

ProjectTitle	ProjectCode	ProjectGroup	ProjectType	ProjectLocation	ProjCustTextValue1	IssueTitle	IssueFinding	IssueCategory	IssueUserCategory3	RecommendationTitle	RecommendationText	EstimatedImplDate
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 1	1. The next CP should be more focused on joint integrated programming approach across all development programme outcomes. This should be accompanied with a ToC that encompasses the entire results chain ensuring adequate skills and capacity of staff that participate in the formulation of the results framework. Operational implications: CO should continue to build on the experiences gained from the 8th Country Programme in three thematic areas. It should also continue joint programming with other UN agencies. The CO and partners should advocate for adolescent use of sexual and reproductive health services for screening rather than treatment, thereby making effective use of the peer educators. The next CP should also extend AYSRH programme to other districts especially in Eastern Province where teenage pregnancies are very high. More weight should be given to advocacy, policy dialogue and technical assistance in implementation of the next CP. The financial implication of these is the need to source for more funds to advance the interventions, and in terms of human resource implication, more staff will be needed for extension of the activities to other districts and implementing other upstream interventions.	Partially accepted	High	1.1 HIV-SRHR-GBV-data integrated programming	1.1 Include integrated HIV/GBV and SRHR strategies within the development of the 9th CPD	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 1	1. The next CP should be more focused on joint integrated programming approach across all development programme outcomes. This should be accompanied with a ToC that encompasses the entire results chain ensuring adequate skills and capacity of staff that participate in the formulation of the results framework. Operational implications: CO should continue to build on the experiences gained from the 8th Country Programme in three thematic areas. It should also continue joint programming with other UN agencies. The CO and partners should advocate for adolescent use of sexual and reproductive health services for screening rather than treatment, thereby making effective use of the peer educators. The next CP should also extend AYSRH programme to other districts especially in Eastern Province where teenage pregnancies are very high. More weight should be given to advocacy, policy dialogue and technical assistance in implementation of the next CP. The financial implication of these is the need to source for more funds to advance the interventions, and in terms of human resource implication, more staff will be needed for extension of the activities to other districts and implementing other upstream interventions.	Partially accepted	High	1.2 Robust ToC development	1.2 Organize consultations with all staff and key stakeholders to develop a ToC for the 9th CP.	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 1	1. The next CP should be more focused on joint integrated programming approach across all development programme outcomes. This should be accompanied with a ToC that encompasses the entire results chain ensuring adequate skills and capacity of staff that participate in the formulation of the results framework. Operational implications: CO should continue to build on the experiences gained from the 8th Country Programme in three thematic areas. It should also continue joint programming with other UN agencies. The CO and partners should advocate for adolescent use of sexual and reproductive health services for screening rather than treatment, thereby making effective use of the peer educators. The next CP should also extend AYSRH programme to other districts especially in Eastern Province where teenage pregnancies are very high. More weight should be given to advocacy, policy dialogue and technical assistance in implementation of the next CP. The financial implication of these is the need to source for more funds to advance the interventions, and in terms of human resource implication, more staff will be needed for extension of the activities to other districts and implementing other upstream interventions.	Partially accepted	High	1.3 Focus on advocacy and policy dialogue	1.3 Advocacy and Policy dialogue related work to be integrated in the design of the 9th CPD	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 1	1. The next CP should be more focused on joint integrated programming approach across all development programme outcomes. This should be accompanied with a ToC that encompasses the entire results chain ensuring adequate skills and capacity of staff that participate in the formulation of the results framework. Operational implications: CO should continue to build on the experiences gained from the 8th Country Programme in three thematic areas. It should also continue joint programming with other UN agencies. The CO and partners should advocate for adolescent use of sexual and reproductive health services for screening rather than treatment, thereby making effective use of the peer educators. The next CP should also extend AYSRH programme to other districts especially in Eastern Province where teenage pregnancies are very high. More weight should be given to advocacy, policy dialogue and technical assistance in implementation of the next CP. The financial implication of these is the need to source for more funds to advance the interventions, and in terms of human resource implication, more staff will be needed for extension of the activities to other districts and implementing other upstream interventions.	Partially accepted	High	1.4. Future scenarios integrated programming	1.4 Include future scenarios most relevant to the context of Rwanda during the development of the 9th CPD.	12/31/24

Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 2	2. Strategic partnership is crucial in providing quality holistic integrated services and delivery standards needed in Rwanda. UNFPA's strategic partnership with IPs with proven comparative advantages and expertise in SRHR, HIV, GBV, education, LNOB such as disability, and partnerships with political leadership at both central and district levels promotes and strengthens sexual and reproductive health and rights for all. This strategic partnership should also be extended in different upstream interventions. Operational implications: The CO should maintain the relevant strategic partnerships with key government ministries, departments and IPs and strategically step up the leadership role supporting the government with strategy and policy development, advocacy, and technical assistance. There should be skill enhancement in the CO covering leadership, advocacy, and policy dialogue. All avenues for joint programme activities with other UN agencies and other strategic partners in support of next programme priorities should be explored. Major joint programme initiatives at the district levels that address common objectives and activities towards achieving the three Zeros should be intensified. The CO should continue to work with religious leaders and other leaders of influence in promoting the three zeros which are the focus of UNFPA. Financial implication is more funds will be required to intensify the joint activities and reach the farthest districts, and human resource implication is more hands to implement these activities.	Accepted	High	2.1 Strategic partnership for upstream support	2.1 Ensure the inclusion of dedicated strategies for new and existing partnership with development partners and private sector actors, focusing on upstream work aligned with UNFPA's thematic areas while retaining downstream proof-of-concept activities in the design of the 9th CPD.	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 2	2. Strategic partnership is crucial in providing quality holistic integrated services and delivery standards needed in Rwanda. UNFPA's strategic partnership with IPs with proven comparative advantages and expertise in SRHR, HIV, GBV, education, LNOB such as disability, and partnerships with political leadership at both central and district levels promotes and strengthens sexual and reproductive health and rights for all. This strategic partnership should also be extended in different upstream interventions. Operational implications: The CO should maintain the relevant strategic partnerships with key government ministries, departments and IPs and strategically step up the leadership role supporting the government with strategy and policy development, advocacy, and technical assistance. There should be skill enhancement in the CO covering leadership, advocacy, and policy dialogue. All avenues for joint programme activities with other UN agencies and other strategic partners in support of next programme priorities should be explored. Major joint programme initiatives at the district levels that address common objectives and activities towards achieving the three Zeros should be intensified. The CO should continue to work with religious leaders and other leaders of influence in promoting the three zeros which are the focus of UNFPA. Financial implication is more funds will be required to intensify the joint activities and reach the farthest districts, and human resource implication is more hands to implement these activities.	Accepted	High	2.2. Develop a resources mobilization strategy	2.2 In line with the new 9th CPD - the CO will review and strengthen existing resource mobilization strategy including innovative financing	12/31/25

Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 2	2. Strategic partnership is crucial in providing quality holistic integrated services and delivery standards needed in Rwanda. UNFPA's strategic partnership with IPs with proven comparative advantages and expertise in SRHR, HIV, GBV, education, LNOB such as disability, and partnerships with political leadership at both central and district levels promotes and strengthens sexual and reproductive health and rights for all. This strategic partnership should also be extended in different upstream interventions. Operational implications: The CO should maintain the relevant strategic partnerships with key government ministries, departments and IPs and strategically step up the leadership role supporting the government with strategy and policy development, advocacy, and technical assistance. There should be skill enhancement in the CO covering leadership, advocacy, and policy dialogue. All avenues for joint programme activities with other UN agencies and other strategic partners in support of next programme priorities should be explored. Major joint programme initiatives at the district levels that address common objectives and activities towards achieving the three Zeros should be intensified. The CO should continue to work with religious leaders and other leaders of influence in promoting the three zeros which are the focus of UNFPA. Financial implication is more funds will be required to intensify the joint activities and reach the farthest districts, and human resource implication is more hands to implement these activities.	Accepted	High	2.3 i) Staff capacity building for upstream work	2.3- i) Conduct HR re-alignment in collaboration with ESARO; this has started to align the HR to the 9th CPD strategic vision.	12/31/25
