

In the mix of key respondents, consideration was given to leaving no one behind (LNOB). For that reason, Evaluators reached out to a diverse range of stakeholders with different characteristics, especially programme participants, including those traditionally marginalised, such as women, men, and people with disabilities, people living with HIV, the poor and other excluded groups. Key population groups and other people of concern were also sampled and consulted in specially purposed meetings to afford them space and freedom to express themselves freely. Practically, Evaluators worked with National Coordinators, Implementing Partners, local governments, and local community leadership to specifically identify and select those key respondents to join data collection sessions conducted. Evaluators did not conduct a count of such key respondents reached for this evaluation. Originally the programme did not have any baseline of disaggregated data on this segment of traditionally marginalised programme participants. Because of lack of easily available baseline data across the three countries, their inclusion in the evaluation was largely opportunistic and, in some cases, ad hoc. Evaluators also ensured that beyond those directly engaged in the programme, other key respondents with some external perspectives were sampled to objectively comment on relevance and likely sustainability of projects such as this one. To achieve that, Evaluators sampled academia, research organizations, and local government officials to provide their views. The sample is provided in the stakeholder map.

Data collection was also held at national levels with duty bearers and sub-nationally - with rights holders, including women, men and youth groups usually left behind and at risk. These subpopulations were sampled, comparing high SDG performing indicators and low performing indicators on gender equality and women empowerment in each country setting – where the 3R Programme has had interventions. At programme level data was collected from programmatic teams (UN Women), implementing partners responsible for activities on the ground, including national counterparts, women's cooperatives, and other organisations. Data from disadvantaged and hard-to-reach youth, women and girls was included to increase reliability and validity of primary data. Those respondents were selected at project sites in consultations with National Coordinators and IP programme focal persons. Evaluators constructed the stakeholder map from initial literature review and exploratory interviews. Through on-going snowball sampling, more

stakeholders were identified during data collection than originally planned in the Inception Report. All stakeholders who provided data are included in the sampling frame on Table 5: *3R Programme Evaluation Stakeholder Mapping and Sampling Frame* presenting the prioritized stakeholder map, disaggregated per country, specifying typologies, names and categories of stakeholders and their interest and contribution.

3.3 Data analysis

Overview of the data analysis: Data collected through analysis of the secondary and primary data as described in the previous section was processed, explored to provide answers to the evaluation questions, and most importantly to consolidate and test the practicability of the Theory of Change developed at the inception stage. This is where data generated from the review of the relevant literature such as the 3R Programme documents, Key Informant Interviews, and Focus Group Discussions during the inception stage was converted into useful information for decision-making by the key Stakeholders in this regard 3R Programme and the Governments of Rwanda, Senegal, and South Africa.

Data collected from various sources using the above methods was triangulated to ensure that the evaluation team findings and conclusions stood solely based on empirically verifiable evidence and not merely the perspectives and perceptions of selected individuals. In this regard, the evaluation team:

- a) Assessed the level of implementation of activities and level of achievement of outputs and outcomes.
- b) Assessed actual achievements against targets set at programme design stage and conducted trend analysis of indicator values where this provided valuable insights into programme performance.
- c) Identified factors that might have contributed to certain outcomes in each context.
- d) Reviewed the program's Theory of Change, based on findings from the initial desk review, further consolidate and test the fitness of the ToC within the program and country context with the relevant stakeholders based on the results of the Contribution Analysis. Evaluators reviewed the programme's ToC, based on findings from the initial desk review and interviews. At inception phase Evaluators conducted an evaluability assessment which revealed that the 3R programme design is clearly defined, with a robust logical framework and results framework and indicators in place and is relevant to the 3 different country contexts. The programme has clearly defined its intended outputs, outcomes and long-term impact and the programme objectives are clearly relevant to the needs of the target groups, as identified by situation analyses and baseline studies. Based on the programme documentation, and implementation logic, it was possible to identify which linkages in the causal chain were most critical to the success of the programme, and thus were the focus of evaluation questions.

Data Analysis and Triangulation: The data collected was analyzed based on an Evidence Matrix, which followed the same structure as the Evaluation Matrix and which, for each research question, identified the different sources of evidence (quotations, report paragraphs, record progress in the different annual performance framework, etc.) based on which the question was answered. The matrix also rated the quality of the collected data and pointed to gaps that challenged the data collection phase. In some cases, such as determining the effectiveness of the programme delivery in terms of direct contribution to the objectives and outcomes of the programme, RAG rating was adopted to measure and buttress performance level. The evaluation team set out guidelines such as:

- Green: the programme is on target and no escalation is required by the management team
- Amber (moving towards red): the programme is deviating from target and the management team should notify the sponsor at the next opportunity.
- Amber (moving towards green): the programme is returning to target and the management team should notify the sponsor in the next progress report.
- Red: The sponsor should be notified immediately with recommendations for corrective action.

The evaluation team used contribution analysis to understand how the programme contributed to, but does not necessarily unilaterally cause, the achievement of certain outcomes. Evaluators adapted an analysis framework applying the outcome harvesting approach.

3.4 Limitations

One limitation was that in FGDs some women found it inhibitive to freely participate. To mitigate that, evaluators afforded private space for those women to meet separately in their FGDs.

The risks related to COVID-19 lockdowns or restrictions that could disrupt evaluation activities were in abatement. Evaluators also facilitated prevention mechanisms for mitigating COVID-19 impacts through social distancing and masking where needed.

The biggest limitation was the very limited time allocated for the evaluation. Evaluators worked through a squeezed timeline to complete the assignment. The mitigation measure was for evaluators to work long hours to complete the assignment. For Rwanda and Senegal, the evaluation team started with virtual interviews, and by the time of country field visits, up to 60% of key informant interviews had been completed and that cut back and freed up time to focus on FGDs, observations and fewer KIIs.

The one-month extension for the evaluation never removed pressure in this multicountry assignment because logistical challenges were difficult to predict from country to country. Four full months are recommended in similar evaluations, with one month allocated to each country and fourth month for analysis and drafting.

3.5 Data management, informed consent, ethical consideration, and their management

Data management and ethics: The evaluation team was dedicated to ensuring respecting ethical standards in conducting the evaluation, and aligned its procedures with UNEG Ethical Guidelines, by paying particular attention to the *do no harm* principle and ensure participation in the evaluation process caused no negative consequences for the involved stakeholders and key respondents. Evaluators ensured that consultation processes were not discriminatory against some group's participation. Practically, interviews or focus groups were held in locations, at times, in settings, using language/translation, that were appropriate and respectful. Further, Evaluators facilitated the participation of a full range of stakeholders. Where needed Evaluators met with certain groups to provide space for full expression – e.g., parents of disabled children and young women cooperative members who could fully express themselves in big groups. To collect data from children, Evaluators requested the presence and participation of parents and Evaluators never met children in private.

Evaluators provided participants with information on the aim of the evaluation at the beginning of each data collection exercise, and data management procedures were clarified. During these initial conversations, the evaluation team collected verbal consent at the beginning of each data collection session. Meetings with evaluation stakeholders was not recorded, and the evaluation team only relied on written notes. All information collected was used solely for the purpose of this evaluation.

The evaluation report does not reveal respondents' identity and quotes were not directly attributed to recognisable individuals (unless explicitly requested by the relevant participants).

For data management, the collected data was analyzed based on an Evidence Matrix, which followed the same structure as the Evaluation Matrix and which, for each research question, identified the different sources of evidence (quotations, report paragraphs, record progress in the different annual performance framework, etc) based on which the question will be answered. In some cases, such as determining the effectiveness of the programme delivery in terms of direct contribution to the objectives and outcomes of the programme, RAG rating was adopted to buttress performance level.

RAG (Red-Amber-Green) ratings, also known as 'traffic lighting,' were used to summarize indicator performance values, where green denotes a 'favourable' value, red an 'unfavourable' value and amber a 'neutral' value. Put in a more direct way, RAG rating was used to indicate if the programme on track or at risk. Green typically indicates normal levels of achievement/progress, amber indicates that low, slow, or average performance (or attention is needed), and red indicates no progress or poor performance or the line is down.

Data triangulation was used through listening to different points of view and using several sources of information on the same subjects. This combination of techniques (quantitative and qualitative data) helped reduce interpretation biases, increasing the validity of inferences of the study. Monitoring and Evaluation literature suggests that 'iterative' testing and analysis is advisable, particularly human rights and gender analysis, as early analyses will show, for example, where data is missing and what the most interesting questions are. The report presented data either through text or tables where appropriate.

The presented findings/results were further interpreted, lessons drawn, conclusion established, with recommendations (drawn from the outcome of the analysis conducted), for strengthening 3R Programme future support to the State, on development fund and program administration, and as well as recommendations on how the 3R Programme can improve the delivery of quality services and its collaboration with development partners and donors. Additional recommendations arose from the answers to the evaluation questions on how to improve the relevance, coherence, effectiveness, efficiency, and sustainability of 3R Programme's support in Senegal, Rwanda, and South Africa. The evaluation team presented the evaluation findings and conclusions, along with recommendations. The recommendations have been presented and discussed with the relevant stakeholders as a validation process.

The evaluation team considered feedback in developing the interim evaluation report then compiled the final evaluation report. The Evaluation Management Group oversaw the management of the evaluation. With this regard, it organised the consultant recruitment process, and shares the necessary information with the Evaluator. The Evaluation Reference Group strengthened the independent character of the evaluation and brought technical contributions at all stages of the evaluation, from its planning to the submission of the final report. It contributed to identify any factual errors or errors of omission or interpretation at key stages of the evaluation process.

3.6 Evaluation management

The Global Coordinator managed the evaluation implementation and oversaw the work of the National Coordinators located in the country offices in Rwanda, Senegal, and South Africa. **The National Coordinators** were responsible for the coordination of communications on evaluation activities of the programme at country level. **The Regional Monitoring and Evaluation Specialist** was responsible for evaluation quality control and provision of evaluation guidance.

The Evaluation Management Group: The Evaluation Management Group, under UN Women's leadership, oversaw the management of the evaluation. In this regard, it organised the consultant recruitment process, and shared the necessary information with the Evaluators. It supported the Evaluators with the needed technical assistance to ensure in-depth understanding of the programme under evaluation. It provided quality assurance of different deliverables and took key decisions, including approving deliverables.

The Evaluation Reference Group: The Evaluation Reference Group, which comprised a selection of programme stakeholders, strengthened the independent character of the evaluation and brought technical contributions at all stages of the evaluation, from its planning to the submission of the final report. It contributed to identifying factual errors or errors of omission or interpretation at key stages of the evaluation process. The summary evaluation delivery oversight is provided as follows:

Organizational structure	Function	Members
Evaluation Management Group	<ul style="list-style-type: none"> - Manages the selection of consultants, contractual arrangements and payments - Guarantees the independence of the evaluation. - Ensures the dissemination of conclusions and recommendations. 	<ul style="list-style-type: none"> *Regional Evaluation Specialist, UNW WCARO *Regional Evaluation Specialist, UNW ESARO * 3R Global Coordinator, UN Women * 3R National coordinators, UN Women
Evaluation Reference Group (advisory body)	<ul style="list-style-type: none"> - Approves the initiation of the evaluation, its Terms of Reference, and the dissemination of its conclusions - Issues a management response following the recommendations of the evaluation report. - Reviews the specifications of the evaluation. - Issues technical advice at key stages of the evaluation (initial design report, first version of the evaluation report). - Was invited to support the release of the final report with conclusions, and recommendations. 	<ul style="list-style-type: none"> - UN Women Advisors At both HQ and regional level - Programme's Partners - 3R Global Coordinator, UN Women

4 Findings (for the 3R Programme - 3 countries)

4.1 Relevance

Evaluation questions

Do the programme's expected results address the needs of the target groups and how?
 Are the activities, outputs, and outcomes of the project consistent with the overall global, regional, national, and local gender priorities?
 To what extent has the programme been catalytic and transformative in addressing some of the root causes of unpaid care work and gender inequalities?

Main findings:

Finding 1. *The 3R Programme specifically responded to the need and cause for more programmatic interventions on recognizing, reducing, and redistributing (3Rs) women's unpaid care and domestic work as well as overall time poverty and deployed the application of holistic package of solutions, i.e., transformative care services, including provision of childcare services, early childhood education, access to time-saving infrastructure and services, that enable and/or strengthen women's effective participation in economic empowerment programmes and interventions.*

In Rwanda and Senegal, the evaluation team found out and confirmed the application of a holistic package of solutions, i.e., transformative care services, including provision of childcare services, early childhood education, access to time-saving infrastructure and services. That enabled and/or strengthened women's effective participation in economic empowerment programmes and interventions. Though programme implementation largely failed in South Africa, its design clearly mapped out and actively involved participation of programme participants, implementing partners (IPs) and Government partners. The evaluation team notes that the Azali Health Care interventions were extremely successful and exemplary and should be considered the anchor and reference point for the South Africa programme moving forward.

The relevance of the 3R programme stems from the use of several streams of evidence to shape its components, a process which began in the programme development phase and continued through an

iterative approach during programme implementation and evaluation. In designing the overarching Programme, UN Women Senegal and UN Women Rwanda relied on data generated by research studies carried out during previous years and on knowledge gained from the implementation of its interventions in support of rural women's cooperatives. For the 3 countries, this ensured alignment of the programme with UN Women's strategy in each country, and guaranteed an approach which would reinforce other interventions, notably the flagship programme on climate-resilient agriculture launched in 2018.

Finding 2. *The 3R programme design responded to the aspirations of Rwanda, Senegal, and South Africa to achieve inclusive economic growth and nationalized SDGs (mainly targets under SDGs 5, 8, 4) by creating a more enabling women's economic participation environment. Using integration of Women's Empowerment Principles (WEPs) as a leverage, the 3R Programme promoted positive transformations in relation to several key drivers for women's social and economic empowerment which contributed to achievement of the 3 countries' international obligations and the UN Women global and country level strategic plans. The multi-country programme design makes clear references to national structures and decision-making processes and its effectiveness may be largely attributed to the extent of using opportunities and capacities that exist in the national normative and policy contexts and institutional systems including those of partners and stakeholders of the programme. Programme activities, outputs and outcomes were consistent with overall global, regional, national, and local gender equality priorities.*

During evaluation focus group discussions, programme participants in Rwanda and Senegal reported how (before 3R programme) their heavy involvement in domestic care negatively affected their capacity to fully engage in income-generating activities. They gave testimonies that timesaving equipment, and increased support from male counterparts freed up time on domestic care and created opportunities to further engage in economic activities. Programme participants also confirmed that the choice of activities that compose the 3R Programme successfully tackled the challenges they experienced, and identified this as the added value of the 3R Programme compared to other interventions they have participated in.

Using observations, Evaluators attribute the achievement of programme targets and ToC to timely provision of, and high relevance and quality of products and services to programme participants, well-tailored to needs of households and communities, for Rwanda and Senegal, as well as strong strategic partnerships developed with Governments and non-government institutions for all three countries.

Finding 3. *The 3R programme was consistent with national strategies, UN Women strategy at national levels, the UNSDCF's of the 3 programme countries and GEWE/WEE commitments; its implementation directly supported programme countries in meeting international commitments in relation to enforcement of anti-discriminatory legal provisions that benefit women, and foster achievement of nationalized SDGs targets, mostly under SDG 8 and 5.*

The inclusion of a local policy operational component in the 3R Programme in Senegal also ensured strong alignment with local priorities. The programme strategy allowed UN Women and ARD to reinforce gender-responsiveness in local policy development processes through the development of a methodology to integrate care solutions in each step of the planning process of the *Plans de Développement Communautaire* (PDC). The process was based on consultations with communities to identify the key priorities, which were then included into the planning process. An example of the contributions of the 3R Programme concerns the preparatory phase: while consultations would traditionally acknowledge gender as a broader category, the 3R Programme ensured the incorporation of unpaid care questions in the consultation exercises, allowing populations to provide detailed accounts of existing care-related needs, preparing the ground for the inclusion of care-related priorities in the approved PDC strategies. By targeting local-level capacities and processes, this approach further aligned with Senegal's priorities by directly supporting decentralisation.

More specifically, this approach granted alignment with local priorities while simultaneously ensuring the transformative nature of the Programme, as the PDC development process became itself a mechanism to

shape priorities and ensure the acknowledgement of unpaid care needs, which were previously left undetected. The innovative approach of the Programme also lies in the fact that the information crystallised in PDC provided an evidence base for shaping national-level policies. This strengthens a bottom-up approach, where local priorities contribute to setting national-level priorities.

