



Joint Programme on Rural Women’s Economic Empowerment



JOINT PROGRAMME DOCUMENT

November 2021

Project Title: Accelerating Progress Towards Rural Women’s Economic Empowerment (Phase II)

Project short title: Rural Women’s Economic Empowerment (RWEE)

Geographical coverage: Global: specific countries to be determined

Executing agencies: FAO, IFAD, UN WOMEN and WFP

Administrative agent: UNDP Multi Partner Trust Fund Office

Implementing partners: Rural women’s networks, rural institutions, ministries of agriculture, gender, environment, rural development, finance, youth, community/local development, and their decentralized entities, national statistical systems, and other relevant partners

Duration of project: 5 years (April 2022 – March 2027)

Funds to be mobilized: USD 50 million (minimum target for 10 countries)

Brief Programme Description

Given the persistence of gender inequalities, the increasingly harsh impact of climate change, biodiversity loss, land degradation and the devastating consequences of COVID-19 on rural societies and economies, the need to ensure that rural women living in poverty are not left behind and can build their resilience is more critical than ever.

The Joint Programme 'Accelerating Progress Towards Rural Women's Economic Empowerment' (JP RWEE) brings together the Rome-based agencies (FAO, IFAD and WFP) and UN Women for a second phase of a unique programme to tackle the barriers to gender equality and women's economic empowerment. This second phase will build on the experiences, successes and lessons learned from the pilot phase (2014-2021) which was implemented in seven countries (Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda).

By working together, the agencies provide holistic and integrated interventions, encompassing social, economic and political domains of empowerment, thereby creating the necessary enabling environment to secure rural women's livelihoods, rights and resilience and address the multiple and intersecting forms of discrimination faced by rural women while mitigating and adapting to the effects of climate change.

The goal of the five-year programme is to secure rural women's livelihoods, rights and resilience to advance sustainable development, Agenda 2030 and the SDGs. The four programme outcome areas are: (i) Improved food security and nutrition for rural women and their households that contribute to equitable and sustainable food systems; (ii) Rural women's income, decent work and economic autonomy increased to secure their livelihoods and build resilience; (iii) Rural women's voice and agency increased for full and equal participation and leadership in their households, communities, organizations and governance systems; and (iv) Gender-responsive legal frameworks, policies and institutions strengthened to create an enabling environment for rural women to secure their livelihoods, rights and resilience.

In addition, two cross-cutting lenses will be introduced to deepen and strengthen the impact of the programme: (i) a gender transformative lens to address historically unequal power dynamics and discriminatory social norms and contribute to positive transformative and structural change at household, organization, community and national policy levels; and (ii) a resilience lens to enable rural women and their households to anticipate, adapt and respond to climate change, hazards and other shocks, while minimising environmental impacts, and build back from COVID-19.

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ABBREVIATIONS

AA	Administrative Agent
CEDAW	Convention on the Elimination of Discrimination against Women
CSO	Civil Society Organization
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
ICT	Information and Communications Technology
IFPRI	International Food Policy Research Institute
IFAD	International Fund for Agricultural Development
ISC	International Steering Committee
JP RWEE	Joint Programme 'Accelerating Progress Towards Rural Women's Economic Empowerment'
KM	Knowledge Management
MENA	Middle East and North Africa
M&E	Monitoring and Evaluation
MEAL	Monitoring and Evaluation Accountability and Learning
MPTFO	UNDP Multi Partner Trust Fund Office
NC	National Coordinator
NGO	Non-governmental Organization
NSC	National Steering Committee
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
PUNO	Participating United Nations Organization
PMF	Performance Monitoring Framework
PMU	Programme Management Unit
RCO	UN Resident Coordinator's Office
SDGs	Sustainable Development Goals
TAC	Technical Advisory Committee
UNEP	United Nations Environment Programme
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Frameworks
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme

I. CONTEXT

Rural women are central to the eradication of poverty, building resilience to climate change, the development of national economies and the achievement of the Sustainable Development Goals (SDGs). By 2021, there is an estimated total of 730-750 million people now living in poverty globally¹, 80 per cent of whom live in rural areas and the majority of whom are women². Women comprise over 37 per cent of the world's rural agricultural workforce, rising to 48 per cent in low-income countries³ and over 80 per cent in sub-Saharan Africa. Rural women play critical roles in food systems, as well as in securing household nutrition. They are also entrepreneurs, traders and work as wage earners in both the farm and non-farm sectors. They are powerful agents of change in climate change mitigation and adaptation, including the prevention of biodiversity loss.

Despite a specific focus on gender equality in the SDGs, along with increased efforts to accelerate progress in the implementation of normative frameworks, such as the Convention on the Elimination of Discrimination against Women (CEDAW), persistent challenges remain that constrain the livelihoods, well-being and realization of the rights of rural women. Women continue to face structural and systemic barriers which hinder their access to services (for example, educational, financial, technical, health services, social protection), productive resources (such as land, water, climate smart agricultural inputs and information), and opportunities (including on-/off-farm employment, markets, decent work, training and access to information and communications technology (ICT)). They carry a disproportionate share of unpaid care and domestic work. Rural women are also more likely to lack literacy, numeracy and digital skills which may hinder them in managing money, engaging in trade, and accessing information. Many rural women are excluded from, or have limited meaningful participation in, public life and local governance. National policies often do not adequately address their needs, and where gender-responsive policies exist, there are major gaps in their implementation.

The agricultural sector in many parts of the world is facing unprecedented challenges. Whilst urbanization, population increases and income growth are driving a strong demand for food, the dominance of actors in downstream food value chains risk leaving behind many of the world's 500 million smallholder farmers – many of whom are women⁴. With fewer economic resources, fewer livelihood options and coping mechanisms, and limited access to safety nets, women are especially susceptible to the effects of structural and rural transformations, natural disasters, climate change and biodiversity loss, and are more negatively impacted by crises than men, yet institutional responses often remain gender-blind⁵.

In the opening years of the 'Decade for Action' to achieve the SDGs, the situation of rural women and their households is even more precarious than in many previous years^{6,7}. The sectors in which

¹ Lackner et al (2021) Updated estimates of the impact of COVID-19 on global poverty: Looking back at 2020 and the outlook for 2021

² The proportion of poor living in rural areas and being women are based on latest data available for 2018.

³ FAO (2020) FAO Policy on Gender Equality 2020-2030

⁴ FAO (2017) The State of Food and Agriculture, Leveraging food systems for inclusive rural transformation

⁵ United Nations Inter-Agency Network on Women and Gender Equality (2020) Rural women and girls 25 years after Beijing: critical agents of positive change

⁶ FAO (2021) The impact of disasters and crises on agriculture and food security report notes the incidence of annual disasters has increased fourfold since the 1970s. An increased exposure to risk has become the new normal and FAO urges for resilience and disaster risk reduction to become an essential and integral part of modern agri-food systems.

⁷ World Bank Group (2020) Reversals of Fortune in Poverty and Shared Prosperity Series estimated that global extreme poverty rose in 2020 for the first time in over 20 years as the disruption of the COVID-19 pandemic (adding an additional 130-150 million people into poverty) compounded the forces of conflict and climate change which were already slowing progress with poverty reduction. Research estimates that climate change will drive a further 68 million to 132 million into poverty by 2030.

women work, including agriculture and the informal economy, are often the most impacted by crises, and gender inequalities have heightened their vulnerability to adverse events. In 2021, women's lives and livelihoods continue to be severely disrupted by the impact of the COVID-19 pandemic which were, in many parts of the world, already struggling in the face of extreme adverse climatic, ecological, economic and political events. Their impacts have been devastating across food systems and along value chains, reducing productivity and output, restricting mobility and access to markets, compromising livelihoods, and eroding food system sustainability. Incomes have declined, food security and nutritional intake has deteriorated, women's burden of unpaid care work has increased, their ability to take up employment has reduced, and their assets have been depleted⁸. Early and forced marriages and school dropouts amongst girls, and teenage pregnancies have increased, and women have been more vulnerable to gender-based violence. Moreover, many of the gains women had achieved in recent years in moving towards greater equality and autonomy have stalled and, in some cases, reversed⁹.

Although the context has changed, the factors that determine the well-being, opportunities and vulnerability of women and girls have not. The causes of gender inequality remain rooted in deeply entrenched gender-discriminatory norms and patriarchal systems, compounded by multiple and intersecting forms of discrimination faced by rural women (including age, race, caste, ethnicity, stage in life cycle, disability, income).

However, the discourse around how to progress towards gender equality has evolved during the last decade. It is now recognised that it is no longer sufficient to treat the symptoms of gender inequalities, but it is essential to tackle the underlying root causes. The discussion has moved on from mainstreaming gender considerations into existing initiatives and policies, to striving to achieve gender transformative impacts at many levels¹⁰. This requires shifting social norms and achieving positive behaviour change by individuals, their households and communities, through to organizations and policy makers. To deliver on this more ambitious agenda to address the multiple and intersecting dimensions of gender inequality, it is necessary to engage with a multidisciplinary range of specialists from technical and policy experts to the private sector. Policy engagement is required to ensure the ownership and sustainability of solutions. Gender equality is not only an outcome in its own right but is also a route to securing more resilient livelihoods in the face of rural transformation, the effects of climate change, building back from the impacts of the pandemic, and achieving the goals of eradicating extreme poverty, ending hunger and ensuring food security and nutrition, all of which are key to achieving the SDGs.

II. JUSTIFICATION

Joint Programme Phase II

The Joint Programme 'Accelerating Progress Towards Rural Women's Economic Empowerment' (JP RWEE) responds to this challenge by seeking to achieve sustainable transformative change in the livelihoods of rural women and girls. The programme brings together the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Entity for Gender Equality and the Empowerment of Women and Girls (UN Women) and the World Food Programme (WFP) for a second phase of a unique programme to

⁸ UN Women (2020) [gender-equality-in-the-wake-of-covid-19-en.pdf \(unwomen.org\)](https://www.unwomen.org/en/news/stories/2020/12/gender-equality-in-the-wake-of-covid-19-en.pdf)

⁹ SDG targets related to women's economic participation and empowerment, youth unemployment, education, maternal and child health, sexual reproductive health, child marriage, gender-based violence and female genital mutilation are likely to be affected negatively (UN Women and UNFPA (2021) Impact of COVID-19 on Gender Equality and Women's Empowerment in East and Southern AfricaError! Reference source not found.)