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 2	2. Strategic partnership is crucial in providing quality holistic integrated services and delivery standards needed in Rwanda. UNFPA's strategic partnership with IPs with proven comparative advantages and expertise in SRHR, HIV, GBV, education, LNOB such as disability, and partnerships with political leadership at both central and district levels promotes and strengthens sexual and reproductive health and rights for all. This strategic partnership should also be extended in different upstream interventions. Operational implications: The CO should maintain the relevant strategic partnerships with key government ministries, departments and IPs and strategically step up the leadership role supporting the government with strategy and policy development, advocacy, and technical assistance. There should be skill enhancement in the CO covering leadership, advocacy, and policy dialogue. All avenues for joint programme activities with other UN agencies and other strategic partners in support of next programme priorities should be explored. Major joint programme initiatives at the district levels that address common objectives and activities towards achieving the three Zeros should be intensified. The CO should continue to work with religious leaders and other leaders of influence in promoting the three zeros which are the focus of UNFPA. Financial implication is more funds will be required to intensify the joint activities and reach the farthest districts, and human resource implication is more hands to implement these activities.	Accepted	High	2.3 ii) Staff capacity building for upstream work	2.3 - ii) Develop an internal system to conduct in-house brown-bags for skills enhancement within the CO.	12/31/24

Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 3	3. Since the focus of the 8th CP in Rwanda is on upstream interventions, UNFPA human and technical resources should be relevant to promote advocacy to cover the emerging national development needs. Technical support, financial efficiency, policy dialogue, strategic information, Joint UN work and sustainable solutions for upscale programming need to increase staff capacities to provide adequate support for the integration of ICPD PoA issues within the broader Agenda 2030 and for UNFPA mandate. Operational implications: The CO should initiate human resource mapping to identify the staffing gaps and priorities that will be strengthening in line with the aspects of Agenda 2030 linked to Next CP. It should also identify funding gaps and opportunities required for the reviewed human resource's structure; explore out-of-the-box thinking methods to mobilize resources; leverage innovations across UNFPA and with strategic partners to amplify the impact; support established Ips to scale up successful interventions and use UNFPA high technical niche in SRHR, data generation and advocacy to mobilize resources. The financial implication for these activities remains need to secure more funding to address the human resource implication since skills mapping will reveal missing skills that need to be acquired to be able to deliver efficiently on the next Country Programme.	Accepted	High	3.1 Review of HR capacity and relevance	3.1 As part of the HR re-alignmet, conduct a mapping to identify the staffing gaps and priorities need to implement the 9th CPD	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 3	3. Since the focus of the 8th CP in Rwanda is on upstream interventions, UNFPA human and technical resources should be relevant to promote advocacy to cover the emerging national development needs. Technical support, financial efficiency, policy dialogue, strategic information, Joint UN work and sustainable solutions for upscale programming need to increase staff capacities to provide adequate support for the integration of ICPD PoA issues within the broader Agenda 2030 and for UNFPA mandate. Operational implications: The CO should initiate human resource mapping to identify the staffing gaps and priorities that will be strengthening in line with the aspects of Agenda 2030 linked to Next CP. It should also identify funding gaps and opportunities required for the reviewed human resource's structure; explore out-of-the-box thinking methods to mobilize resources; leverage innovations across UNFPA and with strategic partners to amplify the impact; support established Ips to scale up successful interventions and use UNFPA high technical niche in SRHR, data generation and advocacy to mobilize resources. The financial implication for these activities remains need to secure more funding to address the human resource implication since skills mapping will reveal missing skills that need to be acquired to be able to deliver efficiently on the next Country Programme.	