The programme implementation did well in finding alternative and valuable activities/initiatives to contribute to the set outputs and outcomes to achieve the ToC. One good practice is the regional knowledge Sharefair that gathered 80+ professionals of the region around the care agenda in ESA region. The **Knowledge Sharefair on the Care Agenda** represented a crucial milestone in the discussions advancing the care agenda in the East and Southern Africa region (ESAR). Organized by the UN Women East and Southern Africa Regional Office with the financial support of Global Affairs Canada, it consisted in a three-day capacity development, sharing and learning event that provided the opportunity to explore the role of women and girls in building and strengthening resilience through unpaid care work as well as to promote dialogue around the care economy in East and Southern Africa amongst several stakeholders. The outcomes of the Sharefair have been 1) establishing a common vision and understanding of unpaid care and domestic work issues in ESAR; 2) increasing the capacity of stakeholders and partners on unpaid care and domestic work in ESAR; and 3) the creation of a strong regional network on the care agenda and amplify solutions beyond the Knowledge Sharefair.

At a national level, Rwanda hosted a **National Workshop on Advancing Gender Equality and Women's Empowerment Through Addressing Unpaid Care Work in Rwanda** which had almost 100 participants. The capacity building event's objectives and achievements from the workshop were:

- Establishing a common understanding of unpaid care and domestic work issues in Rwanda.
- Strengthening capacity of stakeholders and partners on unpaid care and domestic work in Rwanda.
- Formulating recommendations to address the disproportionate burden of unpaid care and domestic work on women and girls in Rwanda.

Finding 4. *The strategies implemented by the 3R programme were based on the quality analysis of human rights and gender equality, and directly targeted some root causes of gender-based inequalities such as cultural norms and perceptions of social and economic participation of women; by integrating WEPs into IPs programme outputs, and strengthening capacities of key duty bearers' institutions to prevent discrimination of women in the economic sphere, thereby promoting sustainable solutions to gender-based inequalities, removing structural barriers, and addressing unpaid care work that humpers women's participation in the economy.*

The 3R programme practiced a high level of participatory development of the programme involving programme participants. Consultations with beneficiaries during programme implementation collected their feedback and adjusted implementation modalities accordingly. The evaluation of the programme was also conducted with deep involvement of programme participants. There was a great level of research / studies/baselines carried out at the beginning of the programme in Rwanda and Senegal. This allowed national programmes to tailor programme implementation/solutions very well into women's needs.

The programme enjoyed high levels of ownership because at design and during implementation, mapped institutions and partners were deeply involved. Across the 3 countries there was continuous dialogue with targeted institutions and partners to ensure full alignment with laws and policies on care work in each country of implementation. There was discernible institutional collaboration and oversight at global and national levels. Clear examples were the establishment of a Global Steering Committee with all involved stakeholders at global level, including the donor; organisation and facilitation of two meetings of the Global Steering Committee; establishment of one National Steering Committee per country of implementation; and the organisation and facilitation of 2 meetings of the National Steering Committees per country.

The 3R programme exhibited relevant partners throughout the implementation period across the 3 countries. The evaluation team found out ongoing consultations with civil society organisations (CSOs), women’s cooperatives, organisations and groups, as well as men’s groups during the programme development phase; organisation and facilitation of regular workshops with CSOs, women’s cooperatives, organisations and groups, as well as men’s groups, partners of the programme - with the aim of monitoring the same; as well as diverse groups and key respondents in programme evaluation; and organisation and facilitation of regular meetings with the international partners and stakeholders such as UN agencies and UN Women’s partners in women’s economic empowerment projects.

Finding 5. *Mainstreaming of the LNOB principle in the 3R programme supported the programme ToC and was most evident in design and implementation: the criteria for inclusion were consistently applied by the programme participants and IPs, and interventions addressed the needs of the most vulnerable women i.e., rural, poor, and excluded - in most disadvantaged regions of Rwanda, Senegal, and South Africa whose feedback was regularly sought by the IPs and informed selection and revision of strategies. Studies/research preceded implementation.*

The 3R programme was designed and implemented based on relevant evidence including human rights and gender equality, which directly targeted some root causes of gender-based inequalities such as cultural norms and perceptions of social and economic participation of women; by integrating WEPs into IPs’ programme outputs, and strengthening capacities of key duty bearers’ institutions to prevent discrimination of women in the economic sphere, thereby promoting sustainable solutions to gender-based inequalities, removing structural barriers, and addressing unpaid care work that prevent women’s participation in the economy. For Senegal, however, there was no systematic inclusion of most vulnerable women in field activities. UN Women confirmed that this was a deliberate choice to ensure programme participants would have the means to actively participate (e.g., have the means to pay for insurance). Below is a full list of evidence-based studies conducted across the 3 countries capturing and recommending activities that responded to the needs of the most vulnerable women i.e., rural, poor, and excluded: Table 3: Studies commissioned as part of 3R programme design and implementation.

Rwanda - completed	Senegal - completed	South Africa
Baseline Survey on Unpaid Care Work Status among Women and Men in 8 Districts of Rwanda (2022)	Analyse des besoins, cartographie de l'écosystème, étude du marché et de préféabilité dans le contexte de l'innovation numérique pour le financement et la gestion des risques et chocs liés au travail de soin non-rémunéré pour les femmes rurales au Sénégal (Amarante, 2022)	Rapid Care Assessment-Final report is expected in April 2023
Assessment of Gaps in Laws and Policies Related to Unpaid Care Work in Rwanda (2022)	Policy Brief: Solutions for universal access to childcare services that encourage economic participation of Senegalese women (CRES, 2022)	
Survey of existing care services and social care infrastructure in 8 Districts of Rwanda (2022)	Synthèse des résultats d'enquêtes réalisées auprès des initiatives de garderies d'enfants et des ménages (CRES, 2022)	
Review of the Three Minimum Standards for Early Childhood Development Services: The Integrated Models and Guidelines and IZU Guidelines and Principles (2022)	Solutions potentielles pour adresser les risques liés au travail non rémunéré des femmes en milieu rural au Sénégal (Amarante, 2022)	
A Summary Brief on Gender Equality and Unpaid Care Work to the End Users of the Minimum Standards for Early Childhood Development Services: The Integrated Models and Guidelines and IZU Guidelines and Principles (2022)	Solutions innovantes pour reconnaître, réduire et redistribuer le travail de soins non rémunéré des femmes rurales au Sénégal (note de Politique 2022)	

	Integrating Unpaid Care Needs in Local Development Plans in Senegal (Guidance Note-2022)	
	Une approche Ascendante des Politiques et Programmes: de Soins: Cas du Programme 3R répondant aux besoins de Soins Non Rémunérés des Femmes Rurales au Sénégal (Case Study-2022);3)	

Studies commissioned in Table 6 above enabled country programmes to be informed by evidence and to be contextualized to the needs of each country. IPs confirmed that they used these studies as guidance to their programme designs and measurement of expected results. The evaluation team found out that all studies commissioned in Rwanda and Senegal were completed in a timely fashion and were used during programme implementation. UN Women SAMCO Baseline Study with University of Cape Town did not take place. The evaluation team assessed that the lack of the baseline study was lost opportunity, and UN Women SAMCO could have benefitted from the following studies had they been commissioned:

❖ Baseline Survey on unpaid care work status among women and men in 9 provinces of South Africa
❖ Study to identify gaps in laws and policies related to unpaid care work.
❖ Research to conduct mapping of existing and needed care service provision and social care infrastructure including in rural and urban areas.
❖ Study to conduct national-level feasibility studies to identify cost-effective solutions for care services and childcare provision in rural and urban areas.
❖ Study to provide technical assistance to develop and implement models and guidelines for care services and timesaving, climate-resilient, environmentally sustainable infrastructure.
❖ Study to conduct care needs assessment of participating cooperatives and other organisations.
❖ Consultancy for planning, designing, implementation, supervision. Monitoring and evaluating various water infrastructure projects selected for the UN Women 3R programme.

On a positive note, Azali Health Care of South Africa hosted the national Men’s Parliament, mobilizing 134 representatives from provinces and districts, to review and propose reforms of policies and the laws for women empowerment. Different forms of Gender Based Violence were discussed with respect to the role of men to prevent and mitigate such vices. 240 community members in Free State and Kwa Zulu Natal participated in awareness meetings as well as being involved in male engagement strategy to strengthen the capacity of women’s cooperatives and other organisations to effectively advocate for recognizing, reducing, and redistributing unpaid care work. However, UN Women SAMCO did not deliver on their planned results framework as follows.

Finding 6. Programme participants, especially women in Rwanda, Senegal and South Africa reported how their heavy involvement in domestic care negatively affected their capacity to fully engage in income-generating activities. They also gave testimonies that time saving equipment and support from their male counterparts in domestic care freed up time for them to substantially engage in economic activities. Programme participants all confirmed that the choice of activities that compose the programme successfully tackled the challenges they experience, and identified this as the added value of the 3R Programme compared to other interventions they have participated in.

In line with an iterative implementation strategy, the 3R programme included strong, innovative research components on all aspects of the Programme. These ensured programme participants could directly indicate their needs and preferences, so that upcoming activities could be accurately tailored. Programme participants were also directly included in the choice of target areas for specific activities, and in selecting which of the possible proposed activity-level interventions would be more relevant in each area.

A key example is the research study led by Amarante Consulting to map needs, obstacles, and existing solutions to address unpaid care work in Senegal. The findings allowed the selection of an innovative solution which could directly address beneficiaries' needs and gave birth to the partnership with the

National Health Insurance Company (CMU) in defining the details of the health insurance membership. The choice of the solution itself was based on a technical analysis of findings by Amarante and UN Women, but Programme participants were the ones who informed the choice by providing the relevant elements for decision-making. The outcome of the process also highlighted the flexible approach adopted by the Programme and the willingness to place participants' opinions at the centre to always ensure its relevance. Two UN Women members of personnel interviewed during the evaluation indicated that the Programme had foreseen the adoption of a risk transfer and financing pillar but ensured that the choice among possible different options - including a variety of approaches to health and agricultural insurance - would not be pre-imposed but would rather follow research results. Research showed health insurance, in the form proposed by CMU to be the most pertinent and led to kickstarting activities for its adoption as the proposed solution. Similarly, while there were expectations concerning the selection of a digital solution, the reality on the ground suggested that an offline solution, with potential for digitalisation, would best address the existing needs.

Finding 7. *The evaluation team attributes the achievement of programme targets to timely provision of, and high relevance and quality of products and services provided to programme participants, well-tailored to the needs of individual women and their households and communities, for Rwanda and Senegal as well as strong strategic partnerships developed with Governments and non-government affiliated institutions for all three countries. Buttressed by conclusive and evidence-based studies, the programme relevantly targeted its interventions for the neediest and deserving, using the LNOB principle. The summary assessment of the relevance criterion for the evaluation across the 3 countries is provided in the table immediately below.*

Table 4: Summary assessment of the relevance of 3R Programme to the stakeholder map

Type of relevant solutions for the 3R Programme	Assessment of what was provided or implemented	Assessment of level of implementation as per results framework
Supporting national and local policy advocacy for greater awareness and capacity building to redress discriminatory social norms	Addressed the 3Rs of unpaid care work in laws, policies, and services	Fully achieved in Senegal, Rwanda, and to a limited extent in South Africa
Developing economically and environmentally sustainable models	Provided transformative care services and childcare provision	Fully achieved in Rwanda and Senegal. Models were conceptualized with Government and IPs but not implemented in South Africa
Increasing access to timesaving, climate-resilient, and environmentally sustainable infrastructure, and services	Thousands of women were served through well-established partnerships with women's cooperatives, associations, and other organisations	Fully achieved in Rwanda and Senegal. Models were conceptualized with Government and IPs but not implemented in South Africa
Raising awareness in communities	Engaged thousands of men and boys, about discriminatory social norms and the 3Rs of unpaid care work;	Fully achieved in Senegal, Rwanda, and to a moderate extent in South Africa
Piloting the development of digitally enabled microinsurance products and services	Piloted the development of digitally enabled microinsurance products and services tailored to the needs of rural women to address unpaid care risks in Senegal	Fully achieved in Senegal These products and services were not planned for nor implemented in Rwanda and South Africa
Strengthen the capacity of rural women	Improving access to, demand for and uptake of digitally enabled	Fully achieved in Senegal

	microinsurance products and services in Senegal.	These products and services were not planned for nor implemented in Rwanda and South Africa
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4.2 Effectiveness

Evaluation questions

What has been the progress made towards achievement of the two expected outcomes? What specific results were achieved, both positive and negative?

To what extent are the programme approaches and strategies innovative for recognizing, reducing, and redistributing unpaid care work? What -if any- types of innovative good practices have been introduced in the programme to achieve results in this field? What else women are now doing with their time (i.e., are they doing more paid work, study, community work, rest/leisure, or different tasks), and are men taking on a greater share of the responsibility as a result?

Main findings:

Finding 8. *Under Outcome 1, the 3R programme was catalytic in addressing key drivers for WEE such as changing social relationships between men and women, improving understanding of unpaid work and how it impacts women’s economic position in society, understanding the connections between women’s economic empowerment with the welfare of children and their education and quality of life in households. This programme provided pathways and practices to engagement in creating an enabling legal environment that ensures legal protection of women’s economic rights and removes barriers to their more active participation in the economy.*

Across the 3 countries, the 3R programme directly built upon UN Women programmes and projects which share common objectives to tackle structural gender inequalities that prevent rural women and girls from realizing their economic rights and empowerment within the context of sustainable development. In fulfillment of the ToC, the alignment was especially found in improved food and nutrition security and land tenure security; (ii) increased access to sustainable livelihoods, including by removing financing barriers and increasing productivity while reducing time poverty; (iii) enhanced participation in decision-making at community level; and (iv) the creation of a more gender-responsive policy environment. In addition, combined action at the policy and programmatic level supported the climate resilience of women producers and their communities and environmental sustainability was evident in the 3 countries, though at various degrees. In fulfillment of the ToC, the most relevant programmes where the alignment, coherence and synergies were demonstrated in critical programmes and projects by the UN Women and partner agencies, which address these critical areas include:

- ❖ UN Women, together with FAO, IFAD, and WFP, implementing the Joint Programme “Accelerating Progress towards the Economic Empowerment of Rural Women” (JP RWEE) in seven countries, including Rwanda, with funding from Norway and Sweden¹¹;
- ❖ UN Women’s flagship programme on Climate Resilient Agriculture (CRA) - a high-impact, scalable initiative to deepen the organisation’s efforts to achieve transformative change for women’s economic empowerment - implemented in 15 Sub-Saharan African countries, including Senegal and South Africa¹² ;
- ❖ Supporting and working directly with women’s organisations and cooperatives as a critical part of UN Women’s mandate, since 2018, UN Women has supported the Network of Female Rice Producers of the North of Senegal (REFAN) as part of its flagship programme Women’s

¹¹ The programme strengthened gender equality in rural areas through agriculture and food security and nutrition, strengthening rural women’s income security through income generation, increasing rural women’s participation in the economy as well as in political institutions, and improving the policy environment in which gender-responsive rural development takes place.

¹² Within the CRA programme, UN Women focuses on supporting women in agriculture to participate in decision-making fully and equally at all levels as necessary for the development of; appropriate policy interventions; deployment of more effective climate-resilient, environmentally sustainable tools, technologies, infrastructure, and institutions to implement measures to build resilience; and the achievement of sustainable resource management for resilient, green value chains.

Economic Empowerment through Participation in Climate Resilient Agriculture Value Chains¹³;

- ❖ UN Women is also implementing a project to improve women farmers resilience through access to digital Disaster risk reduction and risk transfer (microinsurance) mechanisms, products, and services, which target stakeholders of UN Women's flagship programme, "Women Empowerment in Climate Resilient Agriculture Value Chains" in 5 countries, including Senegal, with financial support from Innovation Norway and in partnership with UNCDF¹⁴

The synergies achieved included:

- UN Women, together with FAO, IFAD, and WFP, implemented and learned lessons from the Joint Programme "Accelerating Progress towards the Economic Empowerment of Rural Women" (JP RWEE) in seven countries, including Rwanda, with funding from Norway and Sweden. This advanced UN mandates and principles such as Delivering as One;
- UN Women's flagship programme on Climate Resilient Agriculture had the opportunity to be embedded with other UN and other organizations working in SDGs, and 15 Sub-Saharan African countries working on WEE, including Senegal and South Africa; and
- UN Women had opportunity to support and work directly with women's organisations and cooperatives as a critical part of UN Women's mandate since 2018, as part of its flagship programme Women's Economic Empowerment through Participation in Climate Resilient Agriculture Value Chains.