¹⁰ Care (2020) Gender Equality and Women's Empowerment in the context of Food Security and Nutrition, A scoping paper for CFS Forum on Women's Empowerment, Rome

tackle the barriers to gender equality and women's economic empowerment. This phase will build on the experiences, successes and lessons learned from the pilot phase (2014-2021) which was implemented in seven countries (Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda).

The programme identifies the need to engage in different dimensions of rural women's economic empowerment by providing holistic and integrated interventions to: improve food security and nutrition; strengthen women's asset base; ensure a more equitable balance in the sharing of economic and social benefits and workloads within households; act as a catalyst for positive changes in social norms, political and social institutions and policies; and promote rural women's agency through their collective action to demand positive and meaningful change in their conditions, opportunities and outcomes.

The JP RWEE draws on the complementary knowledge and gender expertise of the four agencies: the technical knowledge and policy assistance of FAO in food security, nutrition and climate-smart agriculture; the experience of IFAD in co-financing rural investment programmes and addressing gender inequalities at the household, organizations and community levels; WFP's technical knowledge, experience and innovations in delivering food security and nutrition programming along the humanitarian-development-peace nexus; and the technical knowledge, expertise and partnerships of UN Women with global, regional and national mechanisms for gender equality and women's empowerment.

Within the JP RWEE's global framework, participating countries design their activities through community engagement, needs assessments of rural women and with participation from wider civil society and government stakeholders. Country programmes are closely aligned to national policies and priorities, and leverage local and national structures to create ownership, achieve sustainability, and enable replication and scale up by local and national actors. To this end, relevant ministries are involved in the programme's governance and implementation mechanisms. The JP RWEE focuses on 'Delivering as One' to accelerate progress to achieve the SDGs and aligns with the United Nations joint frameworks in all countries (United Nations Sustainable Development Cooperation Framework (UNSDCF)).

Lessons learned from Phase I

JP RWEE phase I was designed as a pilot programme in 2012 which, for the first time, brought together the four agencies to jointly address the many challenges faced by rural women's economic empowerment. The partnership has enabled the agencies to pool expertise to test a range of interventions to address the multiple and intersecting forms of discrimination typically faced by rural women, to learn lessons and to raise the profile of rural women's economic empowerment on both national and international agendas. It also enabled the four agencies to develop a partnership model and working modalities that could be extended to other initiatives.

A final evaluation¹¹ and an internal stocktaking exercise were conducted in 2020-21 to reflect on the experiences and outcomes of the first phase, and to provide guidance for the development of a second phase. The programme was found to be highly relevant to the needs and experiences of rural women and contributed to the achievement of multiple SDGs¹². The 'double targeting' of two groups of rural women (those living in poverty and the economically active) and the multilayering of activities on the same group of beneficiaries worked well. The four outcomes provided an effective framework for implementation which was sufficiently adaptable to specific country needs yet ensured coherence between the four agencies and the seven participating countries. The

¹¹ Mokoro (2021) Global End-term Evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020 (see <https://mptf.undp.org/factsheet/fund/RWF00> under recent documents)

¹² SDGs 1, 2, 4, 5, 8, 9, 10, 16, 17

programme's holistic approach was effective in tackling the systemic barriers to gender equality and women's empowerment, and in responding to contextual challenges, including COVID-19. It enabled the programme to achieve substantial and long-term impacts, reaching 80,000 women and approximately 400,000 family members.

A profound change among JP RWEE beneficiaries, as observed by the participating agencies, was their changed mindset. Many women have increased their self-confidence in their ability to change their lives. With the support and positive behaviour change of men, their families and the community, women have strengthened their livelihoods, generated savings, achieved economic empowerment and gained a voice both in their home and community. The traditional division of labour is changing and discriminatory practices are being challenged. In turn, food and nutrition security has improved, income has increased and livelihoods have become more resilient. Evidence from the JP suggests that more empowered women with more gender-equitable lives and diversified livelihoods have been able to withstand and adapt to recent challenges better than others.

The programme acted as a catalyst for the four agencies to work together. During the course of the programme, the agencies established modalities for working together with governance and implementation structures operating at both the global and national levels, contributing to efficient programme delivery. Over time, a greater understanding of each agency's technical expertise and comparative advantage generated trust and enabled the programme to build on agency synergies to deliver field activities effectively. Good practices in governance and programme coordination were identified for replication in a second phase.

At country level, the JP RWEE was widely recognised by government, the UN system and development partners as a model example of UN agencies working together and 'Delivering as One'. Success is also reflected in the fact that various other programmes are replicating the field activities used by the JP RWEE.

One of the main challenges faced by the programme was securing sufficient funds to meet the planned budget, including multi annual funds required for such a programme. In addition, the funds arrived in several tranches, and this created uncertainty and challenges in terms of both rolling out the programme and in implementing annual workplans.

Other principal weaknesses identified included: less emphasis placed on policy advocacy and learning at the global level; the unequal involvement of men in programme activities in some countries which was recognized to be critical for social change; weak monitoring and evaluation (M&E) systems which limited in-depth analysis of programme outcomes and impacts; and limited internalization of the experiences and lessons both within participating governments and the four agencies. Achieving long term policy change was also more challenging, as it requires long term engagement and is dependent on the country political context.

Justification for Phase II

Without a second phase, the momentum gained in the innovative partnership between the Rome-based agencies and UN Women would be lost. Initially progress was slow as the agencies established modalities of working together in order to deliver a unique programme at country level that demonstrated the benefits of 'Delivering as One'. With the maturity of entering a second phase, more attention can be paid to:

- (i) building on the experiences of phase I countries to generate valuable gains in terms of achieving long-lasting impact and drawing on lessons learned, coupled with new experiences gained from engaging with new countries;
- (ii) strengthening sustainability and uptake by embedding the lessons learned and good practices within the operating modalities of partner governments, the PUNOs and implementing partners;

- (iii) shared learning and the global dimensions of knowledge management by expanding experiences to learn and share lessons between both similar and different cultural and geographical contexts; and
- (iv) drawing on the wider range of experiences to play a greater role in advocacy and influencing policy debate at regional and global levels.

Moreover, given the decade since the design of the original programme, it is also necessary to update and adapt the approach to new contexts, in particular, strengthening resilience to climate change and other external shocks.

The development of this phase II programme document, and the plans for its roll out, were informed by several activities starting with the evaluation in October 2020. They are summarised in Annex 1.

III. PROPOSED JOINT PROGRAMME

Overview

The second phase of the JP RWEE provides the opportunity to build on the learning and proven approaches from phase I and adds new elements to support rural women’s economic empowerment in ongoing and evolving contexts. It maintains the momentum of the four agencies working together, building on synergies for enhanced effectiveness, improved outcomes and efficiency. It will also give greater visibility to the global dimension of the programme. The focus will be twofold: to adopt a mixed approach to strengthen experiences in some of the existing participating countries and to replicate and scale up the model to expand outreach to new countries; and to mainstream good practices into workstreams of government, Participating United Nations Organizations (PUNOs) and others.

The goal and outcome areas from phase I have been updated to include reference to the SDGs and to address new challenges that have emerged during the last decade, including resilience and food systems. The **goal** is to secure rural women’s livelihoods, rights and resilience to advance sustainable development, Agenda 2030 and the SDGs. An overview of the Theory of Change for the global programme is presented in Annex 2.

The **four programme outcome areas** are: (i) Improved food security and nutrition for rural women and their households that contribute to equitable and sustainable food systems; (ii) Rural women's income, decent work and economic autonomy increased to secure their livelihoods and build resilience; (iii) Rural women's voice and agency increased for full and equal participation and leadership in their households, communities, organizations and governance systems; and (iv) Gender-responsive legal frameworks, policies and institutions strengthened to create an enabling environment for rural women to secure their livelihoods, rights and resilience. These are described in more detail in section IV.

In addition, two **cross-cutting lenses** emerged as priority considerations during phase I and will be introduced in the second phase to deepen and strengthen the impact of the programme. They are:

- (i) a **gender transformative lens** to address historically unequal power dynamics and discriminatory social norms and contribute to positive transformative and structural change at household, organization, community and national policy levels; and
- (ii) a **resilience lens** to enable rural women and their households to anticipate, adapt and respond to climate change, hazards and other shocks, while minimising environmental impacts, and build back from COVID-19.

Eight **programme strategies**, including the cross-cutting lenses, will guide implementation and are described in section V.

The programme will broaden the **target group** from phase I and will include:

- (i) the most vulnerable rural women in food insecure communities, with an intersectional lens to ensure the inclusion of women facing multiple and intersecting forms of discrimination (for example, those living with HIV or disabilities; youth and adolescent women; women-headed households);
- (ii) women already economically active in small scale income generation with potential to boost their participation in the local economy;
- (iii) women working in non-agricultural sectors; and
- (iv) a more structured approach to engaging with men and boys.

The target group, and the number of beneficiaries to be targeted, will be defined at country level in close collaboration with local communities and local authorities based on criteria including a ranking of vulnerability. It can be adapted to correspond with national priorities and be context-specific.

Participating countries

The programme will seek a regional balance in participating countries. In addition to inviting countries from the regions already engaged in phase I (Latin America, Central Asia, South Asia, sub-Saharan Africa) to submit proposals, the second phase will also seek to include countries from the Middle East and North Africa (MENA) region and Asia Pacific. Phase II will expand outreach to new countries as well as continue engagement with some of the phase I countries.

Country selection will be based on several criteria, including a needs assessment, national priorities on gender equality and women's empowerment, funding availability, presence of the four agencies and their ability to participate, potential for agency partnership, and engagement of national government. Factors including nutrition vulnerability, climate risk, and the impact of COVID-19, will also be considered. Final selection will be based on an assessment of country concept note submissions (including technical soundness, synergies and complementarities among the agencies, and national needs and priorities). Global geographical balance and the inclusion of least developed countries will be prioritised. The number of countries selected will be in line with initial available funding. Additional countries will be included subject to further resource mobilization, in order to scale up the programme and contribute to regional replication and global learning.