Accepted	High	3.2 Focus on upstream work	3.2 Focus on upstream work integrated in the design of the 9th CP and its implementation.	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 4	4. Continue support to develop systems for and generate population data and its use. There should be strategic interventions to make data accessible and available for evidence-based planning and policy making in all programme areas.Operational implications: UNFPA should continue to support the building of national capacities for data collection, analysis, dissemination, and utilization; Continue to support increased availability of disaggregated quality data for evidence-based policy making, planning, implementation, monitoring and evaluation; Use surveys and census to generate body of evidence related to UNFPA mandate; use this evidence to generate evidence-based policy briefs that would serve for advocacy purposes and strategic analysis; Conduct workshops on how to use and integrate data in national and district development planning; Provide technical assistance to districts on appropriate use and interpretation of demographic indicators for policy and planning. These have financial and human resource implications as more funds and more hands will be needed to implement these activities.	Accepted	High	4.1 Evidence and data generation and use	4.1 Ensure focus on policy and advocacy in the 9th CPD using evidence generation and strategic information to inform and influence decision making related to UNFPA's 3 TRs	12/31/24

Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 4	4. Continue support to develop systems for and generate population data and its use. There should be strategic interventions to make data accessible and available for evidence-based planning and policy making in all programme areas. Operational implications: UNFPA should continue to support the building of national capacities for data collection, analysis, dissemination, and utilization; Continue to support increased availability of disaggregated quality data for evidence-based policy making, planning, implementation, monitoring and evaluation; Use surveys and census to generate body of evidence related to UNFPA mandate; use this evidence to generate evidence-based policy briefs that would serve for advocacy purposes and strategic analysis; Conduct workshops on how to use and integrate data in national and district development planning; Provide technical assistance to districts on appropriate use and interpretation of demographic indicators for policy and planning. These have financial and human resource implications as more funds and more hands will be needed to implement these activities.	Accepted	High	4.2 Strategic partnership with NISR and academia for research and evidence use	4.2 Mainatin a formal collaboration framework with NISR and academic institutions to jointly work on strategic information generation as part of the 9th CPD	12/31/25
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 4	4. Continue support to develop systems for and generate population data and its use. There should be strategic interventions to make data accessible and available for evidence-based planning and policy making in all programme areas. Operational implications: UNFPA should continue to support the building of national capacities for data collection, analysis, dissemination, and utilization; Continue to support increased availability of disaggregated quality data for evidence-based policy making, planning, implementation, monitoring and evaluation; Use surveys and census to generate body of evidence related to UNFPA mandate; use this evidence to generate evidence-based policy briefs that would serve for advocacy purposes and strategic analysis; Conduct workshops on how to use and integrate data in national and district development planning; Provide technical assistance to districts on appropriate use and interpretation of demographic indicators for policy and planning. These have financial and human resource implications as more funds and more hands will be needed to implement these activities.	Accepted	High	4.3 Support for data and information sharing	4.3 Spearhead Joint UN collaboration among NISR and the UNCT on data and strategic information	12/31/25
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Strategic 6	6. A more meticulously designed theory of change needs to be formulated with sound causal framework as well as robust and coherent elements, matching the outputs with the interventions and outcome indicators. Operational implications: The strategic interventions should be operationalised and made measurable. The CO should also retrain staff and position them for full scale upstream interventions. The financial implication is that it will cost more funds to retrain or hire new staff	Accepted	High	6.1 Robust 9th CP Results framework	6.1 In addition to the Action point 1.3, the alignment between the ToC and the Results framework will be ensured during the development of the 9th CPD	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Programme 7	