Finding 9. *The quality of the timesaving infrastructure and public services and capacity-building activities was high and relevant to women's interests and needs across the three countries. The training programmes were described as very effective by key respondents. The evaluation team concluded that effectiveness would have been improved through standardization of capacity development offerings, longer training duration, and better sequencing of training activities. The advocacy and policy interventions were positively applied at local levels but suffered from the short duration of the programme (18 months) at national levels to coordinate and advocate with Governments and stakeholders that required more time to internalize the programme.*

The 3R programme design clearly integrated the key entry points and strategic partnerships to promote WEE at the policy, institutional and grassroots levels. Like in Finding 10 below, in alignment to the ToC, by providing time saving technologies to women at grassroots level, the evaluation team observed dramatic reallocation of women's and girls' time to support their economic empowerment and inclusion of women-owned enterprises into value chains. However, in Senegal the improvement of childcare conditions did not automatically result in increased enrolment. Also, the recent delivery of time-saving equipment did not allow to assess impact on time saving, and especially enhanced involvement of economic activities. As a positive attribute of the ToC, in Rwanda and Senegal programme implementation demonstrated immediate improvement in early childhood development and the redeployment of time to achieve more active participation of women in the economy as one of the most effective strategies to remove disparities against women and achieving more inclusive economic growth (SDG 1 and SDG 10) in Rwanda and Senegal, and marginally for South Africa. Numerous capacity-building activities were implemented across the 3 countries but were short in duration and not standardized across IPs.

¹³ REFAN, created in 2013, 20,000 members grouped in agricultural cooperatives in the Senegal River Valley. They are active in various sectors (agriculture, handicrafts, animal husbandry, fisheries) and several agricultural value chains. REFAN plays an umbrella role by providing agricultural inputs and distributing agricultural products to its members. REFAN has also strengthened the capacity building of its members, particularly in the areas of women's leadership and agricultural productivity.

¹⁴ The project leverages private and public sector institutions in the following process: first, during the research and analysis phase, country-level needs assessment and ecosystem mapping studies are carried out to identify the actual needs of women and assess opportunities and barriers in each local context, followed by a market assessment or dialogue process, to assess the market and any existing gaps and opportunities to better serve rural women and other vulnerable or underserved segments.

Finding 10. *Under Outcome 2, programme design and implementation clearly integrated the key entry points and strategic partnerships to promote WEE at the policy, institutional and grassroots levels. Like in Finding 8 above, by providing time saving technologies to women at grassroots level, the evaluation team observed dramatic reallocation of women's and girls' time to support their economic empowerment and inclusion of women-owned enterprises into value chains. Women working at the markets, and in their gardens commented that they are enjoying their newfound freedom and time to effectively engage in activities other than unpaid care work. For Rwanda and Senegal, mothers commented that the provision of CED Centers gave them quality time to engage in business and attend to WASH activities in community. Achievement of the programme results is largely attributed to effective strategic partnerships, flexible and tailor - made approaches and strong communication strategies employed by UN Women and the programme partners in alignment to UN core strategic mandates.*

Aligned to the Climate Resilient Agriculture programme the 3R programme effectively achieved its results in four key outcome areas for Rwanda and Senegal: (i) women's food security was increased; (ii) women smallholders farmers' productivity in a changing climate was increased and the physical burden of agricultural work is reduced; (iii) financing barriers were removed and women's capacity to invest in climate-resilient agriculture was increased; and (iv) opportunities for female small holders to move up the value chain was promoted. Across the 3 countries, the 3R programme effectively worked with national, provincial, and local farmer organisations, associations, and cooperatives to reach out to women farmers as well as civil society organisations and traditional leaders supporting farmers in the different communities.

Under the 3R programme, UN Women effectively used its comparative advantages as a cofounder of WEPs and built on its unique experience in the 3 countries and at the regional and global level expertise. Acting according to its threefold mandate, UN Women ensured that the 3R programme was implemented in a coherent manner and in synergistic ways with other UN agencies' projects and joint programmes that are relevant to WEE, which enforced some positive transformations in the enabling environment i.e., policy formulation and advocacy which contributed to effectiveness of the programme.

To unpack the ToC, the Rwanda and Senegal programmes present exemplars of the demonstration of programme effectiveness of the WEE, weaved into UN Women triple core mandates as articulated across OH tables across the 3 countries. Evaluators produced a coherent set of findings and lessons learned that effectively capture the ways in which 3R Programme contributed to the countries' policy implementation and the effects this had on the results achieved. The Contribution Analysis Frameworks (presented in OH tables), provide contextual understanding of the environments in which 3R Programme interventions took place. The table also tells an evidentiary story of what and how each stakeholder contributed to program implementation. It also provides examples of the extent of gender responsiveness the programme was, how theory-based it was, and the level of programme participants' involvement, especially women. In Rwanda the Evaluator visited 3 ECD centres and observed full capacity centres, led by women and parents from surrounding communities. Evaluator also visited several cooperatives and observed hundreds of women busy with productive economic activities at public markets and in their gardens.

In Senegal the 3R programme supported knowledge sharing and consensus building on unpaid care through the local dialogue held in November 2022. This offered a space to discuss the issue of unpaid care leading to a commitment of the stakeholders (Ministry of Women's Affairs, local authorities, and community leaders) to strengthen local care responses, provisions, and reforms. The activity also provided a valuable input to national-level dialogue, by linking the local level to the national level through the provision of contextual knowledge, experience, and evidence of results. Despite the positive perceptions concerning local-level capacity building collected at institutional level, the evaluation found out significant knowledge gaps during a focus-group with men representatives of one of the targeted municipalities. Many of the participants are part of the municipal council workers and had reportedly been involved in workshops and

discussions on unpaid care work. When asked about their views on the key challenges in the area, they were nonetheless unaware of the theme and related issues. Unfortunately, the data collection plan did not include sessions with representatives from other municipalities to verify if this case also occurred elsewhere. In addition to shedding doubts on the effectiveness of the capacity building efforts, this finding also has sustainability implications, discussed further in the relevant section of this report.

For South Africa, substantial implementation was registered by one IP – Azali Health Care. Under Outcome I. Between January and December 2022, the 3R programme implemented by UN Women SAMCO continued to work with Azali Health Care as an Implementing Partner pursuing outputs under the two outcomes but specifically undertaking the following interventions:

- Advocacy through Men's Parliament on laws and policies that sought to recognize, reduce and reduce unpaid care works among men, women, boys and girls for women economic empowerment. Through this activity, the Programme engaged 134 stakeholders from national and provincial level.
- Strengthening the capacity of national and local authorities to develop and implement laws, policies and services that address unpaid care work through mapping of care services and evidence from commissioned studies to identify gaps in laws and policies related to unpaid care work.
- Over 240 community members in Free State and Kwa Zulu Natal participated in awareness meetings as well as being involved in male engagement strategy to strengthen the capacity of women's cooperatives and other organisations to effectively advocate for recognizing, reducing and redistributing unpaid care work.

Under Outcome I, the 3R Programme in Senegal realised solid results regarding the incorporation of unpaid care concerns into local policies. The Programme targeted six municipalities which were renewing for the next five-year cycle their *Plan de Développement Communautaire* - the key planning document for local development- and accompanied its elaboration through direct support of ARD's Regional Technical Committee (CTR). The opportunity to carry out this strategic process within the framework of the 3R Programme proved an effective mechanism to ensure that the theme of unpaid care work be duly addressed at the local level. The participatory nature of the process revolved around a diagnostic exercise to identify the needs and priorities of the communities, and allowed detecting concerns related to unpaid care work through specific questions on the issue. According to both ARD and UN Women interviewees the PDC elaboration process also provided a key opportunity for building capacities of local authorities on unpaid care work. The preparatory phase of the process included introductory workshops with the concerned Municipal Councils - the institutional owners of the process – which allowed to frame unpaid care work and clarify the objectives of the Programme.

The Senegal programme also targeted 7 municipalities which had their PDC already in place. In this case ARD efforts were directed towards facilitating the incorporation of unpaid care work concerns in the existing plans through amendment processes. At the time of evaluation this had not yet translated into concrete results and was explained by ARD in terms of the lengthy nature of the process and the need of close follow up by the CTR to ensure the processes would advance. CTR members explained during a focus-group discussion that given ongoing processes the Committee preferred prioritising the elaboration processes in those municipalities who lacked the document altogether. They nonetheless confirmed their commitment to continue the process in the other municipalities. Despite the absence of any policy adaptation or adoption on unpaid care work at national level, the 3R programme made considerable progress in filling the knowledge gap and strengthening capacities and dialogue around the issue. A key contribution to this end came from the research carried out by CRES, which provided valuable insights into existing gaps and possible entry points for strengthening childcare services in Senegal condensed in a policy brief paper. The Amarante study and the PDC diagnostic also provided key contributions to knowledge of the realities and needs related to unpaid care work in the North, and a policy paper indicated potential solutions to address existing gaps. The Symposium on Women's Economic Empowerment in

West Africa organised by UN Women in October 2022 provided a key arena for discussion on the theme, where unpaid care work and the 3R Programme were given a dedicated space to present evidence emerging from the ground and discuss possible actions. Another important achievement to support policymaking was the establishment of a regional platform for discussion and exchange of unpaid care [work] reform and WEE in West Africa, in collaboration with regional partners, such as the International Development Research Centre (IDRC), the African Development Bank, the UEMOA and UNECA. Examples above also highlight how the programme has made important contributions that reach beyond Senegal, by supporting and facilitating policy discourse on unpaid care across the West Africa region.

Regarding Outcome 2 results vary substantially across the different streams of intervention. Strong results were achieved in facilitating REFAN members' access to microinsurance, and important efforts are underway to increase women's knowledge on the benefits of health insurance, including its positive effects on reducing unpaid care work. On the other hand, broader knowledge management and dissemination efforts at the field level were still lagging at the time of evaluation. Mixed results were found concerning operational activities linked to childcare: while the delivery of equipment was successfully completed, its adequacy and the absence of interventions targeting access to childcare services risk undermining the link between this stream of activities and reduction in unpaid care work. Time-saving equipment was also delivered at the time of evaluation, though the use of equipment for agricultural transformation had not begun nor been planned yet, determining the absence of concrete measurable results on reducing time dedicated to unpaid care.

Finding 11. *The programme ToC was valid in that all studies that were commissioned (Rwanda and Senegal) to research and propose changes to national and local laws, policies, and services, recognized and addressed the disproportionate share of unpaid care work by women and girls; and that the provision of transformative care services in rural and urban areas helped to reduce and redistribute unpaid care work. That had the direct effect of freeing up women's time to equally contribute to and benefit from sustainable livelihoods.*

During the inception phase the evaluation team carried out a preliminary analysis of the 3R programme theory of change. The assessment pointed to the existence of assumptions which underlie the proposed theory of change and remain implicit in its description, and whose veracity constituted the precondition for the validity of theory of change. The key assumption was that by freeing up their time, women would automatically dedicate it to and benefit from sustainable livelihoods. That assumption was largely correct. However, the evaluation found out that other economic variables – such as limited availability of resources including land and necessary tools – also determined women's ability/inability to significantly increase their involvement in and benefits from sustainable livelihoods. Similarly, across the 3 countries, other structural barriers such as stocking difficulties or limited access to market could mean limited marginal gains from increased involvement in sustainable livelihoods. Some women chose to involve themselves in other (non-remunerative) activities following a reduction of unpaid care work, including prevailing gender expectations. To address this, the programme included a component on social norms, behavioral change, and positive masculinity. The evaluation team verified this assumption as part of the data collection exercise. The evaluation thus determined the ToC to be largely valid.

For instance, analysing the ToC, the evaluation team concluded that the 3R programme achieved the following goals across the 3 countries:

- ❖ Fostered UN Women's image as an agency with expertise at global, and emergingly at regional and country level on the care economy and climate – care nexus;
- ❖ Contributed to establishing UN Women as a key partner and knowledge hub with leading expertise and skills at both policy and programmatic level on the care economy and addressing unpaid care work;
- ❖ Contributed to increase communities' awareness around the care economy at national, regional,

- and global level.
- ❖ Influenced the public agenda for greater showcasing and outreach on key areas aligned with the programme including women's economic empowerment, care economy, unpaid care and domestic work, climate-care nexus.

To address the inequities in unpaid care, the 3R Programme sought to increase recognition, to reduce, and to redistribute unpaid care work in Rwanda, Senegal, and South Africa by focusing on removing structural barriers to women's full and equal participation in the economy. The standalone component funded by Canada was integrated into existing UN Women programmes on climate-resilient agriculture and rural women's economic empowerment to address women's unpaid care and domestic workloads and overall time poverty, while promoting solutions to unpaid care work in laws, policies, and services. It effectively tackled systemic discrimination, unequal power relations, and harmful norms and practices underpinning inequities in care work by engaging women's cooperatives and other women's rights organisations, traditional leaders, communities, men and boys, and the private and public sectors.

More specifically, the 3R programme developed economically sustainable models of gender-responsive transformative care services (such as provision of childcare services, early childhood education, access to timesaving infrastructure and services) to enable and/or strengthen women's effective participation in economic empowerment programmes and interventions. It advanced advocacy at national and local levels to increase awareness and build capacity to tackle discriminatory social norms in laws, policies, and services. It also increased access to timesaving, climate-resilient, and environmentally sustainable infrastructure, and services for thousands of women through well-established partnerships with women's cooperatives, associations, and other organisations. It successfully raised awareness in communities, including by engaging men and boys, about discriminatory social norms; pilot the development of digitally enabled micro-insurance products/services tailored to the needs of rural women and strengthen the capacity of these women to access these products and services to address unpaid care risks in Rwanda, Senegal, and South Africa. For Senegal, work carried out regarding the identification of a micro-insurance solution constituted a key programme innovation. The research-based approach used to assess needs on the ground ensured identifying relevant, innovative, and transformative solutions which constituted new entry points to tackle barriers to women's economic empowerment in Rwanda and Senegal. In Senegal, just like for the policy component, results in this field were facilitated by the allocation of dedicated human resources from UN Women's regional office with specific expertise on the topic. While the concrete implications related to the use of health insurance are not evident yet, it indeed holds strong potential in contributing to reducing the time 3R Programme women dedicate to unpaid care work. While the partial subsidisation of health insurance by UN Women provides a strong contribution to mid-term sustainability, local-level planning for long-term sustainability was yet to take place at the time of evaluation.

The evaluation team determined that the 3R programme ToC was achieved. Across the 3 countries, through commissioned studies¹⁵, policy dialogue and advocacy, the programme achieved **Outcome 1**: National and local governments develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work performed by women and girls; In Rwanda and Senegal, the programme achieved **Outcome 2**: through women's cooperatives and other organisations providing care services in rural and/or urban areas to reduce and redistribute unpaid care work.

In the next phases, better synergies are needed with a broader range of UN agencies and other, non-UN, actors to tackle problems most relevant for promotion of WEE such as poor infrastructure and access to the Internet in rural and mountainous areas, lack of flexible vocational education opportunities, and extension services for women and limited access to technological innovations, good practices, and expertise to develop sustainable business. In this regard, the 3R programme coherence to the UNSDCF's

¹⁵ South Africa was not able to publish any studies by the end of data collection for the evaluation.

in the 3 countries creates assurance that the results of the programme could be upscaled through a greater consolidation of efforts of UN agencies and their stakeholders.

4.3 Efficiency

Evaluation questions

Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes? Are the programme and its components cost-effective? Could the activities and outputs have been delivered with fewer resources or within a reduced timeframe, without reducing their quality and quantity?