IV. PROGRAMME OUTCOMES, OUTPUTS AND ACTIVITIES

The global programme document provides an overall framework within which countries will develop their own detailed implementation plans which will vary by context. This section provides details about the outputs and activities associated with the four outcome areas. It is not envisaged that participating countries will necessarily undertake activities in all output areas, rather they will be prioritised on country context¹³. Activities chosen will be those that are feasible in terms of the resources available, likely to create the most impact, and will focus on quality rather than quantity. Information about the programme indicators, including those measuring change at the outcome and output levels, are presented in Annex 3.

Outcome 1: Improved food security and nutrition for rural women and their households that contribute to equitable and sustainable food systems

This outcome area will implement activities to improve the food security and nutrition of rural women and their families which is key for building resilience and achieving economic empowerment. Building on the knowledge and skills of women smallholders, their productive potential will be

¹³ Participating countries will prepare a country specific programme document, including their own Theory of Change, to identify specific needs, assumptions and prerequisites, change pathways and indicators in order to track the impact of programme. They will also provide a detailed assessment of country-specific risks, including a simplified environmental impact assessment, and a commitment to 'do no harm' principles, including issues around conflict. A specific conflict analysis will be carried out where relevant.

strengthened through capacity building and increased access to and control over productive resources and services. Specific attention will be paid to promoting time-saving and climate-resilient infrastructure and technologies to improve productivity, protect biodiversity and reduce women's burden of work. This will be underpinned by the use of proven methodologies¹⁴ to engage women, men, households and their communities in identifying and addressing the root causes of gender inequalities.

Output 1.1: Rural women have increased access to resources, assets and technologies critical for climate-resilient agricultural production, food security and nutrition

Indicative activities

- Use **gender-transformative, participatory and inclusive methodologies** with women, men and youth at the household, organization and community levels to foster reflection, dialogue and changes in gender-based roles, ensuring equitable access to and control over productive resources, and to reach a more equitable sharing of unpaid care and domestic work and benefits (including control over income and diets) between women and men
- Support rural women's access to **climate-resilient inputs for agricultural production** such as high-quality drought resistant seeds, tools and machinery, water and irrigation, greenhouses/ polytunnels
- Support **food processing and storage**, using innovative, productivity enhancing and culturally and ecologically acceptable technologies and facilities
- Build on **indigenous knowledge systems and neglected foods** to strengthen resilience
- Promote **workload reduction** for on- and off-farm work and household tasks through research innovations, climate-resilient time- and labour-saving technologies and practices including, for example, energy-saving stoves and rainwater harvesting
- Enhance the capacities of **women-led associations** to manage productive assets, increase access to capital and to deliver effective services and information to their members

Output 1.2: Rural women have enhanced skills and capacities to increase nutritious food production, food quality and local food security reserves; reduce food losses and waste; and improve household diets

Indicative activities

- Strengthen the capacities of women farmers in **climate-resilient and nature-based agricultural practices** including field preparation, cultivation, fertilization, pest and disease control, and harvesting, through participatory approaches such as farmer field schools
- Strengthen the capacities of women farmers in **post-harvest handling, storage and processing**, including multi-use platforms for food transformation, **product loss reduction and waste prevention**
- Provide training on **nutrition and sustainable consumption** for women and men to improve household diets
- Strengthen women's access to **extension services and weather information**
- Support women's role in **local food reserve systems** through food banks, consumer cooperatives, nutrition awareness initiatives
- Ensure women and girls have access to **classes** on adult literacy, life skills, sexual and reproductive health, gender-based violence, as required

¹⁴ For further details on some of the key methodologies, see the programme strategy section below.

Outcome 2: Rural women's income, decent work and economic autonomy increased to secure their livelihoods and build resilience

This outcome area has two interlinked output pathways. The first focuses on creating, supporting and developing rural women's-led associations and businesses, including those that are small-scale, to broaden and deepen their engagement along existing and new value chains to take advantage of new and diversified opportunities offered by the market. The second promotes women's access to decent work, including off-farm work, and access to social protection which has become increasingly critical in the context of the COVID-19 pandemic and a changing climate. These two threads will be complemented by strengthening women's skills and the provision of services essential for women's economic empowerment and resilience.

Output 2.1: Rural women have enhanced capacities, skills and time for entrepreneurship and access to market opportunities and value chains

Indicative activities

- Develop and strengthen women's **entrepreneurship skills**, including business management, business plan development, record keeping, marketing and negotiation skills
- Provide **financial literacy training**, building on basic literacy and numeracy training
- Support women-led associations and businesses to progress beyond the production stage and develop links to **value addition and markets**, including, for example, high-end ventures, rural to urban linkages, and home-grown school feeding
- Provide training in **processing and product diversification transformation and value addition**
- Support women-led enterprises to address **supply side constraints** including transport capacity in order to procure agricultural products and access market opportunities
- Engage with actors along the value chain for **gender-responsive market chain development**, for example through gender-responsive procurement contracts, partnerships and training
- Establish **mentoring services and an exchange programme** between women's groups and women entrepreneurs
- Develop **women leadership role models** (champions) to inspire other women entrepreneurs
- Promote the reduction and redistribution of **unpaid care and domestic work** to free up rural women's time and enable their entrepreneurship activities

Output 2.2: Rural women have increased access to decent work, including off-farm work, and social protection

Indicative activities

- Provide **vocational training** to develop skills for new employment opportunities
- Work with employers and the private sector to provide **decent work**¹⁵, addressing issues related to equal pay, parental leave, childcare, occupational safety and health, living wage, child labour prevention and promotion of rights to collective bargaining
- Support rural women's access to **social protection systems** (for example, cash for work, food for assets)
- Support rural women's groups to access opportunities for **paid ecological services** within the framework of climate change adaptation and mitigation (for example, carbon balance initiatives, watershed management, forest nurseries)

¹⁵ The indicative JP activities and indicators cover most of the ten substantive elements in ILO's Decent Work Agenda.

Output 2.3: Rural women have increased access to gender-responsive financial and business development services, ICTs, and other products and services

Indicative activities

- Support rural women's businesses to access **credit, other financial and business development services**
- Partner with financial institutions and other providers to **strengthen their financial and business development products and services** to meet the needs of women clients and their organizations, including microfinance, credit, savings and risk reduction (crop/livestock insurance, microinsurance or health insurance)
- Build the **capacity and knowledge of service providers** through participation in critical self-reflection on gender, social and power norms in order to increase their understanding of gender equality, recognition of women as viable and valuable clients, and skills for delivering gender-responsive services
- Provide training in **digital literacy** and facilitate access to **digital tools and ICTs** for networking, market information, improved market access, mobile banking and climate and weather information
- Establish **incubator hubs** for women-led enterprise start-ups
- Support the capacities of women-led associations to develop and manage **savings and loan associations**
- Promote rural women's **access to services**, such as personal identification documents and legal advice

Outcome 3: Rural women's voice and agency increased for full and equal participation and leadership in their households, communities, organizations and governance systems

This outcome area promotes rural women's participation and leadership in rural producer organizations, cooperatives and local governance systems (such as land committees, natural resource management committees, irrigation schemes and community development initiatives). Much of women's empowerment will be achieved through working with women's groups, including informal savings and lending groups, and formal cooperatives. As evidenced during the pilot phase of the JP RWEE, these groups act as a powerful transformative element in advancing women's economic empowerment and their inclusion in rural life. Achieving a critical mass of women as members and leaders helps ensure that the decisions and services provided by organizations and governance systems reflect the needs and priorities of women, as well as men. If women are not present, they miss out on opportunities to shape the agenda which further perpetuates gender inequalities in access to information, inputs, practices and technologies, markets and opportunities.

Actions to advance gender equality and bring about equitable gender relations will be supported using gender transformative methodologies to shift norms and raise expectations around rural women's leadership. In many contexts, it is necessary to work with traditional leaders and chiefs, as well as the local administration, community representatives and women's networks to create a supportive context in which rural women will gain both the opportunity and skills to step into leadership roles.

Output 3.1: Rural women have increased skills and capacity to participate in local governance and decision-making structures

Indicative activities

- Hold gender equality training and/or peer-to-peer exchanges using **behaviour change models** with members and leaders of organizations in order to promote greater gender balance among the leadership
- Strengthen the capacity of rural women, including young women, to take on high quality leadership positions (beyond administrative positions) in local governance systems and producer organizations through **adapting existing leadership training** (improving access, ensuring issues addressed are relevant to women), complemented by **tailored leadership modules** specifically to increase women's readiness to take up leadership positions
- Develop **leadership pathways within organizations** to enable women to take on more responsible positions over time, supported by a **leadership mentorship programme**
- Establish a **network of women leaders** to provide peer-to-peer support and learning exchange, and act as **role models** for other women
- Undertake **community dialogue** to promote positive changes in gender discriminatory norms and attitudes, the sharing of knowledge networking and consultative mechanisms
- **Engage with men** as religious and traditional leaders, chiefs, local authorities and men in general to guarantee political and social recognition of the role of women

Output 3.2: Organizational capacities and social capital strengthened to form, participate in and sustain gender-responsive producer organizations, cooperatives and unions, savings groups and self-help groups

Indicative activities

- Strengthen the **capacities of rural women** to organize and participate in cooperatives, service provider and producer organizations, and workers' organizations and trade unions
- Support women-led producer organizations and other groups to become **legally recognized structures**
- Assist informal rural women's groups to **affiliate** with formal organizations or advocate for and support their formalization
- Conduct **sensitization campaigns** to ensure both women and men leaders take better account of specific gender issues associated with their organization's products, and services and procurement (i.e. gender-responsive procurement)
- Undertake **outreach activities** to ensure women are aware of the benefits of organizational membership
- Support producer organizations, cooperatives and unions to make their **corporate governance** more transparent, effective, accountable, gender-equitable and age inclusive by, for example, quotas for board membership; gender policies and strategies; managerial and leadership training; ensuring by-laws do not act as potential barriers to membership
- Provide training for group members and leaders to build their **knowledge of their rights**, including women's rights, land rights, and sexual and reproductive health and rights
- Establish **women-only fora** (such as women-only organizations, women's structures within mixed organizations) where women can meet, deliberate and discuss – and engage with the rest of the leadership
- Support **regional level dialogues** among rural producer organizations, both mixed and women and youth only, through participatory communication, networking, exchange of experiences, dissemination of information, and stakeholder consultations

Outcome 4: Gender-responsive legal frameworks, policies and institutions strengthened to create an enabling environment for rural women to secure their livelihoods, rights and resilience

This outcome focuses on helping build the capacities of governments not only to create but also to deliver the necessary gender-responsive policy environment critical to achieving long term systemic

change and enabling rural women to achieve their rights, economic empowerment and resilience in the context of the SDGs, climate crises and COVID-19 recovery. This work will be undertaken with relevant ministries, primarily the ministries of agriculture and women's affairs, parliamentarians and other stakeholders operating either at national or local levels in participating countries. The principal areas of policy work will be related to land rights and tenure security, food security and nutrition, agriculture, social protection, climate change, care economy and rural employment, among others; the specific focus will be based on country context.