7. UNFPA CO should consolidate and expand the work with parliamentarians and policy makers. It needs to invest resources to consolidate and expand its policy advocacy efforts and competencies to maintain a favourable legal climate for SRHR including HIV, GBV, adolescents and youth, population, and development activities. As this is upstream interventions, more investments in technical advisory in systematic analysis of existing strategic documents as well as in drafting of new strategic policies, guidelines, and manuals. Operational implications: CO should design and invest in more advocacy work that transcends all the programme areas. More staff should be recruited and trained to be capable of implementing advocacy and technical capacity building. Financial and human resources implications of these are obvious.	Accepted	High	7.1 Upstream and advocacy	7.1 In line with the Action point 3.2, advocacy and policy dialogue to be strategies to inform the design of the 9th CPD	12/31/24

Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Programme 7	7. UNFPA CO should consolidate and expand the work with parliamentarians and policy makers. It needs to invest resources to consolidate and expand its policy advocacy efforts and competencies to maintain a favourable legal climate for SRHR including HIV, GBV, adolescents and youth, population, and development activities. As this is upstream interventions, more investments in technical advisory in systematic analysis of existing strategic documents as well as in drafting of new strategic policies, guidelines, and manuals. Operational implications: CO should design and invest in more advocacy work that transcends all the programme areas. More staff should be recruited and trained to be capable of implementing advocacy and technical capacity building. Financial and human resources implications of these are obvious.	Accepted	High	7.2 Partnership with parliamentarians	7.2 Maintain the collaboration with RPRPD (Parliament) in the 9th CPD to advance policy efforts towards accelerating the 3 TRs.	12/31/25
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Programme 8	8. In the next CP, SRHR component should continue to be aligned with national priorities, international commitments related to maternal health and family planning as elaborated in several national policies and international frameworks as ICPD PoA and SDGs. Country Programme should be focused on integrated programming approach. Operational implications: For maternal health, all the current activities can be continued in the next CP by collaborating with the relevant ministries and IPs. Continue the capacity-building interventions, health systems strengthening; encourage national IPs to present and share their experiences at national and international events to stimulate public use of maternal health data; accompany programmes with theories of change that encompass the entire results chain, ensuring adequate skills and capacity of staff that participate in the formulation of the results framework and maximise comparative advantage of resources available and explore joint programming with other UN agencies. Financial implication is that more financial resources will be needed to fund these while human resource implication is that more capable personnel will be needed.	Accepted	High	8.1 Strengthening support in SRHR	8.1 Strengthen the SRHR component in the new CPD by enhancing capacity building, health systems strengthening including data systems.	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Programme 8	8. In the next CP, SRHR component should continue to be aligned with national priorities, international commitments related to maternal health and family planning as elaborated in several national policies and international frameworks as ICPD PoA and SDGs. Country Programme should be focused on integrated programming approach. Operational implications: For maternal health, all the current activities can be continued in the next CP by collaborating with the relevant ministries and IPs. Continue the capacity-building interventions, health systems strengthening; encourage national IPs to present and share their experiences at national and international events to stimulate public use of maternal health data; accompany programmes with theories of change that encompass the entire results chain, ensuring adequate skills and capacity of staff that participate in the formulation of the results framework and maximise comparative advantage of resources available and explore joint programming with other UN agencies. Financial implication is that more financial resources will be needed to fund these while human resource implication is that more capable personnel will be needed.	Accepted	High	8.2 Supporting demand generation	8.2 Ensure integration of demand generation strategies within the development of the ToC for the 9th CPD to balance demand and offer	12/31/24

Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Programme 9	9. More attention to support all the national SRH/FP strategies for the next programme cycle that will address issues of staff competence, community-level demand creation. CO needs to strengthen strategic partnerships with policy makers, NGOs, South-South partnerships, including national public-private partnership to leverage human and financial resources to achieve universal access to FP. The One UN initiative to build 1000 health posts should be intensified. CO should provide assistance to the Ministry of Health to ensure that existing mechanisms for ensuring access to SRH/FP/GBV services are functional. Continue to contribute to the capacity development of Rwanda Association of Midwifery to improve and sustain quality of care on all levels and strengthen midwifery regulation mechanisms to permit an expanded role for midwives in SRH/FP/GBV service delivery. Invest in improved monitoring and developing and introduction of a supporting supervisory system. UNFPA should enhance access to FP services in rural areas, sociocultural barriers and stigmas surrounding family planning, gender inequalities, and power dynamics within relationships and strengthen robust monitoring and evaluation systems. Operational implications: CO and partners should prioritize maternal mortality and gender-based violence reduction and reduction of unmet need for family planning as key government agenda, accompanied by high-level advocacy and strong governance. The CO should foster collaboration with various government entities and multiple stakeholders to enhance ownership ensuring the sustainability of interventions aimed at improving maternal health outcomes. CO and Ips should also expand the use of information technology (IT) which presents tremendous opportunities for capacity building, expedited referral systems, and telehealth options to broaden the reach and impact of maternal health initiatives. The financial implication is the fund to invest in the interventions to promote the three outcomes (three zeros), while the human resource implication requires	Accepted	High	9.1 Integrated programming	9.1 Ensure integration of Last Mile Assurance to reach the further left behind within the strategic priorities of the 9th CPD	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Programme 9	9. More attention to support all the national SRH/FP strategies for the next programme cycle that will address issues of staff competence, community-level demand creation. CO needs to strengthen strategic partnerships with policy makers, NGOs, South-South partnerships, including national public-private partnership to leverage human and financial resources to achieve universal access to FP. The One UN initiative to build 1000 health posts should be intensified. CO should provide assistance to the Ministry of Health to ensure that existing mechanisms for ensuring access to SRH/FP/GBV services are functional. Continue to contribute to the capacity development of Rwanda Association of Midwifery to improve and sustain quality of care on all levels and strengthen midwifery regulation mechanisms to permit an expanded role for midwives in SRH/FP/GBV service delivery. Invest in improved monitoring and developing and introduction of a supporting supervisory system. UNFPA should enhance access to FP services in rural areas, sociocultural barriers and stigmas surrounding family planning, gender inequalities, and power dynamics within relationships and strengthen robust monitoring and evaluation systems. Operational implications: CO and partners should prioritize maternal mortality and gender-based violence reduction and reduction of unmet need for family planning as key government agenda, accompanied by high-level advocacy and strong governance. The CO should foster collaboration with various government entities and multiple stakeholders to enhance ownership ensuring the sustainability of interventions aimed at improving maternal health outcomes. CO and Ips should also expand the use of information technology (IT) which presents tremendous opportunities for capacity building, expedited referral systems, and telehealth options to broaden the reach and impact of maternal health initiatives. The financial implication is the fund to invest in the interventions to promote the three outcomes (three zeros), while the human resource implication requires	Accepted	High	9.2 Strategic partnership- South-South	9.2 Intuce South-South Cooperation as a key strategy for the next CPD	12/31/24

Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Programme 9	9. More attention to support all the national SRH/FP strategies for the next programme cycle that will address issues of staff competence, community-level demand creation. CO needs to strengthen strategic partnerships with policy makers, NGOs, South-South partnerships, including national public-private partnership to leverage human and financial resources to achieve universal access to FP. The One UN initiative to build 1000 health posts should be intensified. CO should provide assistance to the Ministry of Health to ensure that existing mechanisms for ensuring access to SRH/FP/GBV services are functional. Continue to contribute to the capacity development of Rwanda Association of Midwifery to improve and sustain quality of care on all levels and strengthen midwifery regulation mechanisms to permit an expanded role for midwives in SRH/FP/GBV service delivery. Invest in improved monitoring and developing and introduction of a supporting supervisory system. UNFPA should enhance access to FP services in rural areas, sociocultural barriers and stigmas surrounding family planning, gender inequalities, and power dynamics within relationships and