Main findings:

Finding 12. *The implementation of the 3R programme was cost-effective and presents a good value for money in Rwanda and Senegal. Apart from the Azali component, no significant programmatic implementation took place in South Africa to enable efficiency evaluability evidence. Across the 3 countries, the allocation of resources was done most strategically and with sustainability in mind: building effective partnerships with Governments, IPs, and CSOs. The resource allocation strategy brought in partners with high level of expertise and well connected with local communities, which resulted in effective targeting and selection of programme participants and the management of provision of quality products and services that directly improved the situation of unpaid care work and shining a light on human rights and gender equality in the promotion of women's economic empowerment.*

By the time of evaluation, analysis of financial data for Rwanda showed that 100% of resources had either been spent or allocated. All 7 implementing partners had completed all planned activities and submitted their end of programme reports. All resources had been deployed to planned outputs and funds were efficiently spent as allocated. For Senegal, the analysis of financial data indicated that 89% of the available budget was spent at the time of the evaluation (January 2023), with the remaining portion either being committed (4%) or available to be spent in the first trimester of 2023 (7%).

For Rwanda, the programme design, onboarding, implementation and reporting all worked according to plan and by the time of evaluation, 100% of deliverables by IPs and 97% of the activities by the UN Women Country Office had been successfully completed. For Senegal and South Africa, the concentration of activities in the second part of the financial year can be attributed to the late operational start of the Programme. The initial months beginning in October 2021 were mainly dedicated to the onboarding of Programme staff, whereas the early months of 2022 were mostly employed for the selection of the main IPs and of the consulting firms in charge of supporting the different components of the project.

For Senegal, lengthy selection and administrative processes resulted in the signature of the agreement with ARD in April, with funds being transferred to the IP only in May. ARD resorted to pre-financing the first activities to partially mitigate the late start, but the delays nonetheless significantly shrunk the overall implementation period. An extension to the initial implementation period up to December 2022 proved necessary to ensure finalising Programme activities, followed by a further extension to finalise specific activities in the first trimester of 2023. For South Africa all extensions never produced measurable results.

Finding 13. *The programme presents good value for money and its cost-effectiveness was most enhanced by measurable results directly related to the triple mandate of the UN Women in the normative, coordination and operational areas. The allocation of resources for targeted groups considered the need to prioritize the most vulnerable and about 80% of the programme operational/output budget was used to increase capacities of rural women, unemployed women, and poor mothers to free up time, and quality of life while improving their opportunities for employment, entrepreneurship, and upscaling of business.*

The evaluation team learned of the complexity of multiple challenges that plagued South Africa implementation, which militated against the overall value for money for the overall programme. During the year the 3R Programme experienced vendor contracting challenges, which delayed implementation of planned activities or entailed adjusting or exploring alternatives to achieve expected deliverables. COVID-19 emerged as one of the major challenges, which disrupted implementation. UN Women SAMCO pointed out that it crippled all their business and operational plans- including the 3R Programme. Restriction in movements and gathering of community members, as one of the prevention measures affected training activities, and social mobilization campaign meetings. These restrictions as prevention measures also affected the labour supply, which reduced the productivity and revenue of business entities. In the end, some businesses did not manage to maintain or grow their financial capacity to execute contracts, which required pre-funding such that borehole drilling, and installation suffered significant delays because of the shrinking financial capacity of drilling companies.

- ❖ Under Outcome 2, the partner agreement with Gift of the Givers Foundation failed to introduce and deploy water solution powered by renewable energy system in five communities in Free State province for the delivery of time saving climate resilient technologies for care services.
- ❖ Contract to identify existing feasibility studies, if available/ or: published feasibility studies (at national level), that identify cost effective solutions for care services and childcare provision in rural and urban areas was abandoned.
- ❖ Partner agreement with University of Cape Town failed to produce the Baseline Survey. Alternatively, UN Women SAMCO and DWY&PD conceived an idea of organizing a 3R National Consultative Workshop (3RNCW) to engage stakeholders on policy, laws, and practices, which relate to unpaid care work in South Africa. The 3R National Consultative Workshop took place in February 2023. The 3R National Consultative Workshop engaged over 50 relevant stakeholders from government, CSOs and women organizations on their understanding and experiences around unpaid care work in relation to laws, policies, and care services. Rapid Care Assessment (RCA) study was integrated into the 3RNCW agenda as a source of critical workshop content on policy and practice in South Africa. Interviews with programme staff revealed that by December 2022, four (4) Focus Group Discussions involving 6 men and 37 women participants were completed in Limpopo and Free State provinces, whose age groups ranged from 18 to 85 years.
- ❖ The programme experienced frequent staff turnover/attrition, which disrupted implementation and management of the project. Staff turnover largely contributed to the delay in strategic tasks and time lapses triggered withdrawal of some Implementing Partners like the University of Cape Town, who could not carry out the Baseline Study in the remaining period.

For Senegal, good practices emerged in the use of human resources, which leveraged available technical capacities across UN Women. The Regional Office strongly participated in programme implementation, with two members of personnel from UN Women WCARO personally leading the policy and innovation components of the 3R Programme, in addition to the close support from the WEE Regional Advisor. Interviewed UN Women personnel regarded this practice as a valuable means to enhance internal capacity building, and external stakeholders appreciated the support of thematic experts to support specific components, in addition to the overall project management and coordination functions assumed by UN Women. However, unfortunately, South Africa did not benefit from such good practice and did not enjoy positive results in SAMCO's overall implementation activities. The Evaluator could not establish why UN Women SAMCO did not benefit from such a good practice.

Finding 14. Guided by the LNOB principles, the programme targeted the neediest and emphasized the needs of most vulnerable women which was evident in the allocation of the budget to promote their employability and inclusion of women-led cooperatives (SMEs) to participate in the agricultural value chain and market. Moreover, allocation of resources was done strategically and with sustainability in mind considering the strategic position of

the partners to achievement of outputs and their capacities and relationships with local communities to take over the supervision of assets and infrastructure developed - after the programme closed.

To achieve its objectives, the 3R programme strongly invested in participation of, and promoted the deep involvement of programme participants at all stages. Programme participants were also directly involved in the definition of the operational activities on the ground. At the local level women farmers were in fact able to participate in the consultations for identifying the time-saving solutions that would be most relevant in their areas, as opposed to having to accept pre-defined service packages. Evaluators observed that 90% of cooperatives were led by women, with top leadership roles mostly occupied by women.

The strong use of research elements through context and needs assessment allowed the generation of valuable information to explain the intertwined dimensions of unpaid care work with the aim to find relevant solutions that would directly respond to the needs of most vulnerable women. Most importantly, the methodology adopted in this process across the 3 countries included diverse groups of women, including most vulnerable women with low levels of formal education and literacy, ensuring their voices would also be part of the discourse on unpaid care work shaping the nature of the 3R Programme. Focus group discussions and interviews with programme participants across the 3 countries indicated that vulnerability was placed at the centre of the criteria for selection and targeting programme participants, favouring poor individuals, participants with large families, people and families with children with disabilities.

Evaluators assessed whether activities and outputs were delivered with fewer resources or within a reduced timeframe, without reducing their quality and quantity. Evaluators could not find comparative programmes and relied on programme data provided by each initiative implemented in each country and used cost benefit ratio and cost benefit analysis. Evaluators found out that for Rwanda and Senegal outputs were largely delivered timely and on budget, meeting quality and quantity expectations set at baselines. South Africa did not deliver many key outputs nor on time, thus resources were not fully deployed.

4.4 Sustainability

Main findings:

Evaluation questions

Is the programme supported by national/local institutions? Do these institutions, including Government and Civil Society, programme participants, other implementing partners demonstrate leadership commitment and technical capacity to continue to work with the programme or replicate it to ensure continuity in pursuing the recognition, reduction, and redistribution of unpaid care work after the programme ends? What capacity of national partners, both technical and operational, has been strengthened?

Finding 15. *Across the 3 countries the choice of partners and entities involved in programme implementation stands out as a key enabler of sustainability. Key stakeholders including Governments and the IPs who implemented the 3R programme expressed full appreciation, commitment, experience and expertise to continue working on removing structural barriers to women's full and equal participation in the economies of Rwanda, Senegal and South Africa by recognizing, reducing, and redistributing unpaid care work after the programme closes.*

The Sustainability Strategy of the 3R programme across the 3 countries was set to be advanced at four levels: community sustainability, financial sustainability, organisational sustainability, and environmental sustainability. The evaluation team assessed that the programme was designed and implemented in the context of the set Global Sustainability Strategy. However, level of, or progress towards sustainability has been affected by the fact that programme implementation has been short at 9-18 months. Critical to the sustainability strategy and plan is the ongoing resource mobilization efforts to continue implementing the programme based on the evolving lessons learned and good practices. The evaluation team learned that resources have already been secured for Rwanda and Senegal to transition the program to the next phase.

UN HQ is ready to support SAMCO in resource mobilization for policy related work of the programme.

Organisational sustainability: The evaluation team assessed that the 3R programme organisational sustainability strategy and plan succeeded in addressing and mitigating the risks related to its limited duration that clearly impacted the establishment, implementation, and consolidation of transformative care services in such a short timeframe – in the 3 countries. The success was registered in the following actions:

- 1) Capacity development and/or building of all partners and involved stakeholders: government officials and personnel at both central and local level, political and civil society actors, and programme participants. In Rwanda and Senegal, prototypes, and models of the piloted 3R programme projects were developed in collaboration with key stakeholders to be used in future planning and projects.
- 2) Effective knowledge management, including 3R programme’s findings documented and disseminated, including national workshops and the Regional Knowledge Share Fair. Between Rwanda and Senegal, specific knowledge products were developed on relevant topics such as the nexus between care work and climate, transformative care services, digital social microinsurance.
- 3) Technical guidance and recommendations were availed to all partners to support the strengthening of institutional capacities, CSOs, and gendered data related to unpaid care work was generated. Drawing on lessons learned, knowledge and tools generated across UN Women’s portfolio of programmes on unpaid care, this programme leveraged its long-standing strong existing partnerships with the aim to bolster the success of the 3R Programme and help ensure its sustainability. The main partners with whom UN Women regularly held consultations at the national and global level included: national and local authorities, UN agencies, women farmer organisations, business associations, clusters and co-operatives, civil society, private sector, and public sector.
- 4) As part of the innovative project research component, social business model research, scaleup and sustainability studies for digital risk transfer, and risk financing solutions to address unpaid care risks for rural women in Senegal were conducted in partnership with the public and private sector.

Community sustainability: The evaluation team found out that across the 3 countries, the 3R programme used inclusive and participatory approaches which should contribute to its own sustainability over time. Programme design and implementation was solidly anchored in the ownership and strong involvement of programme participants starting from its planning phase throughout all programme stages, to ensure that their perspectives, needs, and concerns were considered. Community level engagement, including care service provision and work to transform discriminatory social norms were clearly envisioned, and translated into long-term results allowing women’s full and equal participation in the programme activities and the local economy. Especially in Rwanda and Senegal, the programme leveraged research on care work, and availed evidence-based data to support advocacy efforts and policymaking aimed at removing structural barriers and addressing unpaid care work adversely affecting women’s participation in the economy.

Second, at design and during implementation, all 3 countries conducted extensive consultations with all partners and stakeholders throughout the different programme phases and that significantly strengthened the ownership of the process and related results by ensuring the programme relevance, its efficiency, and its alignment with country specific priorities on gender equality. Engagement with, and inclusion of civil CSOs, women’s cooperatives, organisations, and groups, as well as men and boys, represents an essential part of inclusive approach that ensures sustainability and continuous engagement at community level.

Third, the evaluation team assessed that the 3R programme is strongly anchored in the implementing countries’ institutional frameworks. Its formulation derived its basis in each country’s respective national policies, with specific reference to i) the Senegalese National Policy on Social Protection and strengthened

role of decentralized governmental organisations such as the Regional Development Agencies (DRAs) which can mobilize basic social services and local authorities, ii) the Rwanda's newly approved National Gender Policy (2021) which strengthens mechanisms and programs aimed to ensure shared responsibility between men and women over domestic unpaid work, and iii) the South Africa's strong legislative framework on gender equality and a range of policies and programmes designed to facilitate women's economic empowerment, such as the Medium-Term Strategic Framework (2014-2019).

Finding 16. *The capacity building component of the 3R programme across the 3 countries was a hallmark of the programme contribution to sustainability. Across the 3 countries, capacity building for and by IPs, Government and CSOs was potentially the most common enduring contribution from the 3R programme across the 3 countries.*

Evaluators' assessment of the capacity development initiatives of the 3R programme across the 3 countries revealed that they were based on the 5Rs, including resilience, and included the following thematic areas:

- ❖ Care policies;
- ❖ The synergies between the care economy and climate change;
- ❖ Violence against women and girls and its correlation to care work;
- ❖ The importance of data;
- ❖ Girls and young women's unpaid care work and its implication on their NEET rate¹⁶;
- ❖ Social norms and gender stereotypes and its implication on care work; and
- ❖ Macro-level investment priorities for reducing women's time and economic poverty.

In Rwanda one example is a training programme on 14 December 2021 and was ongoing for 17 weeks. The objective of the training sessions was to strengthen the capacity of 240 community couples in gender transformative approaches. The outcome of the capacity development initiatives resulted in increased awareness on the 3Rs of unpaid care work; commitment to mobilize and increase men's awareness in recognizing women's and girls' burden of unpaid care and domestic work; advocacy for women's economic autonomy; devotion to increase men's involvement in unpaid care and domestic work; promotion of positive masculinity as well as increased couple dialogues on the 3Rs of unpaid care work. As a result of the capacity development initiatives community members have an enhanced knowledge and understanding in removing structural barriers to women and girls full and equal participation in the economy by recognizing, reducing, and redistributing unpaid care and domestic work to challenge rigid gender norms and imbalances of power for equal workload between men and women. The Evaluator witnessed testimonies indicating that rigid gender norms preventing men to share domestic activities with their wives have been challenged; men started sharing domestic activities with their wives; domestic violence is considerably reducing at home; women have now increased self-esteem and self-confidence because their partners are valuing them; both men and women take decision together on the property management; some couples that were separated have reconciled; saving groups were creating for development of families. Moreover, trained couples have become peer educators of their neighbors and of their colleagues in cooperatives to which they belong; they have indeed started to sensitize no trained couples on the importance of male involvement in unpaid care and domestic work. Seeing the change that is happening among the trained couples, the less trained couples are also changing their attitudes, behavior, and practices. The evaluation team determined that the capacity development work strengthening multi-stakeholder and multi-sectoral dialogue, bringing harmony in the families, enriching marriage, and family life, improving the economic conditions of women and their families, and uniting women, men, and youth associations in the care economy: and providing and creating durable network/platforms linking women's, men's and youth's associations and groups from across the 3 countries.

¹⁶ The share of youth not in education, employment, or training (also known as "the NEET rate") conveys the number of young persons not in education, employment, or training as a percentage of the total youth population.

Financial sustainability: It is the finding of this evaluation that the organisations/cooperatives established through or involved in the 3R Programme will have the capacity to exist beyond the end of the programme. The programme either strengthened or created networks between them and the fora within their sectors to continuously access information that will enable growth, opportunities, and sustainability of their organisations beyond the 3R Programme.

In Rwanda and Senegal, Evaluators assessed centres delivering transformative care services including women's organisations, cooperatives, and associations participating in the programme, supported by CSOs/IPs (depending on context), together with local and national government agencies and found plans to ensure sustainability of care services and activities once project funding is finished. The centres are effectively providing childcare facilities and related advisory and training services to ensure effective service delivery and proper management of the centers for sustainability, replication, and multiplier effects. In Rwanda, all centers inspected during this evaluation are well equipped with appropriate tables and chairs, educational toys and materials, mattresses, and cushions for children, among other tools. In Senegal playgrounds were found to be inadequate.

All centers levy minimal fees to support the operations of the centers. These modest user fees, though not adequate, are used towards maintenance and management of the centres, including remuneration for the women community-based managers. Local and national government, across the 3 countries, are involved in supporting and managing the centres as a means of ensuring sustainability, especially after project funding ends.

A key factor of the 3R Programme financial sustainability consists in undertaking continuous efforts for the mobilization of additional resources for its continuation and replication in other countries and regions. To this end, a Partnership and Resource Mobilization Strategy was developed in January 2022 to define the strategy and identify potential partners to secure additional funds. The Strategy will leverage the knowledge that was generated throughout the innovative 3R Programme, including empirical evidence, good practices and lessons learnt. The 3R Team worked closely with the UN Women Strategic Partnerships unit at HQ level and with Resource Mobilization focal points at both regional and country level to identify potential donors interested in funding care work related interventions at different levels (global, regional, national, local) and from different sectors (private, public, multilateral, corporate, foundations, philanthropic, etc). The evaluation team learned from HQ that resources have already been secured for the next phase of the Rwanda and Senegal programme and plans are to work with South Africa to explore policy related areas for which to support in resource mobilization.