Rural women's voice will be strengthened to engage in national, regional and global policy dialogues with government and contribute to, and influence, policy processes.

In addition, this outcome area (under output 4.3) includes the collective contribution of the Joint Programme, through the work of the Global Coordination Unit, to engage in knowledge sharing and policy dialogue at the regional and global levels.

Output 4.1: Capacities of policy makers and other relevant stakeholders enhanced to design, implement and track gender-responsive policies, strategies, legal frameworks and budgets

Indicative activities

- Hold gender sensitization/gender equality training and/or peer-to-peer exchanges using behaviour change models with national and local governments to bring about **institutional transformative change** towards promoting gender equality and women's empowerment
- Advocate and provide support to analyse policy and enhance the design and implementation of **gender-responsive agricultural and rural development policies, strategies and plans** including in resilience building, preparedness and response, and social protection
- Capacity building and strengthening of government to use **gender-responsive budgeting** to identify gender-differentiated resource allocations in government budgets and ensure that gender commitments in policy and planning are translated into budgetary commitments
- Capacity building and strengthening of government and/or private sector to use **gender-responsive procurement**
- Strengthen the capacity of national and local governments to develop and strengthen laws, policies and services that **recognize and address the disproportionate share of unpaid care and domestic work** by rural women and girls
- Build the capacities of national and sub-national stakeholders, including national statistical systems and ministries of agriculture, in collecting, analyzing, utilizing and reporting on **gender statistics including sex-disaggregated data** (such as agricultural censuses, surveys and SDG indicators)
- Promote the use of **tools and data to track progress** in the economic empowerment of rural women, such as the Women's Empowerment in Agriculture Index
- Encourage governments, implementing partners and PUNOs to **adopt proven innovative methodologies** used in the programme

Output 4.2: Capacity of rural women and their organizations increased to engage in and influence relevant policy forums at national, regional and global levels

Indicative activities

- Use participatory approaches to work with communities and **rural women to raise awareness about their rights** through legal literacy, community listening clubs and

community radios, community conversations and other forums and platforms for communication

- Facilitate **networking of rural women's organizations** at sub-national and national levels, and their stronger links with the women's movement for better information exchange, advocacy, coordination and participation in national policy and decision-making processes, and holding their governments to account on delivering commitments
- Support **women's grassroots organizations** and advocacy groups to lobby for gender-responsive policies, budgets and services, including on climate action
- Enhance the skills and capacities of civil society organizations to strengthen their role in increasing gender-responsive climate action at the community level
- Engage with **men advocates** at all levels to sensitize, champion and support gender equality including through policy advocacy
- Strengthen **rural women's advocacy platforms** so that they can promote rural women's priorities in regional and global policy debates and processes

Output 4.3: Rural women's economic empowerment strengthened through regional and global policy dialogues and processes

Indicative activities (Global Coordination Unit)

- Develop and disseminate **knowledge and good practices** based on the lessons learned in each country on strategies and approaches that work for advancing gender equality and rural women's economic empowerment
- **Advocate** for gender equality in rural development and rural women's economic empowerment with regional and global institutions, policymakers and other stakeholders
- Conduct **regional and global policy dialogues**
- Promote **wider institutionalization** within the PUNOs of the proven innovative methodologies used in the programme

V. PROGRAMME STRATEGIES

Programme implementation will be guided by two cross-cutting lenses and eight strategies which are outlined below.

Gender transformative lens: A systemic approach is required to move beyond treating the symptoms of gender inequalities and discrimination, to achieve gender transformative impacts towards gender equality and women's empowerment. Gender transformative approaches will address the root causes of gender inequality, from the values and systems of institutions and socio-political structures to the discriminatory gender norms and behaviours of individuals and their communities. An analysis of the structural, political, economic, cultural and social barriers that limit women's access and rights to resources and services, use of time, voice and participation in decision-making will identify the key stakeholders and activities required to achieve transformative change. Actions will include empowering women, individually and collectively; working with men as partners for change; and engaging with institutions and the private sector for gender transformative shift in their mindsets, policies, budgets and service provision.

Resilience lens: A resilience lens will be applied at the design stage, as well as during implementation and monitoring to ensure activities address the key challenges encountered when promoting rural women's economic empowerment in the context of current and future climate and environmental risks. Using frameworks, such as FAO's Climate-Smart Agriculture approach, strategies will be twofold: the integration of climate change concerns into the design of programme interventions to strengthen sustainable livelihoods, market and value chains, and technologies,

complemented by specific activities to promote gender-responsive climate resilience from the farm and community levels through to institutional and policy engagement.

Participatory methodologies: Participatory approaches will be applied at each stage of the programme cycle, ensuring that target groups are meaningfully consulted and their needs are comprehensively identified, reflected and addressed in programme interventions. Full engagement will take place with rural women beneficiaries and other key local and national stakeholders. This will enable the programme design to be appropriately contextualized, whilst the continuous use of participatory processes throughout implementation will help to ensure that interventions remain relevant and effective. A complaints response and feedback mechanism will be established, in consultation with beneficiaries, to ensure accountability to beneficiaries.

Capacity development: Capacity development is a key programme strategy, contributing to knowledge and skills transfer and sustainability. It will take place at three levels:

- Strengthening individual capacities of rural women producers to develop their productive capacities in climate-resilient agricultural production, harvesting, storage, processing and marketing, and access remunerative markets. Other key areas which will enhance rural women's capacity to participate in economic activities and local governance include basic literacy and numeracy, vocational training, ICT skills development and digital literacy, and leadership training.
- Developing collective capacities of producer organizations, women's groups, cooperatives and unions to put in place effective and accountable corporate governance mechanisms which are gender equitable and take account of intersectionality and diversity amongst members. This also involves strengthening rural women's capacity to demand accountability to their government for greater access to resources and services, opportunities and agency.
- Enhancing institutional capacities to respond effectively to rural women's needs and priorities, through policy interventions that can advance rural women's full access to productive resources, assets, services and decent wage employment, and ensure their equal participation in decision making. This involves capacity development in gender transformative approaches as well as technical skills for both decentralized officials such as agricultural extension workers and central officials located in the Ministries of Agriculture and other relevant institutions.

Working with and through women's groups to enhance economic and social capital: The programme will continue to work directly with rural women's groups. This approach was found to be a powerful transformative element of the programme in phase I and a significant contributing factor to sustainability. Through membership of groups, women have greater access to resources and opportunities. This both increases their potential for earning income and saving, whilst also giving them a collective voice with which to articulate their needs and priorities, and participate in decision-making at all levels.

Developing partnerships with key stakeholders: Effective partnerships will be an integral element of implementation. Beyond building synergies between the four agencies, partnerships will be developed with national and local government, NGO implementing partners and civil society, and the private sector. Synergies will be created with other UN or government programmes as appropriate, for example, with climate resilience programmes.

Replicating, upscaling and expanding successful and innovative models on rural women's economic empowerment: Phase I of the programme enabled more innovative gender-transformative methodologies to be piloted and good practices to be identified. In phase II, agencies will work to apply these good practices in new contexts and to build on the experience of phase I. Additional good practices will be identified, piloted, documented and shared for upscaling. In the latter half of the programme, countries will develop strategies for replication and scale up, and present them in their annual workplans. Successful and innovative models which will be

replicated and scaled up include Dimitra Clubs¹⁶ and the Gender Action Learning System (GALS)¹⁷ which were found in phase I to have empowered both women and men to participate in their own development and to contribute to social norm change.

Mainstreaming good practices in workstreams of PUNOs and governments: The programme will promote coherence and learning both among and within the four agencies. The wider agency take-up of good practices will be encouraged through the implementation of global and country level knowledge management strategies, developed at the start of the programme. At government level, the inclusion of ministry representatives and the involvement of local government in programme oversight and implementation will facilitate the identification of mechanisms for embedding the programme approaches in government structures and encouraging the take-up of good practices.

Applying an intersectional approach to ensure that no one is left behind: Recognizing the diversity of rural women and their experiences, the programme will ensure inclusion of women facing multiple and intersecting forms of discrimination such as women living with disabilities, women living with HIV, older women, women-headed households, and women from minority race and ethnic groups. These women will be included to ensure a human-rights based and gender-responsive approach towards the advancement of substantive gender equality, women's empowerment and social inclusion that Leaves No One Behind. This will be achieved through consultation with communities and local authorities at the beginning of field activities, supported by monitoring tools to capture disaggregated data to measure diversity and inclusion.

Leveraging ICTs, digital agriculture and innovative solutions: Innovative approaches will be applied to enhance women's capacity in ICT and increase their digital access. ICT will be harnessed, reflecting the country context, for innovation across programme interventions. This will include expanding women's opportunities in business development, market access and value chains through community hubs and online marketing platforms, for example. ICT will also be used to advance climate resilient agriculture (for example, for land use planning and management) and access climate information for risk management (such as pest movement information and weather forecasts).

VI. SUSTAINABILITY OF RESULTS

From the outset of phase II, specific attention will be paid to sustaining programme outcomes and impacts at the country level by:

- ensuring country programmes identify sustainability and exit strategies which will be part of the design and reflected in a specific section in the country proposals;
- engaging with beneficiary communities through meaningful participatory approaches for needs identification through to programme design and implementation, and continuity after programme completion;
- focusing on scaling up activities from phase I which have a proven track-record of sustainability, including positive changes in behaviour and social norms;
- forming effective partnerships – including institutional capacity building - at national and local levels with government, private sector and civil society organizations;

¹⁶ The FAO Dimitra listeners' clubs are groups of women, men and young people who organize themselves to work together to bring about changes in their communities. They meet regularly to discuss the challenges they face in their daily lives, make decisions and take action to resolve their problems.