strengthen robust monitoring and evaluation systems. Operational implications: CO and partners should prioritize maternal mortality and gender-based violence reduction and reduction of unmet need for family planning as key government agenda, accompanied by high-level advocacy and strong governance. The CO should foster collaboration with various government entities and multiple stakeholders to enhance ownership ensuring the sustainability of interventions aimed at improving maternal health outcomes. CO and Ips should also expand the use of information technology (IT) which presents tremendous opportunities for capacity building, expedited referral systems, and telehealth options to broaden the reach and impact of maternal health initiatives. The financial implication is the fund to invest in the interventions to promote the three outcomes (three zeros), while the human resource implication requires	Accepted	High	9.3 Use of innovation including technology	9.3 Strengthen the use of innovation as an accelerator including technology as part of the 9th CPD ToC	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Programme 10	10. In the next CP, there is need of more support to strengthening the capacity of educational staff, school- and community- based peer education clubs for CSE. Although much was done to promote CSE in schools and out of school, the findings showed that much is still to be done, viewed the number of adolescents and youth who need to be reached in the country. The focus would be on training teaching staff in primary and secondary schools as well as in TVET, training master trainers and strengthening their capacity or organise training sessions for their colleague teachers, developing materials, multiplying peer education clubs within and out of schools and strengthening their capacity to function. Operational implications: UNFPA should also continue to partner with key institutions, Civil Society Organisations, and youth organisations for the promotion of CSE among the youth. CO should also support the development of policies and strategic plans within key development sectors at national and provincial levels in the next NST with the focus on CSE. It should also develop a standard operating procedures to facilitate the development and running of school-based health clubs. Intergenerational dialogue and involvement of religious leaders in AY programmes should be continued. Also, CO AND Ips should establish and strengthen the capacity of a national platform to monitor the establishment and implementation of guidelines for CSE. The financial implication is to allocate funds to drive all the processes especially at the district levels. The human resource implication involves hiring of technical assistants to develop new innovations to address adolescents and youth needs.	Accepted	High	10.1 Advancing CSE in and out-of-school	10.1 include integration of strategic interventions within the 9th CPD to strengthen the capacity of key institutions, Civil Society Organisations, and youth organisations for the promotion of SRHR/CSE among the youth, while supporting the development of policies and strategic plans within key development sectors at national levels.	12/31/24
Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Programme 11	11. CO should continue to diversify resource mobilization in the country, going beyond established partnerships and traditional funders, especially in the face of shrinking funding space for development programmes. Operational implications: CO should continue to explore more non-traditional sources of funding especially the Strategic Investment Facility. Continue leveraging the Strategic Investment Financing models and with strategic partners to amplify the impact. Resource mobilization should be done with the IPs, government, and non-government partners. The human resource implication is the need to have a dedicated team to be professional fund raisers, developing ideas to market to non-traditional sources.	Accepted	High	11.1 Expanding and leveraging resource mobilization efforts through non-traditional ways	11.1 - Refer to action highlighted under 2.3 in line with the new 9th CPD - the CO will review and strengthen existing resource mobilization strategy including innovative financing	12/31/25

Rwanda Country Programme Evaluation (2018-2024)	2023	Rwanda CO	Country Programme Evaluation (CPE)	ESA	2018-2023	Programme 13	13. All cross-cutting issues and principles should be mainstreamed with more focus on advocacy and technical assistance too. Operational implications: CO should develop strategies that will define the mainstreaming of those cross-cutting issues including advocacy strategy. Financial implication will be to hire advocacy personnel and to develop a full unit of monitoring and evaluation unit in the CO. Human resource-wise will require additional staff to drive the mainstreaming of the principles including a dedicated staff for monitoring and evaluation and advocacy.	Partially accepted	High	13.1 Mainstreaming and strengthening of cross-cutting themes (M&E, Communications, Gender, LNOBs, RM and partnership/advocacy)	13.1 The ToC will mainstream issues of gender, LNOBs, and all cross-cutting themes, while appreciating some as strategies and others as accelerators.	12/31/24
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