Finding 17. *The policy implementation and advocacy work across the programme countries hold promise for sustainability. Across the 3 countries, strong advocacy work leveraged the National Gender Policies, protocols, and legal provisions which emphasize among other things - strengthening mechanisms and programs that ensure shared responsibility between men and women over domestic work/unpaid work as well as use of time and energy saving investments by securing alternative energy sources for cooking, educating both men and women at community level for mindset change with regards to benefits of shared responsibilities as well as establishing Early Childhood development (ECDs) at community level. However, more advocacy work is required to strengthen policy frameworks that describe strategies to ensure gender stereotypes and division of labour are addressed in the context of ECD.*

For Rwanda, the 3R programme activities are well aligned and achieved targets because of favorable legal and policy environment in the country, including the National Policy of Disability and Inclusion (2018), Minimum Standards for early childhood development in Rwanda (2021), Integrated Early childhood Development Models and Guidelines (2019), and Inshuti z'Umuryango-Friends of Family (2016), and Early Childhood Development Policy. Rwanda has not only ratified the CRC and UNCRC but has made additional commitments to fully inclusive education (which includes pre-primary services) in the 2018 commitments to the Global Disability Summit. The Convention of the Rights of the Child (1989) and the

Convention on the Rights of Persons with Disabilities (UNCRC, 2006¹⁷) clearly articulate the rights of all children, regardless of ability, to access mainstream education in their local facility with reasonable accommodations made for their individual needs.¹⁸ Despite this, children with disabilities are less likely to attend, and more likely to drop out of education (MINALOC, 2018)¹⁹. Reduced access to parenting education and a safe childcare service also means that children with disabilities may fail to access child protection mechanisms and services, thereby increasing the risk of sexual and gender-based violence (SGBV), neglect and exploitation (CDC, 2018)²⁰. However, the ECD Policy of Nov 2021 does not provide any indication or orientation about unpaid care work and remain silent about recognition, reduction, and redistribution of unpaid care work in terms of time and valuable means. The ECD Policy of 2016, recognizes gender equality as one of the key principles of the policy. However, the policy does not describe the strategies to ensure gender stereotypes and division of labor are addressed in the context of ECD. So, women remain with total responsibilities of caregivers of children and no recognition/value at all the unpaid care work. Thus, all these policy and legal provisions do not cover unpaid work and gender equality, and this evaluation concludes that this shortfall should be subject to concerted high level advocacy as a human right violation especially for women²¹

To address these challenges, a twin-track approach is required that ensures that access to early years' support is *equitable*, rather than simply equal.²² This includes children with disabilities in ECDs which serves to build inclusive societies; when children grow up together, they see that all people are capable of achievement and learn to value diversity. The Sustainable Development Goals (SDGs) also recognize that inclusion of persons with disabilities in all areas of national development is key to economic growth and poverty reduction. SDG 4 specifically refers to investment in inclusive early years and education services for all children. Investment in inclusive early years education is therefore an investment in future economical and socially liberated societies, free from stigma, discrimination, and marginalization.

Finding 18. *The 3R programme strategy itself, which placed policymaking and advocacy at the centre of its logic, also holds a strong sustainability potential. By simultaneously acting at the local and national levels, the 3R Programme contributed to sparking policy-level conversations on unpaid care work, as well as making tangible steps towards its mainstreaming. At the local level, the inclusion of unpaid care work in communal plans marks a landmark in dismantling structural gender inequalities that prevent women and girls from realizing their economic rights and empowerment.*

Strategic level: The programme was anchored in the country's commitments to ensure equal rights for women and men, and continue to support and strengthen national development frameworks, policies, and strategies to ensure sustainability and efficiency of the programme and contribute to a legislative oversight to ensure long-term impact addressing unpaid care. Community level engagement, including care service provision and work on mindset and social norm change are envisioned to translate into long-term results allowing women's full and equal participation in the economy. By leveraging research on unpaid care, the programme has availed evidence-based data through various country-based studies to support advocacy efforts and policymaking aimed at removing structural barriers and addressing unpaid care adversely affecting women's participation in the economy.

¹⁷ <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>

¹⁸ Rwanda has not only ratified the CRC and UNCRC, but has made additional commitments to fully inclusive education (which includes pre-primary services) in the 2018 commitments to the Global Disability Summit.

¹⁹ Draft National Policy on Disability and Inclusion (2018)

²⁰ <https://www.cdc.gov/ncbddd/disabilityandsafety/abuse.html>

²¹ Review of the Three Minimum Standards for Early Childhood Development Services: The Integrated Models and Guidelines and IZU Guidelines and Principles (2022)

²² Equal access to services means that every child receives the same service. However, some children need specific support and adaptations to access services to the same degree as others. A twin-track approach to inclusion ensures that all children have access to the same services and children with specific needs have their needs met, to ensure they reach their full potential. (See annex 2)

Across the 3 countries, strong advocacy work should leverage on the National Gender Policies, protocols, and legal provisions which emphasize among other things - strengthening mechanisms and programs that ensure shared responsibility between men and women over domestic work/unpaid work as well as use of time and energy saving investments by securing alternative energy sources for cooking, educating both men and women at community level for mindset change with regards to the benefits of shared responsibilities as well as establishing Early Childhood development (ECDs) at community level.

Programme level: The programme deployed inclusive approaches and extensive consultations held with all partners to ensure the programmes relevance, effectiveness, efficiency, and its alignment to country priorities on gender equality and to strengthen the ownership of the process and results. Across the 3 countries, the 3R programme has strengthened partnerships through engagement with and inclusion of CSO's and women's groups, as well as men engage organisations as an essential part to guarantee sustainability and continuous engagement at community levels.

Operational level: The 3R programme has ensured sustainability through effective production of knowledge products, knowledge management and capacity development of government, political and civil society actors, programme results. For instance, in Rwanda and Senegal, policy briefs and assessment of laws in relation to unpaid care work, as well as the mapping of existing and need care service was done and availed essential knowledge and guide programmatic efforts and informed the development of knowledge products and advocacy material. Knowledge products were disseminated to ensure continuous learning and programme sustainability. Capacity building, and operational guidance have been availed to all partners to support the strengthening of institutional capacities and gendered data relating to unpaid care.

Finding 19. *The UN Women and the programme partners were able to build capacities of strategic program participants, partners, and stakeholders to ensure sustainability of processes, products and services developed under the programme and ensure national ownership of most of the programme results and assets after the programme closes, however it would be important to develop a definitive exit strategy that ensures the proper ongoing support and maintenance of infrastructure assets (ECD centers, water reticulation assets) and educational support to children graduating from ECDs, including women's access to markets.*

Key mechanisms of the 3R programme strongly promoting partnerships are the National Steering Committees (NSCs), one per each country of implementation) and the Global Steering Committee (GSC). The NSCs aim at creating strong ownership by the national counterparts and involving them in the decision-making processes from the inception phase of the project. The GSC aims at providing strategic vision and direction to implementing partners through NSCs, it reviews reports and knowledge products, as well as encourages cross-fertilization and maximization of peer-learning among the three countries.

Capacity development for programme participants and IPs was a hallmark of the 3R programme. The programme was effective in the provision of training sessions to government officials and personnel at both central and local level on transformative care services; provision of training sessions (ToT) to civil society actors on management of transformative care services; support to CSOs in training women beneficiaries on management of transformative care services; and support to political actors and governmental offices in developing context specific prototypes and models of the piloted 3R programme projects to be developed in collaboration with these stakeholders for future planning and projects.

In knowledge management, the programme was successful in developing and dissemination of knowledge products and learning events at global, regional and nation levels. These included the development of a 3R programme Knowledge Management, Advocacy and Communication Strategy; development of a global knowledge product on the climate – care nexus; development of a knowledge product on transformative care services; and the social business model research and development of a knowledge product on digital

social microinsurance. A very successful example was the ESARO Knowledge Sharefair and WCARO symposium as regional events that advanced the unpaid care agenda in the region. From these events national teams benefitted both training/capacity building and networking at the regional level.

The evaluation team consulted with South Africa stakeholders and assessed that UN Women South Africa Multi Country Office (SAMCO) was not set up with adequate human resources, nor implementation capacities to execute the 3R programme, especially the implementation of infrastructural activities. The programme suffered multiple complications that stalled almost all major and critical programme implementation milestones. For instance, of the three foundational studies and consultancies that were planned to operationalize the programme – one was conducted; the Rapid Care Assessment whose report was only finalized in April 2023 and not usable in the current implementation. One of the implementing partners identified to implement a major programme component (USD \$280,000) got investigated for fraud and the assignment was abandoned because of high risk. The baseline study for the programme was not carried out because the identified implementing partner turned down the agreement due to insufficient time to undertake the assignment (USD83,000), and discussions with yet another implementing partner to conduct another big programme component (USD \$257,000) started late and the assignment stalled.

On a positive and sustainable note, UN Women SAMCO cultivated very strong positive relationships which should be nurtured with The Presidency: Department of Women, Youth and Persons with Disabilities, Stats SA, Department of Basic Education, Department of Social Development, Department of Health, Department of Water and sanitation, Department of Agriculture, Department of Forestry, Fisheries and Environment, Commission on Gender Equality; Civil society/NGOs: Oxfam, South African Women in farming (SAWIF), African Farmer's Association of South Africa (AFASA) and South Africa NGO Network (SANGONET); and the private sector: Standard Bank. These critical relationships should be cultivated further. For Rwanda and Senegal, provision of CED Centers gives mothers quality time to engage in business and attend to WASH activities in community. Additionally, the evaluation team assessed that the ECD centers provide high quality ECD programmes. These include: (a) parenting education and support, (b) early brain stimulation, early learning, school readiness and transition, (c) child protection and family promotion, (d) health, nutrition, WASH, (e) coordination, governance, resourcing, monitoring, and evaluation. These services are interconnected and should be offered in an integrated manner. ECD services require multi-stakeholder and multi-sectoral collaboration. Parents and caregivers are called upon and empowered to take lead on child development support through parenting education sessions.

ECD services are an important support system within the community. Parents, families, and communities have a responsibility to complement the services provided at early childhood development centers. To address the child's needs holistically, it is important that there should be close collaboration between the families and the ECD practitioner or service provider. To ensure effective, quality, and integrated ECD services, it is important that providers actively engage and collaborate with all concerned stakeholders: Ministries, Government Institutions, Civil Society, Religious Based Organisations, Private Sector, Development Partners, Families and Community members as the direct beneficiaries.

Environmental sustainability: The evaluation team found out that the 3R programme successfully introduced timesaving and climate resilient technologies and provided capacity building and technical assistance to increase provision or delivery of sustainable energy and WASH services in Rwanda and South Africa. The programme also raised awareness in communities, including with community opinion leaders, on social norms and behavior change. The programme effectively created or strengthened approaches including engaging men and boys and HeForShe community advocates that substantially increased awareness on 3Rs of unpaid care work and increased environmental sustainability. For South Africa, the programme reached out and worked with women's cooperatives and strengthened capacity to advocate for recognizing, reducing, and redistributing unpaid care work. South African Men's Parliament confirmed

that through their National, Provincial and Local structures the South African Men's Parliament; HeForShe Community Advocates conducted their activities emphasising environmental sustainability.

Through field observations in Rwanda and Senegal, the evaluation team confirmed that all centres delivering transformative care services were equipped throughout the programme implementation for both financial and environmental sustainability. Evaluators also observed that centers and community enterprises and cooperatives were equipped based on the context's specificities and needs, with tools such as grain processing equipment, charging stations, improved energy-efficient cook stoves, and tricycles to move agricultural produce to markets. Field inspections revealed that rainwater harvesting tanks for rainwater collection and storage for multiple uses, including drinking and irrigation were installed with considerations for environmental sustainability.

In Rwanda and Senegal, Evaluators found out that all renewable or energy-efficient technologies, were selected by and for the women beneficiaries and their communities which helped to reduce women's unpaid care and domestic work and time expenditures in tasks like cooking, collecting water and fuel, and processing and drying food crops after harvest, among others. One sustainability marker was that these tools are managed by the women themselves as direct beneficiaries, for which their capacity enhancement was planned and delivered in collaboration with equipment and service providers for proper use, maintenance, ownership, and sustainability over the long term. This evaluation was convinced that the programme substantially increased awareness among women beneficiaries and their communities on the environmental, health, and economic benefits of renewable and energy-efficient technologies.

4.5 Gender, Human Rights, Disability Inclusion

Evaluation questions

To what extent are interventions targeting and benefiting the most vulnerable and excluded women and girls, informed by gender, human rights, and disability inclusion approaches, and adhere to the principles and standards of Leaving no one behind to contribute towards gender transformative changes to advance and sustain Gender equality and Women's empowerment? To what extent did the programme target and benefit the most vulnerable and excluded women, including persons with disabilities?

Finding 20. *The overarching approach of the 3R Programme is specifically designed to identify and tackle some of the root causes of gender inequality across the 3 countries. Its sustainable and transformative nature lies in the attempt to question existing norms and dynamics that regulate unpaid care work and contribute to perpetuating gender inequalities. The recognition of unpaid care as a key obstacle to women's economic empowerment constitutes the innovative basis around which sustainable efforts to engage other actors to take responsibility for this work and redistribute it are conceived.*

As already addressed in the relevance and effectiveness sections of this report, the overarching approach of the 3R Programme was specifically designed to identify and tackle some of the root causes of gender inequality. Its transformative nature lies in the attempt to question existing norms and dynamics that regulate unpaid care work and contribute to perpetuating gender inequalities. The recognition of unpaid care as a key obstacle to women's economic empowerment constitutes the innovative basis around which efforts to engage other actors to take responsibility for this work and redistribute it are conceived.

The 3R programme has identified that three main problems with care that deal with human rights for women, include (1) the lack of co-responsibility, (2) care is considered a women's issue and (3) care is linked to inequality. The unequal gender distribution and low status is a key barrier to women's social, political, and economic empowerment. Although care is a co-responsibility, households carry the main care obligation. Care work should be distributed between the households, state, private sector, and civil society. There is a systemic nexus between care, inequality, and poverty. This means that care is fundamentally linked to inequality and poverty. In unjust care systems, care is unequally distributed, and a

vicious cycle is created between care and exclusion, vulnerability, and poverty. Some social groups access decent care while others suffer from precarious care. This work should be sustained in the next phase, linked to SDGs. For instance, the Sustainable Development Goals, target 5.4 through the '3R Strategy' recognize, reduce, and redistribute unpaid care work calls for actions to go beyond increasing the visibility of unpaid care work as a policy issue to also include policies to alleviate the care work and divide it between women and men, families and public/market services in a more balanced and equitable manner, providing better and more visible employment to care workers, such as decent work.

Finding 21. *The evaluation team assessed that across the three 3R programme countries, access to critical services, including social protection, can provide a valuable lifeline which helps ease the burden of unpaid care work for women, nevertheless, the universality of such services remains elusive; with women in lower income households far less likely to have access to social protection measures, such as employment insurance and healthcare, than those in richer households²³ These inequalities increase the barriers that many women face, but for women with disabilities the lack of government support coupled with the unequal distribution of care work, can dramatically increase their risks of poverty.*

The 3R programme was strongly anchored in the community and institutional frameworks at the national level of the three implementing countries. Extensive consultations with partners and involved stakeholders throughout the different programme phases were intended to significantly strengthen the ownership of the process and related results by ensuring the programme relevance, its efficiency, and its alignment with country priorities on gender equality. Engagement and regular exchanges with national counterparts at both local and national level as well as with civil society organisations (CSOs), women's cooperatives, organisations, and groups, as well as men and boys' associations and the private sector, represent an essential part of the 3R programme's inclusive approach aimed at contributing to its sustainability and responding to real needs at the community level. UN Women should boost potential partnerships with private sector entities and explore the interest of nontraditional donors to allocate resources to the unpaid care work sector with specific reference to the care-climate nexus.

Concerning Outcome 2, results varied substantially across the different streams of interventions. In Rwanda, the evaluation team observed high quality childcare facilities by designated IPs while in South Africa, worked stopped only at design stage. In Senegal efforts to improve childcare facilities, which took the form of infrastructural rehabilitation and equipment, successfully reached all the 22 targeted schools according to the December 2022 ARD Narrative report. The initiative was unanimously perceived as a positive contribution to the childcare system and focus groups with programme participants drew attention to how improved infrastructure and equipment contribute to families' enhanced confidence towards the schools. Programme participants in fact regarded the precarious condition of schools to be a deterrent for enrolment.