¹⁷ GALS is a community-led empowerment methodology that encourages gender-transformative changes and equitable gender relations at household, community and organizational levels by challenging discriminatory social norms, attitudes and behaviours.

- aligning JP activities with government priorities and initiatives, and integrating them into government systems to ensure ownership and sustainability of solutions;
- contributing to gender-responsive policy dialogue and closing gaps in policy implementation;
- strengthening the voice and agency, skills and capacities of rural women and their communities to demand rights and equal access to gender-responsive government services; and
- recruiting and training trainers and facilitators from the local communities who will continue to be a resource after completion of the programme.

Implementation modalities will be strengthened and sustained by: (i) establishing effective national coordination; (ii) sharing experiences between country teams; (iii) strengthening internal learning within agencies; and (iv) linking with other ongoing PUNO programmes.

At the global level, knowledge management will play a key role in sustaining the benefits of the programme through sharing experiences and good practices with regional entities and other institutions.

VII. MONITORING AND EVALUATION

A comprehensive and robust monitoring and evaluation system will form an integral part of the programme and will be put in place at global and country levels. The system will facilitate aggregation of data at the global level and will capture change in gender equality and women's empowerment at country level. The M&E system will be supported by the M&E Specialist in the Global Coordination Unit and a Monitoring and Evaluation Accountability and Learning (MEAL) Coordinator in each country team.

The logical framework, presented in Annex 3, presents core and optional indicators which will be adapted at country level, and identifies the key assumptions which underpin successful programme implementation.

A detailed Performance Monitoring Framework (PMF) will be developed during the programme design phase and will clearly outline the monitoring arrangements for the programme and enable accurate reporting. The framework will expand on the performance, data sources, collection methods and frequency to be tailored to country contexts and activities. There will be sufficient focus on outcome level monitoring to ensure impact and effectiveness can be measured and evidenced, and change attributed to JP RWEE implementation. Global indicators will match national needs. Guidance will be provided to countries on tailoring the framework to country contexts.

A standard M&E plan template will be developed at the global level for use by all countries, aligned to the global logical framework. The most appropriate tools for certain indicators will be identified, in order to ensure sound measurement and global aggregation of data to enable a broad view on the global dimensions of the programme implementation and impacts. Baseline and endline tools will also be developed at the global level, for use at country level. There will be an appropriate balance of quantitative and qualitative data collection, which will be disaggregated by sex and intersectional criteria as appropriate. The system will enable timely and responsive review of implementation and adjustment of activities as needed, ensuring effectiveness and ease of use without being cumbersome.

Country teams will submit a detailed M&E plan as part of their country proposals and annual planning processes, with funds allocated for each activity, including baseline and endline surveys, ongoing monitoring, mid-term and final evaluations. The country M&E plans will be reviewed and approved by the global Technical Advisory Committee (TAC) as part of the workplan review and approval process. Targets will initially be determined at the country level based on the context and

the completed baseline findings, and then aggregated to generate global programme targets.

Monitoring responsibilities

A joint approach to monitoring and evaluation will be taken by the participating agencies at country level. Whilst each agency will be responsible for monitoring the activities that they are implementing, the country level MEAL Coordinator will coordinate joint activities, such as baselines and field supervision, and oversee the implementation of the M&E plan and data consolidation.

Joint supervision/monitoring visits will be carried out and will provide an effective way of giving technical advice and feedback to implementation partners and adjusting implementation plans as required. Field visits to project sites will be part of the PMF and a plan of supervision and implementation support will be prepared on a quarterly basis at country level.

Continuous follow up of the plans, along with technical support, will be carried out by the MEAL coordinator with technical oversight from the M&E Specialist in the Global Coordination Unit. Capacity building and coaching on the M&E system will be carried out by the Global Coordination Unit as required, with the participation of PUNO teams and implementing partners. This will help to ensure understanding and alignment on data collection and M&E practices according to the JP RWEE protocols, including the ability to analyze and interpret data.

Reviews

Output level monitoring will take place on a quarterly basis, and outcome level will be monitored bi-annually. Review sessions will take place between PUNOs and implementing partners, following a standard format developed at the global level, and will be supported by the global M&E Specialist. Annual programme review meetings will be organized at country level, involving all the programme's staff and implementing partners, selected government officials from relevant ministries and relevant staff of the four entities. They will also be attended (remotely or in person) by the Global Coordination Unit. Annual sessions will be held with beneficiaries to provide an opportunity for feedback and to capture change; the findings will feed into the preparation of the subsequent year's workplan.

Reporting

Regular reporting will be an integral part of the M&E system for systematic and timely provision of information. Narrative progress reports will be prepared on a bi-annual basis. A schedule for narrative and financial reporting to donors will be developed in compliance with donor requirements.

Evaluation

Mandatory mid-term and final evaluations will be carried out at country level. Following the mid-term evaluation, country teams will be required to submit a management response within a set timeframe and develop action plans to respond to the findings. Identified actions will be incorporated into annual plans and monitored accordingly. The monitoring and evaluation information will be shared broadly with all stakeholders involved in the programme to inform future initiatives. At global level, more detailed assessments will take place on specific topics which will enable greater learning and insight for informing global level policy.

VIII. PROGRAMME PARTNERSHIPS

As outlined above, partnership development will be a key programme strategy and is central to the implementation of the programme and, in turn, the achievement of results.

The implementing partners include:

- Rural women cooperatives, youth groups, producer organizations, unions or groups
- Nationwide producer organizations and unions
- Regional and national rural women's networks
- Ministries of agriculture and rural development, gender/women's affairs, youth land, employment, environment and other relevant ministries and institutions
- NGOs and CSOs working with rural women
- Some UN agencies (such as UNEP, UNFPA, UNICEF or UNDRR) could be partnered with to support the implementation of certain activities in order to benefit from their expertise and develop synergies with programmes outside the JP RWEE

The strategic partners include:

- UN country teams under the various UNSCDFs and Joint Programmes
- Regional intergovernmental organizations and regional economic communities as they develop regional and sub-regional policies and programmes on agriculture, rural development and land
- Private sector partnerships
- Financial institutions, such as regional, national or local banks that could be sensitized to develop special lending products for rural women to support rural women's production and marketing systems

IX. PROGRAMME MANAGEMENT MODALITIES

Country selection criteria

In view of the global nature of the programme, the proven success of the JP RWEE model in multiple and diverse contexts, and its potential for replication and scale-up, a broad geographical scope has been identified for the programme. In addition to the regions already engaged in phase one (Latin America, Central Asia, South Asia, sub-Saharan Africa), this second phase will also seek to include the Middle East and North Africa Region and the Asia Pacific region.

Country selection is based on the following criteria:

- Prioritisation of gender equality/women's empowerment in PUNO country strategic plans
- Strong presence in country of the four PUNOs and a commitment to working together through the joint programme
- An enabling political environment as evidenced by Government's commitment expressed under national development priorities that support rural women's empowerment, and the extent to which sustainable, transformative change is possible within five years
- Socio-economic profile of the country: levels of poverty and magnitude of gender disparities, especially in rural areas; nutrition vulnerability and food insecurity; climate risks
- Government's commitment to integrate climate resilience approaches and crisis preparedness and response into economic empowerment programming
- Ensuring that the most vulnerable are including in targeting, in line with the principle of 'Leave No One Behind'
- Priority countries for major donors for agriculture/rural development

Operational management of the programme

Robust governance and coordination mechanisms will be in place at the global and national levels, following the successful operational management structure of phase I. These will ensure effective and accountable leadership and oversight of the programme. Detailed Terms of Reference will be developed for key positions and coordination structures.

Global level

International Steering Committee: At the global level, the programme will be overseen by the International Steering Committee (ISC), which will be composed of senior officers from each of the four participating agencies, representatives of the donors to the Multi Partner Trust Fund (MPTF) and government representatives from participating countries. The UNDP MPTF Office (in its capacity as Administrative Agent) will be an ex-officio member of the ISC. The committee will meet at least annually and will be chaired by each PUNO on an annual rotational basis. The ISC will provide overall guidance, strategic vision and oversight of the allocation of funds from each of the participating agencies and will be supported by the Technical Advisory Committee (TAC), comprising focal points from each PUNO. The TAC will provide the necessary operational support and ensure that the ISC has the necessary information to take strategic decisions.

Technical Advisory Committee: The Technical Advisory Committee will meet every two months, along with ad hoc meetings as required and will provide technical oversight of the programme and review and approve documentation, including strategy documents and associated plans, annual reports and country level annual workplans.

Global Coordination Unit: A Global Coordination Unit will be hosted by WFP and will consist of a Global Coordinator, a Communications/Knowledge Management Specialist, and a M&E Specialist. The unit will be additionally supported by ad hoc specialist consultants as required (e.g. resource mobilization). The Global Coordinator will report to the ISC/TAC chair and accountability will be assured through the performance management system of the host agency. S/he will be responsible for the overall management and coordination of the programme and will provide secretariat support to the ISC and the TAC. The Coordinator will have responsibility for global programme coordination, implementation support, knowledge management, communications/advocacy, monitoring, reporting and resource mobilization.

Country level

Similar governance and coordination mechanisms will be in place at country level as follows:

National Steering Committee: A National Steering Committee, chaired by a high-level official of the Ministry of Agriculture, will be responsible for the governance of the programme. The committee will consist of government representatives (national and/or regional), representatives of the four agencies and the UN Resident Coordinator's Office (RCO). The Committee will meet at least on an annual basis and principal duties will include review and approval of fund allocations, in line with ISC approved workplans, and agree priorities, the allocation of funds and overall oversight of the programme.

Lead Agency: In each country one PUNO will take the role of lead agency, for which a uniform Terms of Reference will be in place. The lead agency will be responsible for coordinating programme implementation, monitoring and reporting; ensuring the building of synergies, engaging with government and local donors; ensuring visibility within the UN Country Team and the RCO; and raising the profile of the JP RWEE in country.