In Rwanda and Senegal 100% of participants in focus-group discussions who had received an improved cookstove reported their appreciation for this device whose expected benefits concern both shorter cooking time and reduced family expenses. By decreasing the amount of necessary charcoal, the use of improved cookstoves also has broader positive environmental effects. Participants confirmed that the stoves accelerate cooking, and two women also indicated significant time gains as it prevents them from having to collect wood, while other consulted wood users buy it on the market. When asked how they employ the time they gain, most respondents indicated they use this to rest. When asked if the extra time could also be used for additional income-generating activities, some mentioned that they take advantage of this time to work or just have quality time at home. Women across the different focus-groups explained in fact that existing barriers to increased economic activities, notably the lack of resources and the limited access to market, prevent them from increasing the volume of their income-generating activities.

²³ OECD/ILO. 2019. [“Tackling Vulnerability in the Informal Economy, Development Centre Studies”](#). OECD Publishing. Paris

During interviews with Azali Health Care and Department of Women Youth and Persons with Disabilities (DWYPD) corroborated the relevance of the 3R programme. They confirmed that many women in rural and peri-urban communities in South Africa rely on agricultural activities for subsistence, economic livelihoods, and food security and because of the disproportionate share of unpaid care work they carry; the social economic cycle is disrupted. To mitigate disruptions and the lost opportunity cost caused, timesaving, climate-resilient infrastructure, and technology, e.g., access to sustainable energy, water, and sanitation, are critical in addressing this burden carried by women.

Finding 22. *Across the 3 countries many women and girls with disabilities not only depend on others for care but also continue to be caregivers themselves. With the higher costs of living incurred by many people with disabilities, this can further increase the economic burdens of families²⁴. However documentary reviews across three countries similarly revealed the lack of detailed reporting on the choice of beneficiaries of services, such as through disaggregation of data based on vulnerability criteria, including disability status. The evaluation team concluded that the lack of disaggregated data of people with disability had a negative effect in the targeting and selection of women and children with disabilities across the programme countries.*

Among foundational studies to implement the programme, collection of disaggregated data on women, girls and children was not done to enable their enrollment of women into planned activities and children into the ECD centres. The evaluation team assessed that across the three 3R programme countries, access to critical services, including social protection, can provide a valuable lifeline which helps ease the burden of unpaid care work for women, nevertheless, the universality of such services remains elusive; with women in lower income households far less likely to have access to social protection measures, such as employment insurance and healthcare, than those in richer households²⁵. These inequalities increase the barriers that many women face, but for women with disabilities the lack of government support coupled with the unequal distribution of care work, can dramatically increase their risks of poverty. Across the 3 countries many women and girls with disabilities not only depend on others for care but also continue to be caregivers themselves. With the higher costs of living incurred by many people with disabilities, this can further increase the economic burdens of families²⁶. However documentary reviews across three countries similarly revealed the lack of detailed reporting on the choice of beneficiaries of services, such as through disaggregation of data based on vulnerability criteria, including disability status. For instance, in Senegal, an ARD interviewee mentioned that REFAN itself, responsible for the selection of beneficiaries of services, has no statistics reflecting the disability situation of its members, but maintained prioritisation criteria should have considered handicap status and vulnerability levels. Having received no specific information on this, they were unable to confirm if this occurred, highlighting some limitations in the monitoring mechanisms. During focus group discussions with programme participants, they reported that during its negotiations REFAN could not facilitate the inclusion of dedicated clauses to cater for the specific needs of persons with disabilities. This was also confirmed by REFAN leadership and by the programme's implementing partner during individual interviews. All of them, however, highlighted that no discrimination was made against persons with disabilities, and that REFAN members were encouraged to enroll members of their families living with a disability. This was also confirmed by each of the interviewed CMU community facilitators responsible for sensitisation efforts in the targeted areas, who reported having successfully encouraged the enrolment of individuals with disabilities. Overall, 90 individuals, corresponding to 1.4% of adherents, are persons with disabilities enrolled at the time of the evaluation.

All 7 IPs in Rwanda confirmed that in their selections they do not have researched disaggregated data based on vulnerability criteria, including disability status. Department of Women, Youth and Persons with

²⁴ CBM. 2019. [“Disability and Unpaid Care Work”](#)

²⁵ OECD/ILO. 2019. [“Tackling Vulnerability in the Informal Economy, Development Centre Studies”](#). OECD Publishing. Paris

²⁶ CBM. 2019. [“Disability and Unpaid Care Work”](#)

Disabilities and Azali Health Care and of South Africa confirmed that lack of disaggregated data on disabilities and other types of disabilities hinders evidence-based targeting and selection processes in their recruitment of programme participants. The evaluation team confirmed that project documents and research products across the 3 countries do not make specific reference to the needs of women with disabilities, nor do project monitoring mechanisms include dedicated indicators to monitor levels of inclusion and any potential differentiated effects.

Finding 23. *Interventions focusing on policies and laws across the 3 countries are potential game changers because evidence from grassroots social dynamics on power relations and other social norms and cultural values created a solid understanding of real issues among the stakeholders involved in policy and law reforms to drive gender equality and women empowerment. The intersectionality of GBV and 3R stimulated productive debate on the underlying barriers and transformative approaches to recognize reduce and re-distribute unpaid care work.*

To achieve long-term, rapid growth, dramatic progress is needed in a wide range of policies supporting human capital formation (Future Drivers of Growth in Rwanda, 2019). Rwanda has opted to invest in early childhood development to increase the human capital development of children and which will lead our country to the desired growth in 2050²⁷.

For instance, in Rwanda, unpaid Care work (UPCW) has been recognized and valued in the process of establishing ECD by providers. The conditions and modalities of counting and substitutions of time and efforts are determined throughout the ECD guides and providers in partnership with ECD management committee are the first responsible to ensure UPCW is counted. Unpaid care services in the ECD implementation program, should be aligned to the existing family law (revised) which recognize unpaid household care work between spouses and dependents. The National Gender Policy (NGP) and the labor law N° 51/2001 OF 30/12/2001 provides orientations on the division of labor between partners (spouses) at the level of the household to recognize the value of unpaid household chores.

Although the South African government has implemented programmes seeking to alleviate some of the burdens associated with unpaid care work, including policies on parental leave, foster care grants etc., there is still a critical lack of support for many of the tasks associated with unpaid care work. There remains a lack of focused policies addressing the care of the elderly, sick family members and other important activities which occupy women's time in the household. Broadly speaking, the conceptual link between the impacts of a lack of recognition of unpaid care work for women's economic participation or as potential source of economic activity has yet to find expression in policy and programmatic interventions that promote economic participation. In part, this can be attributed to South Africa's historical location of 'care' activities, as to a great extent they have been located within social protection measures and policy frameworks. While initiatives by the government to provide grant funding to care facilities and support by private sector and non-governmental organisation provide crucially needed relief, equal distribution of these facilities amongst communities, especially in rural communities, remains a challenge.

Finding 24. *The evaluation team found out the consistent application of LNOB approach in the programme design and implementation, which allowed addressing the needs of vulnerable women (rural women, poor women, women with disabilities) in the most disadvantaged regions of Rwanda, Senegal, and South Africa. However, given the complexity of crafting impactful policies and laws; covering sizable populations of affected women to cause a difference, and successfully advocating with Governments and institutions to change policies and substantially fund unpaid care work programming - the programme assumptions may not be sustained through a moderate budget and programme running less for than 36 months to reach maturity and empower the most vulnerable to benefit from the opportunities created by the programme and/or available at the national level.*

²⁷ Minimum Standards for Early childhood Development Services in Rwanda (2021)

As assessed in the relevance and effectiveness criteria, guided by the LNOB principles, the 3R programme targeted the neediest and emphasized the needs of most vulnerable women which was evident in the allocation of the budget to promote their employability and inclusion of women-led cooperatives (SMEs) into the market. Moreover, allocation of resources was done strategically and with sustainability in mind considering the strategic position of the partners to achievement of outputs and their capacities to take over assets and infrastructure developed under the programme products and processes after the programme closed. Across the 3 countries evaluators observed, met, and interviewed very inclusive/diverse key respondents and heard self-reports from programme participants that the programme ensured the participation of the most marginalized women in planning, participating, and receiving of programme products and services in timesaving technologies.

Mobilizing women, among them most vulnerable, at the community level, including through self-help groups, and providing them with space boosts development of women's social skills such as leadership, communication, negotiation, teamwork, decision making and others that are critical for becoming employable or running a successful business. Across the 3 countries the evaluation team observed ECD centers, cooperatives and community capacity development activities being effectively led by women.

For equity assessment evaluators relied on baseline information. They found out that activities and programme benefits were well targeted at the most deprived, and most of them benefitted more than the less deprived who were part of the programme participants. For example, in Rwanda and Senegal parameters for selecting programme participants to participate in the ECD centres targeted poor individuals, participants with large families, people and families with children with disabilities. However, in South Africa the assessment determined that there was lost opportunity for thousands of programme participants who had been selected to benefit. USD571 857.47 unused funds were redeployed from SAMCO, and programme participants lost out.

5 Conclusions and lessons learned.

5.1 Conclusions

5.1.1 Relevance

Relevance

Conclusion 1: *Cross-referenced to Finding 1*

This evaluation concluded that the 3R programme filled a critical gap in the unpaid care work area by developing a holistic package of solutions, i.e., transformative solutions, to these challenges including time- and labor-saving equipment such as water pumps, environmentally friendly stoves and food warmers, and childcare services.

Conclusion 2: *Cross-referenced to Finding 2*

The 3R Programme is relevant in the 3 countries because it builds on UN Women's expertise at the global, regional, and country level as well as UN Women's existing strong partnerships with women's cooperatives and other women's rights organisations, traditional leaders, communities, men and boys, and the private and public sectors to address unequal power relations, systemic discrimination and harmful norms and practices that underpin inequities in care work. In particular, the 3R programme has complemented existing UN Women programmes on climate-resilient agriculture and rural women's economic empowerment in the three countries, by developing a care component which responds to lessons learned that indicate insufficient attention is given to women's unpaid care and domestic workloads and overall time poverty.

Effectiveness

Conclusion 3: *Cross-referenced to Finding 17, 18, 23*

In all the 3 countries, national and local governments recognized the need to develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work by women and girls.

Conclusion 4: *Cross-referenced to Finding 20*

Stakeholder analysis during field data collection confirmed that national and local governments, including traditional and community leaders; national, provincial, or women-led organisations, associations, and cooperatives; women farmers or smallholder farmer organisations; civil society organisations; men and boys; private sector providers of microinsurance were effectively mobilized, trained, and involved in program design and implementation albeit for the short duration of the programme. Evidence gleaned from field inspections and observations confirmed that the programme substantially increased awareness among women beneficiaries and their communities on the environmental, health, and economic benefits of renewable and energy-efficient technologies.

Conclusion 5: *Cross-referenced to Finding 9, 16*

Capacity development and knowledge generation was a hallmark of the 3R programme. By stimulating discussions and engaging with multiple stakeholders, the knowledge products generated through the 3R programme have, from one side, strengthened the collaboration with current partners, serve as advocacy tools to build new partnerships and attract new partners to potentially support the scaling up and/or replication of the 3R Programme in other countries and regions. The Resource Mobilisation & Partnership Strategy identified these key stakeholders needed for sustainable funding for unpaid care work. However, assessment of the ECD sector showed that there is urgent need for ownership and financial sustainability mechanisms to ensure ECD needs, caregivers, and volunteers are all covered during the implementation of the ECD program. To ensure sustainability, the management committee and local authorities are required to study the estimated cost of caregivers needs, volunteers and suggest a strategy for community ownership and financial mechanisms of ECD sector.

In the next phase of the 3R programme, it will be important to increase advocacy and strategic engagements for the recognition of the role of private sector at the policy level, which requires generation of evidence (data) that informs the role and relevance of the private sector to contribute to time saving technologies, diversification of economy and reduction of unemployment -aligned to UN Women policies.

In the next phase the 3R programme should also emphasize the pivotal role that the private sector may play in promoting GEWE issues and addressing the needs of most vulnerable women, and providing solutions to the risks and shocks that unpaid care work exposes women to. This approach was adopted in Senegal (among others one policy brief produced substantially covers this aspect on the role of private sector). These solutions should be based on, and properly address existing needs of women. UN Women's role would be to help this process and linking women with private sector. UN Women can proactively use existing UN System opportunities and promote development of innovative public and private partnerships with government and non-government affiliated agencies highlighting the crosscutting role of SDG 17 in acceleration of achievement of targets under the SDG 5 Gender Equality.

Conclusion 6: *Cross-referenced to Finding 10, 15*

Public sector engagements: UN Women country teams effectively engaged with the public sector entities at national level through dedicated partnerships and the engagement in the 3R programme National Steering Committees. Their perspectives are brought to the global level through the participation of a government official representing the NSC in the 3R Global Steering Committee along with a representative of the civil society (alternate). UN Women preferred counterparts with regards to unpaid care work at the national

level are Ministries of Gender, Women and Families, Ministries of Social Development, Ministries of Environment, Ministries of Finance and Plan. UN Women also engages very closely with local authorities, such as districts, provinces, and municipalities. *Civil society organisations* are considered as priority partners for UN Women. By building on previous valuable partnerships and exploring new partnership opportunities with CSOs working on unpaid care work, renewable energy, and Early Child Development services (ECDs), country teams are called to work closely with national NGOs, women farmer organisations, women cooperatives, associations, and groups, as well as men and boys' associations and groups. This leads to greater ownership of the programme results at country level and allows implementation through an inclusive, participatory, and community-based approach reflecting the concrete needs and perspectives of women beneficiaries.

Conclusion 7: *Cross-referenced to Finding 19*

International NGOs working in the sector of unpaid care work and in different care-related sectors, such as ECDs and renewable energy, are considered valuable potential partners to the 3R as they usually have a good knowledge of the context and long-standing country presence. For example, Oxfam International conducted research on unpaid care work in five urban settings in Rwanda and developed the Household Care Survey (HCS) toolkit that is being integrated into the methodology of the baseline study of the 3R programme in Rwanda.

Conclusion 8: *Cross-referenced to Finding 10*

UN agencies are key partners for programme implementation at country level, especially with regards to their sectoral expertise and the potential contribution they can bring to specific components of the programme, such as ECDs and sustainable energy infrastructures and technologies, and in recommending high performing national and local partners specialized in those sectors where UN Women has less internal expertise. The 3R National Teams, depending on the country context and UN agencies' specific experience in the country, will therefore approach relevant sister agencies for peer-to-peer learning. Examples can include-: approaching UNICEF for guidance on ECDs, UNEP and UNFCCC for guidance on renewable energy production, and ILO on unpaid care work.

Conclusion 9: *Cross-referenced to Finding 15*

The evaluation team concluded that across the three countries UN Women is weak in private sector engagement in the WEE area and should explore potential partnerships with private sector entities in direct programme implementation at the national level and in raising funds for future interventions. UN Women should commission concerted research on private funding, including private companies and foundations potentially interested in collaborating and funding unpaid care work-related work in Sub-Saharan Africa:

- ❖ Ecobank Foundation: present in the continent, particularly interested in financial empowerment and inclusion, digital innovation, focus on youth and financial literacy²⁸
- ❖ Standard Bank Foundation: at the continental level, has a focus on financial services and Climate Resilient Agriculture
- ❖ Shell Foundation: has a strong interest in improving access to energy.
- ❖ African Women Development Fund: at the continental level, is interested in women's economic autonomy and supporting activism for economic justice, climate and environmental justice, women's land, property, and inheritance rights²⁹
- ❖ Trust Africa: in West Africa, funds projects related to agricultural advocacy, socio-economic justice, learning innovations³⁰

²⁸ For more information, see: <https://ecobankfoundation.org/key-focus-areas/>

²⁹ For more information, see: <https://awdf.org/>

³⁰ For more information, see: <https://www.trustafrica.org/en/>

- ❖ Orange Foundation: in Senegal and West and Central Africa, the Foundation funds projects with a focus on capacity building through digital technology, on women's empowerment and youth, social and cultural solidarity, economic development³¹
- ❖ Safaricom Foundation: in East and Southern Africa, has a strong focus on economic empowerment.
- ❖ IFC – International Finance Corporation: in ESA, it funds infrastructure, agrobusiness, financial inclusion.
- ❖ Gulf African Bank: in ESA, it funds financial inclusion projects.

For the potential private sector companies this evaluation has recommended further investigation for potential partnership those companies who signed the WEPs as they could be interested in funding initiatives promoting a better work-life balance.

Efficiency

Conclusion 10: *Cross-referenced to Finding 11, 16, 23*

The evaluation team corroborates the unanimous conclusion by stakeholders that short duration of programme implementation (18 months) in the 3 countries, staff turn overs, and national contextual obstacles negatively impacted the effectiveness of capacity building efforts, policy interventions and economic investments, with negative sustainability implications, discussed further in the relevant section of this report. In contrast with the remarkable policy results at the local level, the Programme lifespan proved too short to see the translation of efforts into concrete results at the national policy level. In addition to the intrinsic challenges of national-level policy making, the process faced contextual obstacles in each country. Senegal and South Africa effectively deployed their budget in timely and efficient standards. However, South Africa did not exhibit adequate absorptive capacity for the bulk of financial resources available for programme implementation. Consequently, UN Women SAMCO returned the bulk of the available 3R budget. The funds were effectively redeployed for reallocation as follows:

- a) Rwanda CO: USD 73,000
- b) Senegal office: USD 103 763.47
- c) HQ EE 3R budget: USD 140,300
- d) ESARO WEE: USD 254 794

Conclusion 11: *Cross-referenced to Finding 12, 13*

The implementation of the 3R programme was cost-effective and presents a good value for money in Rwanda and Senegal. Apart from the Azali component, no significant programmatic implementation took place in South Africa to enable efficiency evaluability evidence. Across the 3 countries, the allocation of resources was done most strategically and with sustainability in mind: building effective partnerships with Governments, IPs, and CSOs. The resource allocation strategy brought in partners with high level of expertise and well connected with local communities, which resulted in effective targeting and selection of programme participants and the management of provision of quality products and services that directly improved the situation of unpaid care work and shining a light on human rights and gender equality in the promotion of women's economic empowerment.

Sustainability

Conclusion 12: *Cross-referenced to Finding 19*

The evaluation team assessed that the 3R Programme forged strong partnerships with Governments and IPs in the 3 countries, and concluded that better synergies are required with a broader range of UN agencies and other, non-UN actors to tackle problems most relevant for promotion of WEE such as poor infrastructure and access to the Internet in rural and mountainous areas, lack of flexible vocational education opportunities and extension services for women and limited access to technological innovations,

³¹ For more information, see: <https://www.fondationorange.com/en>

good practices, and expertise to develop women sustainable businesses with effective market access across the three countries.

Conclusion 13: *Cross-referenced to Finding 6, 8*

To improve sustainable operations of ECD programming there should be needs assessment before the establishment of ECDs conducted by ECD service providers, demonstrating the role of women and men (parents) in the care services and determine their expected roles and responsibilities. The assessment should also, ensure the unpaid care service is counted and estimated in terms of cost and compensation.

**Table 5: Evaluation of 3R Programme Sustainability Strategy at 4 levels:
Community sustainability, financial sustainability, organisational sustainability, and environmental sustainability**

CRITERIA	DESCRIPTION	SENEGAL	RWANDA	SOUTH AFRICA
Community sustainability	Premised on inclusive and participatory approaches which aim to contribute to its own sustainability over time how solidly was 3R programme anchored in the ownership and strong involvement of programme participants starting from its planning phase throughout all programme cycle's stages, to ensure that their perspectives, needs and concerns are taken into account? How effective was community level engagement, including care service provision and work to transform discriminatory social norms envisioned to translate into long-term results allowing women's full and equal participation in the economy? Assess the leveraging of research on care work, and how far the programme avail evidence-based data to support advocacy efforts and policymaking aimed at removing structural barriers and addressing unpaid care work adversely affecting women's participation in the economy at community level.			
Financial sustainability	Assess the likelihood of organisations/cooperatives established through or involved in the 3R Programme will have the capacity to exist beyond the end of the programme. This includes creating networks between them and the fora within their sectors to continuously access information that will enable growth, opportunities, and sustainability of their organisations beyond the 3R Programme. Assess the likelihood of centres delivering transformative care services to be jointly managed by and for the women's organisations, cooperatives, and associations participating in the programme, supported by CSO implementing partners (depending on the context), together with local and national government agencies to ensure sustainability of care services and activities once project funding is finished. The centres are envisioned as providing childcare facilities and related advising and training services to ensure effective service delivery and proper management of the centers for sustainability, replication & multiplier effects.			
Organisational sustainability	Assess the level of achievement in the establishment, implementation and consolidation of transformative care services including i) capacity development and/or building of all partners and involved stakeholders: government officials and personnel at both central and local level, political and civil society actors, and beneficiaries, including prototypes and models of the piloted 3R programme projects developed ii) effective knowledge management including 3R programme's findings and knowledge products documented and disseminated highlighting the nexus between care work and climate, transformative care services, digital social microinsurance. Assess technical guidance and recommendations availed to all partners to support the strengthening of institutional capacities, CSOs and gendered data related to unpaid care work with national and local authorities, UN agencies, Women Farmer Organisations, Associations, Clusters and Co-operatives, civil society, private sector, public sector.			
Environmental sustainability	Assess how effectively the centres delivering transformative care services were equipped throughout the programme implementation for both financial and environmental sustainability. Were they equipped based on the context's specificities and needs, with tools such as grain processing equipment, charging stations, improved energy-efficient cook stoves, and drones. Moreover, are there other potential equipment include solar powered crop dryers and rainwater harvesting tanks for rainwater collection and storage for multiple uses, including drinking and irrigation. Were such renewable or energy-efficient technologies, selected by and for the women beneficiaries and their communities to help reduce women's unpaid care and domestic work and time expenditures in tasks like cooking, collecting water and fuel, and processing and drying food crops after harvest, among others.			
OVERAL RATING				

Gender, Human Rights, Disability Inclusion










Conclusion 14: Cross-referenced to Finding 4, 14, 20

The 3R programme ensured consistent application of LNOB approach in the programme design and implementation, which allowed addressing the needs of vulnerable women (rural women, poor women, women with disabilities) in the most disadvantaged regions of Rwanda, Senegal, and South Africa. The 3R programme succeeded in enabling deep involvement of women – poor, rural, and marginalized planning and implementing activities to dismantle unpaid care work. This built their capacity to fully engage in income-generating activities and pointed to the reduction of time and efforts dedicated to domestic care as a viable opportunity to further engage in economic activities.

Conclusion 15: Cross-referenced to Finding 21, 22, 24

Access to critical services, including social protection, can provide a valuable lifeline which helps ease the burden of unpaid care work for women, nevertheless, the universality of such services remains elusive; with women in lower income households far less likely to have access to social protection measures, such as employment insurance and healthcare, than those in richer households. These inequalities increase the barriers that many women face, but for women with disabilities the lack of government support coupled with the unequal distribution of care work, can dramatically increase their risks of poverty.

Based on the overall assessment, the evaluation team used the Red, Amber, and Green (RAG) ratings to measure the programme performance and its contribution to the programme results matrix. RAG stands for Red-Amber-Green, also known as 'traffic lighting'. They are used to summarize indicator performance values, where green denotes a 'favourable' value, red an 'unfavourable' value and amber a 'neutral' value. Put in a more direct way, RAG rating is used to indicate if the program is on track or at risk. Green typically indicates normal levels of achievement/progress, amber indicates that low, slow, or average performance (or attention is needed), and red indicates no progress or poor performance that requires immediate action. X is used for rating. Using the criteria of relevance, effectiveness, efficiency, Gender, Human Rights, Disability Inclusion, and sustainability, below is the summary evaluation of the 3R programme at both programme and country levels using the RAG rating.

OVERAL RATING	RWANDA				SENEGAL				SOUTH AFRICA			
	GREEN		rating	X	GREEN		rating	X	GREEN		rating	
	AMBER		rating		AMBER		rating		AMBER		rating	
RED		rating		RED		rating		RED		rating	X	

Lessons Learned

Lessons learnt have been cross-referenced to the relevant finding numbers. These Lessons learnt can be applied to different contexts and/or different sectors and they go beyond the current findings themselves. For instance:

- ❖ Good practice in conducting studies in Rwanda and Senegal point to the need to strengthen data and evidence-based programme, design, implementation, and reporting beyond WEE programming.
- ❖ 3R programme focus on policies and laws point to the need to strengthen programme implementers' relationships with Governments to enable successful advocacy work throughout the design, implementation, and reporting of programmes.
- ❖ The effectiveness of capacity development approaches in the 3R programme are applicable in many sectors and in the 5R framework.
- ❖ Lessons from this evaluation are application to both single and multicounty programming.

Lesson 1: *Cross-referenced to Finding 17, 11*

Interventions focusing on policies and laws across the 3 countries are potential game changers because evidence from grassroots social dynamics on power relations and other social norms and cultural values created a solid understanding of real issue among the stakeholders involved in policy and law reforms to drive gender equality and women empowerment. The intersectionality of Gender Based Violence (GBV) and 3R stimulated productive debate on the underlying barriers and transformative approaches to recognize reduce and re-distribute unpaid care work.

Lesson 2: *Cross-referenced to Finding 13*

The evaluation team corroborates the unanimous conclusion by stakeholders that short duration of programme implementation (18 months) in the 3 countries, staff turn overs, and national contextual obstacles negatively impacted the effectiveness of capacity building efforts, policy interventions and economic investments, with negative sustainability implications, discussed further in the relevant section of this report. In contrast with the remarkable policy results at the local level, the Programme lifespan proved too short to see the translation of efforts into concrete results at the national policy level. In addition to the intrinsic challenges of national-level policy making, the process faced contextual obstacles in each country. Senegal and South Africa effectively deployed their budget in timely and efficient standards. However, South Africa did not exhibit adequate absorptive capacity for the bulk of financial resources availed for programme implementation.

Lesson 3: *Cross-referenced to Finding 9*

The training programmes were described as very effective by key respondents. The evaluation team concluded that effectiveness would have been improved through standardization of capacity development offerings, longer training duration, and better sequencing of training activities. The advocacy and policy interventions were positively applied at local levels but suffered from the short duration of the programme (18 months) at national levels to coordinate and advocate with Governments and stakeholders that required more time to internalize the programme.

Lesson 4: *Cross-referenced to Finding 8, 13*

The 3R programme was catalytic in addressing key drivers for WEE such as changing social relationships between men and women, improving understanding of unpaid work and how it impacts women's economic position in society, understanding the connections between women's economic empowerment with the welfare of children and their education and quality of life in households. This programme provided pathways and practices to engagement in creating an enabling legal environment that ensures legal protection of women's economic rights and removes barriers to their more active participation in the economy.

Lesson 5: *Cross-referenced to Finding 7*

Within the same constraints of the short programme implementation timeframe, one key lesson comes from the programme UN Women invested resources in Implementing Partners and who all effectively delivered on their terms of reference which included infrastructural related interventions as compared to service-oriented intervention for Gender Equality and Women Empowerment. Given the limited capacity at UN Women, IPs were well resourced with human and technical resources to execute their contracts with quality and on time. Field visits and observation of high-quality products, services, ECD centers and water tanks learned of the technical and administrative capacity to support and manage infrastructure-related activities that these experienced IPs provided.

Lesson 6: *Cross-referenced to Finding 19*

Among foundation studies to implement the programme, collection of disaggregated data on women, girls and children was not done to enable their enrollment of women into planned activities and children into

the ECD centres. All studies commissioned in Rwanda and Senegal were completed in a timely fashion and were used to inform programme design and implementation. All studies commissioned in Rwanda and Senegal were completed in a timely fashion and were used to inform programme design and implementation. These studies were also used as baselines by the evaluation.

Lesson 7: *Cross-referenced to Finding 9, 16*

The UN Women and the programme partners were able to build capacities of strategic program participants, partners, and stakeholders to ensure sustainability of processes, products and services developed under the programme and ensure national ownership of most of the programme results and assets after the programme closes, however it would be important to develop a definitive exit strategy that ensures the proper ongoing support and maintenance of infrastructure assets (ECD centers, water reticulation assets) and educational support to children graduating from ECDs, including women's access to markets.

Lesson 8: *Cross-referenced to Finding 7*

The achievement of programme targets can be attributable to timely provision of, and high relevance and quality of products and services provided to programme participants, well-tailored to the needs of individual women and their households and communities, for Rwanda and Senegal as well as strong strategic partnerships developed with Governments and non-government affiliated institutions for all three countries.

Lesson 9: *Cross-referenced to Finding 1*

The 3R programme filled a critical gap in the unpaid care work area by developing a holistic package of solutions, i.e., transformative solutions, to these challenges including time-and labor-saving equipment such as water pumps, environmentally friendly stoves and food warmers, and childcare services.

Lesson 10: *Cross-referenced to Finding 9*

Across the 3 programme countries key respondents called for evidence-based advocacy for the recognition of the role of private sector at the policy level, which requires generation of evidence (data) that informs about the role and relevance of the private sector to contribute to time saving technologies, diversification of economy and reduction of unemployment.

Lesson 11: *Cross-referenced to Finding 18, 23*

The effectiveness of capacity development portfolio of the 3R programme would have been improved through standardization of capacity development offerings, longer training duration, and better sequencing of training activities. The advocacy and policy interventions were positively applied at local levels but suffered from the short duration of the programme (18 months) at national levels to coordinate and advocate with Governments and stakeholders that required more time to internalize the programme.

Lesson 12: *Cross-referenced to Finding 7*

Across the 3 programme countries, care work is not systematically funded from national budget, and local non-government funding sources. While initiatives by governments to provide grant funding to care facilities and support by private sector and non-governmental organisation provide crucially needed relief, funding is small and unpredictable. Equal distribution of these facilities amongst communities, especially in rural communities, remains a challenge.

6 Recommendations

The recommendations were developed by the evaluation team in close consultations with the programme partners and stakeholders and representatives of programme participants who had opportunities to provide with their opinion and feedback during the data collection process and the validation sessions. Recommendations presented in the table format are based on the findings from this evaluation and refer to the corresponding conclusions and lessons learned. Most of the recommendations are addressed to UN Women. Recommendations presented in the table below are cross referenced to lessons learned and conclusions.

Table 6: Cross referenced, prioritized recommendations, targeted owners, and priority rating.