Programme Management Unit: The Programme Management Unit (PMU) will be hosted by the lead agency and consist, as a minimum, of a full-time National Coordinator (NC) and a full-time

Monitoring and Evaluation Accountability and Learning (MEAL) Coordinator, dedicated solely to the JP RWEE. The NC will be supervised within the lead agency and will also have accountability to the Global Coordinator. S/he will be responsible for overall programme coordination and implementation at country level, including coordinating and finalising progress reports, ensuring smooth workplan implementation and organizing regular coordination meetings between JP RWEE stakeholders. The NC will play a critical role in ensuring that synergies are built and that strong coordination and communication between participating agencies, implementing partners, and government is in place. This process will be facilitated through the establishment and implementation of a coordination platform involving PUNOs, implementing partners and local government. The NC will represent the JP RWEE with government and external stakeholders and ensure strong visibility of the programme. S/he will also participate in coordination processes organized by the Global Coordination Unit and in global level learning events in order to enable cross fertilization and the sharing of good practice. The MEAL Coordinator will be responsible for developing and implementing a uniform M&E system across the country programme, including overseeing baselines and endlines. S/he will work closely with the global level M&E Specialist.

Technical Working Group: A Technical Working Group comprising representatives from each of the PUNOs will provide technical guidance and oversight of the programme. They will meet monthly to share progress, challenges, constraints, good practices and to discuss solutions to challenges and bottlenecks. They will also lead in quarterly reviews of the programme.

Country teams will be responsible for the implementation of the country programme. Five-year country proposals will be developed by the participating agencies based on participatory needs assessments. Annual workplans will subsequently be developed, in partnership with implementing partners, setting out activity implementation and targets.

Financial management

The programme will use the MPTF modality to ensure transparency, accountability and efficiency. Phase II will reappoint the MPFT Office to serve as the Administrative Agent (AA). This was found to be an efficient administrative arrangement in phase I. The AA will be responsible for a range of fund management services, including: receipt, administration and management of donor contributions; transfer of funds approved by the Joint Programme to PUNOs; and consolidation of statements and reports, based on submissions provided to the AA by each PUNO.

All documentation related to the programme including narrative and financial reports, and other statements will be made available on the website of the MPTFO online gateway to ensure transparency and accountability.

The ISC will oversee the allocation of funds mobilized at international level, and discuss the MPTF requirements and priorities regarding the implementation modalities, the results based reporting, and information management including donor visibility. It will review the periodic progress reports consolidated by the AA, and give guidance to ensure consistency in reporting from the various countries and documentation of lessons learnt. It will also review the findings of the summary audit reports consolidated by the internal audit service of the AA.

Allocation of administrative costs to the participating agencies will be carried out as follows, in line with the United Nations Development Group Guidance Note on Joint Programmes:

- The AA will receive 1 per cent of all resources mobilized at international and national levels.
- Participating agencies will recover indirect costs at the established rate of 7 per cent.
- The host agency at global level, WFP, will recover its direct costs related to its convening role.

Communications, advocacy and knowledge management

The programme will focus the spotlight on rural women and will advocate for their economic empowerment and gender equality through the generation of evidence-based learning and the establishment of a strong internal learning environment across the JP RWEE. This will support the adoption of good practices and the sharing of results to support evidenced-based decision making at all levels. The Global Coordination Unit will play a central role in this process.

Comprehensive communications and knowledge management (KM) strategies will be developed at the global level at the start of the programme by the Global Coordination Unit, with annual plans being developed to action each of the strategies. Shorter communications and KM strategies, along with annual plans, will be developed at the country level, supported by the Global Coordination Unit. Dissemination methods will be included in the global and country level KM and communications plans, with products developed in a variety of formats for national and global level sharing, including in the appropriate language at country level. Multiple media channels will be used for dissemination.

The following activities will ensure that the potential added value of the global dimension of the programme to contribute to learning and policy dialogue is maximized, whilst also facilitating the development of good practice and learning at country level. They complement the activities contributing to output 4.3:

- Develop a standalone website in order to enhance visibility, and share learning and good practice on a wider, global scale
- Create a JP RWEE community of practice through an internal knowledge management platform which will enable teams to share experiences in an accessible and user-friendly way
- Organize internal peer to peer learning events to promote closer engagement and contribute to South-South learning among JP RWEE teams and stakeholders
- Include research and data gathering within knowledge management plans, covering a broad range of relevant topics across the implementing countries
- Share learning on the transformational impact of the programme through stories of change and the amplification of beneficiary voices
- Hold intra- and inter-country learning exchanges and experience sharing amongst beneficiaries, including both in-person exchanges and the use of digital platforms for exchange
- Strengthen knowledge and experience sharing in the broader community in-country and globally (such as the Committee on World Food Security and the Commission on the Status of Women), including greater engagement with existing women's platforms and social networks
- Strengthen joint learning within and between PUNOs through contributions to internal learning and knowledge forums (e.g. news digests, good practice documentation, presentations)
- Resources permitting, reflect the global nature of the programme by becoming a knowledge resource on 'how to do JPs' for PUNO senior management and other UN agencies

A PUNO communications working group will be in place at the global level and meet regularly in order to increase interagency collaboration on communications/visibility/advocacy through global and country PUNO platforms. The programme will work with PUNO senior management to strengthen their advocacy messages on the opportunities and benefits to be gained from supporting the economic empowerment of rural women.

Regional bodies, such as the African Union and ECOWAS, will be targeted to in order to share lessons from the field to strengthen their understanding and promote greater uptake of initiatives to support the economic empowerment of rural women.

X. FUNDRAISING STRATEGIES

The global level resource mobilization strategy for the programme, developed under phase I, will be reviewed, and revised for phase II prior to the start of the programme as needed. An annual resource mobilization plan will be developed and aligned to the strategy. The primary goal of the strategy will be to jointly raise resources through identified OECD donors with particular attention to those prioritizing gender equality and women's empowerment within agriculture and rural development. To this end, the joint partnership building and resource mobilization working group, established in the final year of phase I and consisting of partnership officers of the four agencies, will remain in place to support resource mobilization for the time required to meet the ambitious funding targets for phase II. This will be the principal mechanism through which resource raising efforts will take place.

Communications at the global level will support ongoing resource mobilization efforts, ensuring strong programme visibility, participation in high level events, and dedicated resource mobilization initiatives such as donor roundtables. PUNO senior management will be engaged in supporting resource mobilization efforts, along with high profile PUNO ambassadors. Country level teams will be supported to develop their own engagement plans with in-country donors, with coordination taking place with regard to country and global level resource mobilization efforts.

The following fundraising options will also be considered as necessary:

Global level:

- Approaching non-traditional donors including Foundations (philanthropic and private sector)

Country level:

- Applying for funding at country level through the UN Joint Programme window
- Integrating elements of the joint programme into the UNSDCFs
- Organizing national donor roundtables on the programme
- Building partnerships with private sector companies and private philanthropic foundations
- Supporting fundraising efforts of ministries of agriculture or gender for the implementation of the programme
- Advocating with bilateral development organizations and United Nations Volunteers to assign Junior Professional Officers and/or interns to support the programme implementation

XI. BUDGET

An indicative budget has been prepared for an initial target of USD 50 million (see table below). In-country activities based on the four outcome areas are expected to absorb approximately 73 per cent of the total budget. The dominance of outcomes 1 and 2 reflects their hardware inputs, as was the case in phase I. A further 19 per cent will cover programme management modalities, including staff at the global and national levels, communications, advocacy and KM. Agency fees will total 8 per cent (including a 1% Administrative Agent fee). The budget will be developed in more detail at country level. Funds will, in principle, be equally divided between the countries based on the country submissions.

	TOTAL (USD)	COSTS (%)
PROGRAMME OUTCOMES		
Outcome 1: Improved Food and Nutrition Security	11,000,000	22
Outcome 2: Increased Income Opportunities	12,500,000	25
Outcome 3: Enhanced Leadership and Participation	5,000,000	10
Outcome 4: More Gender Responsive Policy Environments	6,000,000	12
Monitoring, mid-term and final evaluations	2,000,000	4
SUB TOTAL	36,500,000	73%
PROGRAMME MANAGEMENT MODALITIES		
Programme Staff		
<i>Global Coordination Unit:</i> Global Coordinator; M&E Specialist; Knowledge Management/Communications Specialist; expert consultants	8,500,000	17
<i>Country Level:</i> Programme Management Unit: National Coordinator; MEAL Coordinator; consultants		
Communications, advocacy and KM	500,000	1
Miscellaneous	500,000	1
SUB TOTAL	9,500,000	19%
INDIRECT COSTS		
PUNO administrative costs (7%)	3,500,000	7
Multi Partner Trust Fund (1%)	500,000	1
SUB TOTAL	4,000,000	8%
TOTAL	50,000,000	100%