Reference	Recommendation	Target	Priority
<p>Conclusion 17, 11 and Lesson learned 1. Despite the absence of any policy adaptation or adoption on unpaid care work at national level, the 3R programme made considerable progress in filling the knowledge gap and strengthening capacities and dialogue around the issue. A key contribution to this end came from various research carried out in Rwanda and Senegal, which provided valuable insights into existing gaps and possible entry points for strengthening childcare services and services, social protection, and basic infrastructure, promote sharing of domestic and care work between men and women, and create more paid jobs in the care economy³².</p> <p>Across the 3 countries, Senegal programme distinguished itself by putting strong accent on partnerships/collaborations/involvement with the private sector.</p> <p>In Senegal, the national policy roadmap for unpaid care will be adopted in April during the National Policy Dialogue workshop.</p> <p>Exploring insurance mechanisms with both government and private sector and more in general innovative solutions are building on good practices and experience from Senegal</p>	<p>A. During the next phase of the programme, put continued and deepened emphasis on getting data/evidence in filling the knowledge gaps and strengthening capacities and dialogue around the 3R, including putting emphasis on the integration of the private sector to introduce good practices such as job creation, market access, positive changes stemming from more favourable internal culture (motivation, creativity, productivity of staff, ability to attract new talent etc.) as possible entry points for strengthening childcare services and services, social protection, and basic infrastructure, promoting sharing of domestic and care work between men and women, creating more paid jobs in the care economy.</p> <p>B. After successfully delivering the 3R programme, it is recommended to create a 5R framework in the next phase. While this is ideal, some countries, such as Senegal and South Africa, lack the readiness. It is thus essential to strengthen the work on 3R in the next phase, building the business case and providing evidence that reducing and redistributing women's unpaid care can and will generate fiscal and employment gains, creating political buy-in and reforms before moving to the other 2Rs.</p> <p>C. Continue adopting participatory, innovative, and iterative approaches that are based on analysis and research into the root causes of gender inequality.</p> <p>D. Concerning Senegal, emphasis should be put to scaling up the intervention to different regions and undertaking the same kind of assessments and research studies to provide strong foundation of innovative solutions.</p>	<p>UN Women</p> <p>Secondary -Programme Partners</p> <p>-UNCT</p>	High
<p>Conclusion 16 and Lesson learned 6. The programme conducted baseline time-use studies in Rwanda and Senegal which provided valuable information on the state of women's unpaid care work and the levers to address them as basis to measure changes in the ToC. Senegal used data from the time use survey conducted under the Women Count programme. Rwanda conducted a baseline study in the 8 target districts. Baseline study for South Africa programme was not completed. The South Africa Baseline Survey was conceptualized to create an opportunity for a broader understanding of the patterns of unpaid care work and their impact on the economic and social lives of women and girls. The aim of the proposed research was to establish a baseline on non-market work (unpaid care) in South Africa. Without this study it was impossible to implement 3R programme measurable outputs and meaningfully contribute to the programme ToC.</p> <p>For UN Women to consider introducing a 5R framework, time use survey should be mandatory. This is still another survey which requires huge resources and investments</p>	<p>A. To continue implementing SAMCO programme related to the 5R programme, first commission and complete the South Africa baseline study (covering Time Use Survey as one of the objectives) The study should be conceptualized to create an opportunity for a broader understanding of the patterns of unpaid care work and their impact on the economic and social lives of women and girls. The aim of the proposed research should be to establish a baseline on non-market work (unpaid care) in South Africa.</p> <p>B. Currently, the South Africa programme requires overall Regional/Global support to strengthen the operational and administrative systems that support SAMCO 3R programme operations, including engaging the regional Gender Statistics Specialist, to support the conceptualization and processes related to statistical matters for sample surveys in the Baseline Survey. University of Town, whilst excellent in research, does not have the national infrastructure to do proper sampling and data collection. An alternative provider with proven</p>	<p>UN Women</p> <p>Secondary -Programme Partners</p> <p>-UNCT</p>	High

³² Table 6 provides the list of all studies conducted to facilitate design and implementation of the 3R programme.

<p>(financial, time, human, etc.) so it would be good to move beyond baseline (as it was planned in the 1st phase) and consider the broader time use survey (which is generally managed by statistical unit in UN Women and has a different process/partners/National statistics offices). Disability disaggregated data should be one of the deliverables for the survey.</p>	<p>national infrastructure and relevant experience, for instance, GeoScope, SA should be considered in this regard as recommended to ESARO Regional Gender Statistics Specialist during data collection.</p>		
<p>Conclusion 1 and Lesson learned 5. To ensure more synergies with other UN and non-UN agencies and actors to address structural causes of gender-based inequalities i.e., access of women to markets and means of production, deconstruction of social norms and stereotypes related to participation of women in male dominated occupations, as well as other barriers to women's economic participation that stem from regional disparities and include some public-private partnerships may become instrumental in achieving of nationalized targets on gender equality and women's economic empowerment, therefore, the catalytic role of the SDG 17 should be emphasized by UN Women and partners as a crosscutting issue in all their projects and interventions. In Senegal, programme provided an integrated package of services to the target population (REFAN members), including through this 3R project, but also through the complementary Agrified programme, which focuses on access to market, productive assets, land & finance</p>	<p>A. To address structural causes of gender-based inequalities, increase the numbers of women and the agency of women to lead in the next phase of the programme, UN Women should develop a 5R centric women leadership programme to train more women to create a women leadership cohort with modules that include access of women to markets and means of production, deconstruction of social norms and stereotypes related to participation of women in male dominated occupations, HeForShe approaches, as well as other barriers to women's economic participation.</p> <p>B. From the design stage, and progressively during the implementation of the programme, strengthen the planning of exit strategies for the various components, and ensure that actions are implemented that contribute to the sustainability of results.</p>	<p>UN Women Secondary -Programme Partners -UNCT</p>	<p>High</p>
<p>Conclusions 9 and Lesson learned 8. Across the 3 programme countries key respondents called for evidence-based advocacy for the recognition of the role of private sector at the policy level, which requires generation of evidence (data) that informs about the role and relevance of the private sector to contribute to time saving technologies, diversification of economy and reduction of unemployment. UN Women should build more synergies with other UN and non-UN agencies and actors to address structural causes of gender-based inequalities i.e., access of women to markets and means of production, deconstruction of social norms and stereotypes related to participation of women in male dominated occupations, as well as other barriers to women's economic participation that stem from regional disparities and include some public-private partnerships to become instrumental in achieving nationalized targets on gender equality and women's economic empowerment, catalyzing SDG 17 as a crosscutting issue in all UN Women projects and interventions in Country Offices.</p>	<p>A. In the area of unpaid care work, UN Women is weak in private sector engagement (through WEP'S) and should explore potential partnerships with private sector entities in direct programme implementation at the national level and in raising funds for future interventions. Research should be carried out to find private companies and foundations potentially interested in collaborating and funding unpaid care work-related interventions in Sub-Saharan Africa should be approached to partner with UN Women in the next phase of the programme.</p> <p>B. In the next phase the 3R programme should emphasize the pivotal role that the private sector should play in promoting GEWE issues and addressing the needs of most vulnerable women. UN Women should proactively use existing UN System opportunities and promote development of innovative public and private partnerships with government and non-government affiliated agencies highlighting the crosscutting role of SDG 17 in acceleration of achievement of targets under the SDG 5 Gender Equality and other SDG goals.</p> <p>C. To ensure more synergies with other UN and non-UN agencies and actors to address structural causes of gender-based inequalities i.e., access of women to markets and means of production, deconstruction of social norms and stereotypes related to participation of women in male dominated occupations, as well as other barriers to women's economic participation that stem from regional disparities and include some public-private partnerships may become instrumental in achieving nationalized targets on gender equality and women's economic empowerment, therefore, the catalytic role of the SDG 17 should be emphasized by UN Women and partners as a crosscutting issue in all their projects and interventions, including working more closely with other UN agencies working in the sector (ILO, UNICEF)</p>	<p>UN Women Secondary -Programme Partners -UNCT</p>	<p>High</p>
<p>Conclusions 5 and Lesson learned 7. The effectiveness of capacity development portfolio of the 3R programme would have been improved through standardization of capacity development offerings, longer training duration, and better sequencing of training activities. The advocacy and policy interventions were positively applied at local levels but suffered from the short duration of the programme (18 months) at national levels to coordinate and advocate with Governments and stakeholders that required more time to internalize the programme.</p>	<p>A. In the next phase of the programme, the capacity development portfolio on 5R should focus on improved knowledge generation and dissemination, capacity development pedagogy for unpaid care work, professionalized through standardization of capacity development offerings, longer training duration, and better sequencing of training activities.</p> <p>B. The advocacy and policy interventions delivered as part of capacity development should be positively applied at local levels within reasonable duration. At national levels there is need</p>	<p>UN Women</p>	<p>High</p>

	<p>to coordinate and advocate with Governments and stakeholders and that requires more time to internalize the programme.</p> <p>C. Provide technical support for the comprehensive review of the minimum standards, integrated models, and guidelines, and other additional ECD guides to integrating not only gender and unpaid care work but also update the documents to be aligned with the current national, regional policies (Vision 2050, African Union (AU) Agenda 2063, EAC gender strategy.), and global targets announced through several instruments including SDGs, CEDEAW, Beijing Platform for Action, etc.</p>	<p>Secondary -Programme Partners</p> <p>-UNCT</p>	
<p>Conclusion 11 and Lesson learned 9,</p> <p>The innovative 3R programme presents a great opportunity to create a global platform of stakeholders working on unpaid care work from diverse angles, through different approaches and at different levels. UN Women WEE teams at country, regional and global level engage with current and potential partners with the aim of foster current partnerships and create new ones and attract new resources for programme implementation, replication and scale up.</p>	<p>A. UN Women national Strategic Notes should profile care work as a central programmatic arena of the UN Women triple core mandate, and clearly advocate at policy levels for national governments to systematically fund care work from national budgets, and local non-government funding sources, including providing grant funding to care facilities and ensuring equal distribution of these facilities amongst communities, especially in rural communities, remains a challenge.</p> <p>B. Support the establishment of ECD community funds managed jointly by elected community representatives, partners, and local leaders to address unpaid care givers efforts spent for childhood care services. The rules and conditions of operations are to be determined in framework documents.</p>	<p>UN Women</p>	<p>High</p>
<p>Conclusions 5 and Lesson learned 10.</p> <p>Disaggregated disability data lacks at national and programme levels across programme countries. The absence of this information at both implementing partner and programme participants' level is a further indicator of the limited inclusion of disability in the 3R Programme across programme countries. Project documents and research products do not make specific reference to the needs of women with disabilities, nor do project monitoring mechanisms include dedicated indicators to monitor levels of inclusion and any potential differentiated effects. Documentary reviews across three countries similarly revealed the lack of detailed reporting on the choice of beneficiaries of services, such as through disaggregation of data based on vulnerability criteria and disability status.</p>	<p>A. Commission dedicated baseline studies that provide disaggregated data on various vulnerabilities including people with disabilities.</p> <p>B. Crucial to maintain women and children with disabilities and their associations/cooperatives as partners and beneficiaries. ECDs necessitate extra services, equipment, and competences to host children safely and adequately with disabilities. This can be considered through partnerships with specialized organisations if UN Women cannot intervene directly on this for lack of expertise.</p>	<p>UN Women</p>	<p>High</p>
<p>Conclusion 3 and Lessons learned 12</p> <p>The evaluation team found out the need to increase the attention paid by participating governments, community leaders, Civil Society Organisations (CSOs), private sector, and international and regional partners to the care economy and unpaid care work interventions; and to ensure more effective consistency in messaging, knowledge management and policy advocacy, and strengthen outreach in communicating the 3R Programme results both internally and externally.</p> <p>The evaluation team assessed that the programme will benefit from focusing on deepening policy and advocacy work done at national and local (district) level and the integration of indicators specific to unpaid care work in the District Development Strategies/Workplans.</p> <p>Strong emphasis was put on advocacy and communication in Senegal and Rwanda, including through policy dialogues, conferences, articles, case studies, policy briefs and infographics.</p>	<p>The 3R programme should continue current efforts to operationalize its Communication, Knowledge Management & Advocacy Strategy in the following areas in all the operational countries:</p> <ul style="list-style-type: none"> ▪ Advocate for the institutionalization of recognition, reduction, and redistribution of unpaid care work to advance gender equality and women's economic empowerment. ▪ Increase the attention paid by participating governments, community leaders, Civil Society Organisations (CSOs), private sector, and international and regional partners to the care economy and unpaid care work interventions; and ▪ Ensure more effective consistency in messaging, knowledge management and policy advocacy, and strengthen outreach in communicating the 3R Programme results both internally and externally. <p>These should be done through: Policy dialogues at national level; Policy dialogues at local level; and Production of articles and successful stories</p>	<p>UN Women</p> <p>Secondary -Programme Partners</p> <p>-UNCT</p>	<p>High</p>
<p>Conclusion 5 and Lessons learned 9</p> <p>The evaluation team corroborated previous studies that concluded that from cooking and cleaning, to fetching water and firewood or taking care of children and, the sick and the elderly, women carry out at least two and a half times more unpaid household and care work than men. Women's unpaid work subsidizes the cost of care that sustains families,</p>	<p>In the next phase, the 3R programme should focus on policy development and advocacy with targeted policies and legal provisions that provide services, gender focused social protection, and basic infrastructure, promoting sharing of domestic and care work between men and women, and creating more paid jobs in the care economy, to urgently accelerate progress</p>	<p>UN Women</p>	<p>High</p>

<p>supports economies, and often fills in for the lack of social services. Yet, it is rarely recognized as “work”.</p>	<p>on women’s economic empowerment. The emphasis will be on getting data/evidence in filling the knowledge gaps and strengthening capacities and dialogue around 5R, including integration of the private sector to spur job creation, market access and positive culture [motivation, creativity, productivity and attracting new talent] as entry point to strengthen childcare services, and services, social protection, and basic infrastructure, promoting sharing of domestic and care work between women and men.</p>	<p>Secondary -Programme Partners -UNCT</p>	
<p>Conclusion 15 Lessons learned 7 The 3R programme addressed the root causes of gender inequality. Its transformative nature lies in the attempt to question existing norms and dynamics that regulate unpaid care work and contribute to perpetuating gender inequalities. The recognition of unpaid care as a key obstacle to women’s economic empowerment constitutes the innovative basis around which efforts to engage other actors to take responsibility for this work and redistribute it are conceived. However, there is deep rooted challenges related to capacities of the stakeholders to deliver sustainable results in care work</p>	<p>Continue supporting and advocating policies on unpaid care work. As part of policy focused capacity development of national stakeholders – conduct capacity gap assessments focusing on women and underrepresented groups for meaningful engagement with relevant key government ministries and service providers; arrange Training of Trainers (ToT) for UN Women staff and IP representatives on training modules adapted based on the findings of capacity gap assessments - focusing on inclusive social protection, access to justice and economic empowerment; conduct capacity training for the IPs, women and underrepresented groups, selected rights based CSOs, on inclusive social protection, access to justice and economic empowerment at the local/district level; organize capacity building trainings of IPs on disability and gender disaggregated data collection at national and district levels according to protocol guideline developed by UN Women and other partner UN agencies; organize IP consultations to prioritise key areas for policy reform among relevant key government ministries; and organize capacity development training of IPs for discriminatory law reforms and advocacy with governments.</p>	<p>UN Women Secondary -Programme Partners -UNCT</p>	<p>High</p>
<p>Conclusions 10 and Lessons learned 7 COVID-19 emerged as one of the major challenges, which disrupted implementation for South Africa and not evident for Rwanda and Senegal. COVID-19 was indeed a global issue, but South Africa experienced a unique strain of the virus known as Omicron which demanded its own prevention protocols. Also, in South Africa the UNCT endorsed a decision that non vaccinated staff/consultants could not move within SA/participate in person in gatherings/meetings/missions etc. deepening challenges in advancing activities on the field. Restriction in movements and gathering of community members as one of the prevention measures affected training activities and social mobilization campaign meetings. These restrictions as prevention measures also affected the labour supply, which reduced the productivity and revenue of business entities meant to be contractors. In the end, some businesses did not manage to maintain or grow their financial capacity to execute contracts, which required pre-funding such that borehole drilling, and installation suffered significant delays because of the shrinking financial capacity of drilling companies. Given the short implementation timeframe, that led to SAMCO to use single sourcing as a contracting methodology which unfortunately produced negative results. For UN Women SAMCO, the programme experienced frequent staff turnover/attrition, which disrupted implementation and management of the project. Staff turnover largely contributed to the delay in strategic tasks and time lapses triggered withdraw of some Implementing Partners like the University of Cape Town, who could not carry –out the Time Use Study in the remaining period. The reflection on the limited delivery of the programme should take place first internally in SAMCO as part of planning for the cycle of work.</p>	<p>A. Using lessons learned from this multicounty programme, the evaluation team recommends that deep after-action organisational development review be carried out on 2 case studies of the programme: Rwanda and South Africa. Results from these 2 country experiences of the same programme revealed vast differences and merit management attention with a view to develop future business continuity plans during emergencies (e.g., COVID-19), and develop resource planning measures such as bringing in surge teams to support a struggling Multicounty Office as was the case with SAMCO. B. Overall, Rwanda had excellent results, meeting most and exceeding some targets within the same short time span and during COVID. SAMCO had the opposite experience. Questions to answer include: Why did COVID-19 negatively impact UN Women SAMCO worse than Rwanda and Senegal and what are possible mitigation measures for the future? After HQ and Regional Office noticed repeated failures of milestones in SAMCO, how come UN Women did not intervene with surge support? C. SAMCO is not set up to deliver multicounty programming. The evaluation recommends that UN Women at Regional and HQ levels consider providing coordinated financial and human resource surge capacity for 24 months to create needed levels of operational, systems, human and financial capacities fit for multicounty programming. D. For Senegal, continue cultivating existing partnerships with state institutions and strengthen collaboration with other strategic actors who may be involved in unpaid care work.</p>	<p>UN Women Secondary -Programme Partners -UNCT</p>	<p>High</p>

ANNEXES – VOLUME I (attached)
ANNEXES – VOLUME II (attached)