XII. RISK ASSESSMENT

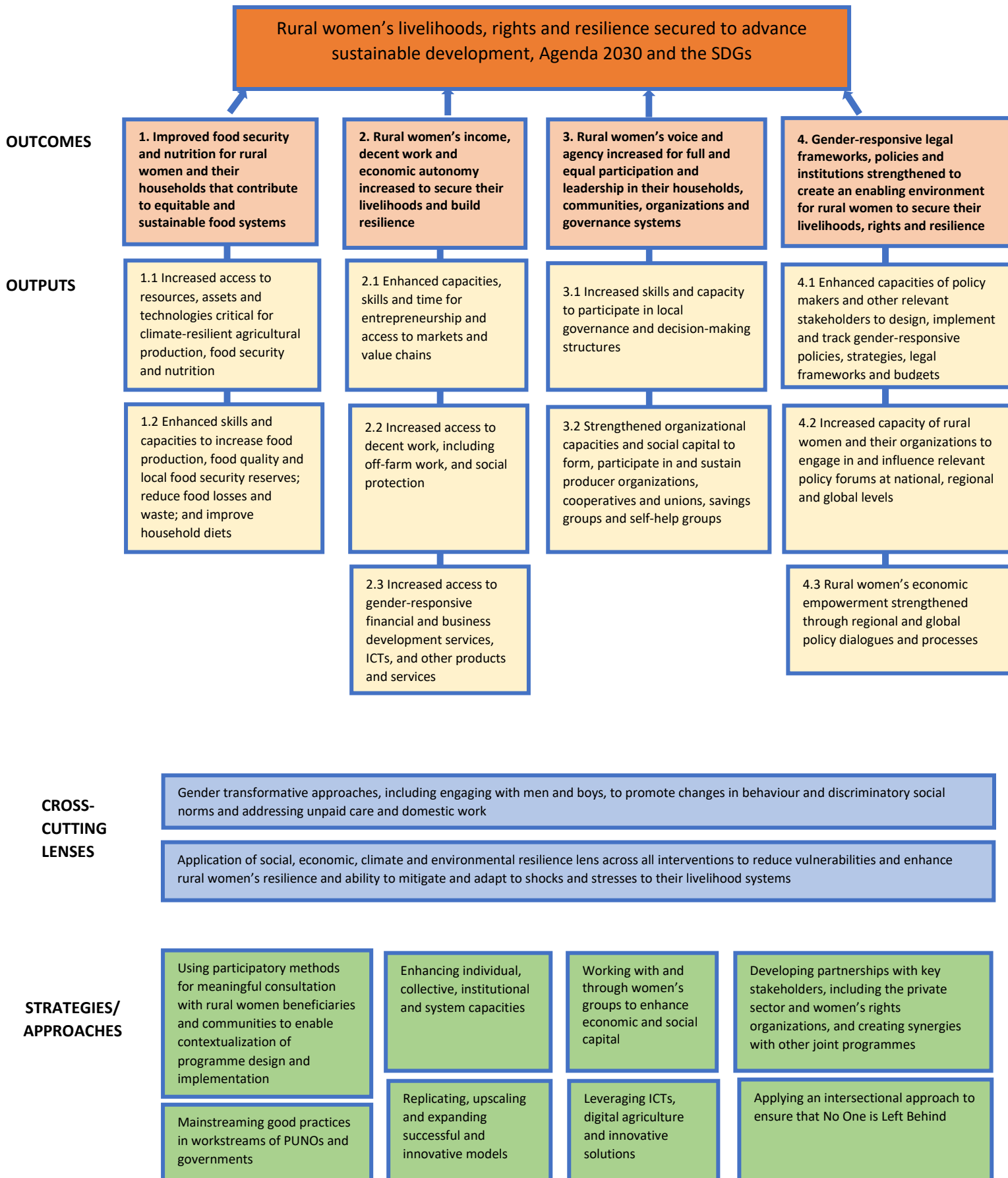
The risk assessment matrix presented in Annex 4 highlights the key risks that could affect achieving the programme goal and identifies mitigation measures.

ANNEX 1: PREPARATORY PROCESS FOR THE DEVELOPMENT AND ROLL OUT OF PHASE II

Date	Activity
October 2020 – May 2021	<p>Final evaluation: A final global level decentralised evaluation of the JP RWEE was conducted by an independent consultancy firm with the involvement of the evaluation offices of the PUNOs. The evaluation was carried out under WFP’s quality assurance system for decentralized evaluations (DEQAS), in adherence to the UN Evaluation Group (UNEG) Norms and Standards and guided by the OECD/DAC evaluation criteria. The specific focus was to evaluate (i) the JP RWEE results at country-level, and (ii) the extent to which the systems, processes and activities developed have collectively contributed to the overall achievements of the JP RWEE objectives and, more broadly, to the 2030 Agenda for Sustainable Development.</p> <p>The evaluation involved country level case studies in three countries, including primary data collection with beneficiaries and other key stakeholders in Guatemala, Nepal and Niger. Desk reviews and remote interviews with key stakeholders were carried out across the remaining four participating countries. Evaluation validation workshops were held with JP RWEE country teams and stakeholders including government, following completion of the country level analysis. At the global level interviews were held with multiple representatives of the four agencies, and with the programme’s donors.</p> <p>The evaluation findings and recommendations have formed the basis of the design of this second phase of the programme.</p>
November 2020 – January 2021	<p>Internal stocktaking exercise: A comprehensive internal stocktaking of phase I was undertaken by an external consultant. This consisted of in-depth internal reflection and discussion on key aspects of the JP RWEE phase I and its related challenges, successes and lessons learned. Areas for improvement and key components for inclusion in a second phase of the programme were identified, and served to complement the findings of the evaluation. The exercise took place at the global and country levels and involved a thorough consultative process, including:</p> <ul style="list-style-type: none"> • Four virtual workshops with the global Technical Advisory Committee involving an in-depth discussion on all key aspects of governance and programming • Seven virtual country level workshops, one with each individual participating country, involving the country level Technical Working Groups and representatives of National Steering Committees (NSC), and encompassing feedback from implementing partners • Discussions with representatives of the Programme’s donors, Norway (Norad) and Sweden (Sida) • Presentation of main findings and recommendations to the International Steering Committee (ISC)
May - June 2021	<p>Programme design workshops: A series of programme planning and design workshops were coordinated by the JP RWEE Global Coordination Unit and attended by the TAC representatives of the PUNOs. Findings from the final evaluation, along with the internal stocktaking exercise, formed the basis for the discussions. These sessions focused on the programmatic content of the programme, and agreed on geographical coverage and selection criteria.</p>
June/July 2021	<p>Theory of Change and concept note development: Following the design workshops, a revised Theory of Change and a Concept Note were developed and submitted to the programme’s current donors.</p>
June/July 2021	<p>Consultation with PUNO regional offices: In order to identify countries to be considered for participation in the programme, the regional offices of each PUNO were consulted.</p>
July 2021	<p>Call for concept notes: Based on recommendations from the regional offices, the final list of countries to be included in the call for concept notes was agreed and the call was issued.</p>

September/ October 2021	Selection of countries: Concept notes will be reviewed and ranked against agreed assessment criteria and the final countries will be selected for participation in the programme, subject to available funds. The ranking will be used to expand participation further, subject to continued successful resource mobilization.
January - April 2022	Review, finalisation of country proposals/workplans: Following confirmation of initial funding, country level proposals will be developed and reviewed by the global Technical Advisory Committee based on compliance criteria. Once finalized they will be submitted to the International Steering Committee for approval
April/May 2022	Implementation start date: The country level implementation start date of the programme is planned for May 2022, with a three-month inception phase.
March 2022	Phase II Launch: The global launch of the programme is planned to be held as a side event of the Commission on the Status of Women in March 2022. National level launches will be organized by country teams.

ANNEX 2: THEORY OF CHANGE



ANNEX 3: LOGICAL FRAMEWORK

Component	Indicator (baseline information to be collected for every indicator and actual numbers will be reported in subsequent reporting periods; aggregated target data will be included in the matrix following completion of the country baselines)	Data Source and Mode of Collection	Assumptions
Goal: To secure rural women's livelihoods, rights and resilience to advance sustainable development, Agenda 2030 and the SDGs	<p><i>Core:</i> Decrease in the proportion of households with moderate or severe food insecurity (based on the Food Insecurity Experience Scale, FIES) (adapted from SDG 2.1.2)</p> <p>Increased proportion of rural women demonstrating empowerment as measured by the relevant Women's Empowerment in Agriculture Index (WEAI)</p> <p>Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks as measured by the Climate Capacity Score (CCS)</p> <p><i>Optional:</i> Increase in the proportion of rural women owning or co-owning land (adapted from SDG 5.a.1)</p>	<p>Data from agricultural surveys and censuses</p> <p>Official government reports</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p> <p>Global SDG Indicators Database</p> <p>Programme evaluation reports</p> <p>Household survey (individual interview within households)</p> <p>Community focus group discussions</p>	<p>Programme areas recover from the adverse impacts of the health pandemic, such as financial and food crises</p> <p>Programme areas experience political stability</p>
Outcome 1: Improved food security and nutrition for rural women and their households that contribute to equitable and sustainable food systems	<p><i>Core:</i> Percentage increase in production of nutritious crops by rural women (% change in production volume, kg/ha), disaggregated by food crop</p> <p>Increase in the proportion of rural women who reach minimum dietary diversity (MDD-W) (% increase from baseline)</p> <p>Decrease in the proportion of households spending 65% or more of their monthly budget on food (Household Food Expenditure Share)</p> <p><i>Optional:</i> Decrease in rate of rural women farmers' post-harvest losses over time (disaggregated by crops)</p>	<p>Food Security and Nutrition Surveys and Crop Cut Assessments</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p> <p>Reports of ministries of agriculture/rural development and local councils</p> <p>Programme progress and evaluation reports</p> <p>Household survey (individual interview within households)</p>	<p>Security and safety in programme areas is sustained and the rural population can move and maintain access to agricultural land</p> <p>Programme areas do not experience extreme climatic events</p>
Output 1.1: Rural women have increased access to resources, assets and technologies critical for climate-resilient agricultural production, food security, and nutrition	<p><i>Core:</i> Increase in the proportion of rural women with access to productive resources as measured by the relevant WEAI (% increase over baseline)</p> <p>Increase in the number of rural women with access to climate-smart inputs, assets and natural resources for agricultural production such as high-quality drought resistant seeds, tools and machinery, water and irrigation,</p>	<p>Programme progress and evaluation reports</p> <p>Household survey (individual interview within household)</p> <p>Reports of ministries of agriculture/rural development and local councils</p>	<p>Natural conditions (rainfall, pests, etc.) are conducive to crop performance</p> <p>Climate-smart inputs and technologies remain available and suitable for use by rural women farmers</p>

	<p>land, greenhouses/ polytunnels (% increase over baseline)</p> <p>Increase in the number of rural women adopting improved value-chain specific, climate-smart and indigenous agricultural production techniques (% increase over baseline)</p> <p>Increase in the number of rural women with access to time- and labour-saving technologies (% increase over baseline)</p>		Rural women continue to use appropriate technologies and practices
<p>Output 1.2: Rural women have enhanced skills and capacities to increase nutritious food production, food quality and local food security reserves; reduce food losses and waste; and improve household diets</p>	<p><i>Core:</i></p> <p>Increase in the number of rural women and men with improved skills and capacity for nutrition, health and food safety disaggregated by sex (% increase over baseline)</p> <p>Increase in the number of rural women accessing extension services, including weather information (% increase over baseline)</p> <p>Increase in the number of rural women utilizing improved and value-chain specific post-harvest handling and storage practices (% increase over baseline)</p> <p><i>Optional:</i></p> <p>Number of local food security reserves in target groups disaggregated by household and cooperative levels (% of increase over baseline)</p>	<p>Programme progress reports</p> <p>Household survey (individual interview within household)</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p> <p>Reports of ministries of agriculture/rural development and local councils</p>	<p>Household members are willing to change food norms and preferences</p> <p>Extension services are willing and able to see women as valuable and valid long-term clients</p>
<p>Outcome 2: Rural women's income, decent work and economic autonomy increased to secure their livelihoods and build resilience</p>	<p><i>Core:</i></p> <p>Percentage increase in rural women's annual average farm incomes</p> <p>Percentage increase in rural women's average annual off-farm incomes (including from micro-enterprises and wage employment promoted by the project), disaggregated by employment type</p> <p>Increase in the proportion of rural women with control over the use of their income and expenditures as measured by the relevant WEAI</p> <p>Household redistribution in the average number of daily hours spent on unpaid care and domestic work, by sex and age (adapted from SDG 5.4.1) as measured by the relevant WEAI</p>	<p>Data from government reports and censuses or other UN agency reports, such as ILO</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p> <p>Programme progress and evaluation reports</p> <p>Household survey (individual interview within household)</p>	<p>Programme areas experience economic stability or growth</p> <p>Cultural norms are receptive to women engaging in economic activities, including off-farm work and ability to access markets</p> <p>Communities and household members (including men) are receptive to more equitable distribution of unpaid care and domestic work between household members</p> <p>Increases in women's economic independence do not trigger adverse reactions among the community or household members, such as increases in violence against women</p>

<p>Output 2.1: Rural women have enhanced capacities, skills and time for entrepreneurship and access to markets and value chains</p>	<p><i>Core:</i> Increase in the number of rural women with improved financial literacy and/or entrepreneurship skills (% of increase over baseline)</p> <p>Increase in the number of rural women who initiate new agribusiness and/or self-employment activities, disaggregated by sector (% increase over baseline)</p> <p>Increase in the number of rural women with improved physical access to markets, processing and/or storage facilities (% increase over baseline)</p> <p><i>Optional:</i> Increase in the number of rural women-owned micro-enterprises or producer organizations engaged in formal partnership, agreements and/or contracts with public and private entities (% increase over baseline), by sector</p> <p>Increase in value (USD) of sales by rural women-owned micro-enterprises or producer organizations</p>	<p>Programme progress reports</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p> <p>Household survey (individual interview within household)</p> <p>Focus group discussions with cooperative groups / cooperative scorecards</p>	<p>Women with entrepreneurship skills are willing and able to invest in and take control of businesses and business assets</p> <p>Local market conditions and prices are conducive to growth</p>
<p>Output 2.2: Rural women have increased access to decent work, including off-farm work, and social protection</p>	<p><i>Core:</i> Increase in the number of rural women who enter employment in the formal labour market (% increase over baseline)</p> <p>Increase in number of rural women covered by social protection systems (% change over baseline)</p> <p><i>Optional:</i> Increase in number of government entities and/or companies that develop and/or implement gender-responsive procurement and employment policies</p>	<p>Programme progress reports</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p> <p>Household survey (individual interview within household)</p> <p>Data from government reports and censuses</p>	<p>Employers see value in developing and sustaining more accountable and responsible relations and policies towards women's employment</p>
<p>Output 2.3: Rural women have increased access to gender-responsive financial and business development services, ICTs, and other products and services</p>	<p><i>Core:</i> Increase in the number of rural women using gender-responsive financial services and products (including savings, credit, and insurance), disaggregated by type and total amount (USD) (% change over baseline)</p> <p>Increase in the number of rural women who access and use new business knowledge, products, services and technologies for improved market access (% change over baseline)</p>	<p>Programme progress reports</p> <p>Reports of local banks and microcredit institutions, records of joint service bureaus in rural areas</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p> <p>Household survey (individual interview within household)</p>	<p>Service providers are willing and able to see women as valuable and valid long-term clients</p>

<p>Outcome 3: Rural women’s voice and agency increased for full and equal participation and leadership in their households, communities, organizations and governance systems</p>	<p><i>Core:</i> Increase in the proportion of rural women with decision-making power over production and productive assets as measured by the WEAI (<i>‘Instrumental Agency’ in Pro-WEAI</i>)</p> <p>Increase in the proportion of rural women with empowerment in the leadership domain as measured by the WEAI (<i>‘Collective Agency’ in Pro-WEAI</i>)</p> <p>Increased proportion of rural women in elected local governance structures</p> <p><i>Optional:</i> Increase in the proportion of participating women who are empowered or whose achievements are at least as high as men in their households according to the WEAI Gender Parity Index</p>	<p>Programme progress and evaluation reports</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p> <p>Household survey (individual interview within household)</p>	<p>Rural women’s voice and agency is respected in decision-making processes at all levels</p>
<p>Output 3.1: Rural women have increased skills and capacity to participate in local governance and decision-making structures</p>	<p><i>Core:</i> Increase in the proportion of women members in community decision-making structures, including producer organizations, cooperatives, unions and local food security reserves</p> <p>Increase in the proportion of women leaders in community decision-making bodies, producer organizations, cooperatives, unions and local food security reserves</p>	<p>Reports from local councils and cooperatives</p> <p>Focus group discussions with cooperative groups / cooperative scorecards</p> <p>Programme progress reports</p> <p>Household survey (individual interview within household)</p>	<p>Rural women have opportunities to exercise their leadership skills in local governance and decision-making structures</p>
<p>Output 3.2: Organizational capacities and social capital strengthened to form, participate in and sustain gender-responsive producer organizations, cooperatives and unions, savings groups and self-help groups</p>	<p><i>Core:</i> Increase in the number of informal rural women’s groups which become formally registered producer organizations, cooperatives and unions</p> <p>Increase in the number of producer organizations, cooperatives and unions that adopt a gender policy/ strategy/ training/ women’s quota for their board, etc.</p>	<p>Reports from local councils and cooperatives</p> <p>Focus group discussions with cooperative groups / cooperative scorecards</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p> <p>Programme progress reports</p>	<p>The culture and norms of organizations and decision-making structures are receptive to women’s increased and meaningful participation as members and leaders</p>
<p>Outcome 4: Gender-responsive legal frameworks, policies and institutions strengthened to create an enabling environment for rural women to secure their livelihoods, rights and resilience</p>	<p><i>Core:</i> Number and type of revised or adopted national or regional legal frameworks, policies, or strategies that promote, enforce and monitor gender equality in agriculture, national food security and nutrition, social protection, emergency preparedness, and economic and labour systems (% change from baseline) (adapted from SDG 5.1.1)</p> <p>Increase in the number of programme countries with systems to track and make public allocations for gender equality and women’s empowerment in the agricultural</p>	<p>Relevant ministries at country-level</p> <p>National budgets</p>	<p>There is political will to implement and track performance on gender equality to create an enabling policy environment for women’s empowerment</p>

	sector (adapted from SDG 5.c.1) (% change from baseline)		
<p>Output 4.1: Capacities of policymakers and other relevant stakeholders enhanced to design, implement and track gender-responsive policies, strategies, legal frameworks and budgets</p>	<p><i>Core:</i> Increase in the number of national women's machineries and policymakers with capacities to advocate for gender-responsive policies and budgets</p> <p>Increase in the number of rural women engaged in local and national-level government meetings on policy formulation, budget allocation and monitoring for gender commitments</p> <p><i>Optional:</i> Increase in the number of stakeholders with increased capacities in the collection, analysis, use and reporting on gender statistics including sex disaggregated data on agriculture and economic opportunities for rural women</p>	<p>Programme progress reports</p> <p>National Institutes of Statistics</p>	<p>Policymakers have time, resources and opportunities to develop gender-responsive legal and policy frameworks</p>
<p>Output 4.2: Capacity of rural women and their organizations increased to engage in and influence relevant policy forums at national, regional and global levels</p>	<p><i>Core:</i> Increase in the number of rural women who demonstrate increased awareness and understanding of legal rights and relevant policy mechanisms</p> <p>Increase in the proportion of women's groups linked to advocacy networks and alliances, by network focus (e.g., gender, climate action, etc.)</p>	<p>Surveys</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p>	<p>Policymakers are responsive to the contributions of rural women and their organizations to policy formulation processes</p>
<p>Output 4.3: Rural women's economic empowerment strengthened through regional and global policy dialogues and processes</p>	<p><i>Core:</i> Number of policy briefs and/or knowledge products published on rural women's economic empowerment topics and measurement strategies</p> <p>Number of regional and global policy dialogues on rural women's economic empowerment</p> <p><i>Optional:</i> Adoption of JP RWEE methodologies by PUNOs and implementing partners in participating and non-participating countries</p>	<p>Programme progress reports</p> <p>Agency reports (FAO, IFAD, UN Women, WFP)</p>	<p>PUNOs and implementing partners are responsive to JP RWEE methodologies</p>

ANNEX 4: RISK ASSESSMENT MATRIX

Identification	Analysis			Management	Follow-up	
Risk that could affect goal achievement	Probability (1 low to 3 high)	Impact (1 low to 3 high)	Overall risk (max 9)	Risk-reducing measures	Responsibility	Timing
Failure to secure sufficient funding to implement JP at scale	Medium	High	6	<ul style="list-style-type: none"> • Continuous attention to donor outreach and resource mobilization through implementation of resource mobilization strategy and development and implementation of an annual resource mobilization plan • Engage support of PUNO resource mobilization teams • Engage support of PUNO Senior Management • Organize high visibility launch event • Expand the number of countries participating in the programme as additional funds are raised 	<ul style="list-style-type: none"> • Global Coordination Unit • Technical Advisory Committee 	<ul style="list-style-type: none"> • Ongoing
Lack of engagement by national governments in governance during implementation, internalizing lessons learned and developing gender-responsive policy environment	Low	High	3	<ul style="list-style-type: none"> • Positive engagement of governments is one of key criteria for selection of country participation in JP • Clear explanations during preparation of country proposal, country launch • Engagement through regular updates, field visits • Membership of National Steering Committee 	<ul style="list-style-type: none"> • National Coordinator • Programme Management Unit • Technical Working Group • Global Coordination Unit • PUNO Senior Management in-country 	<ul style="list-style-type: none"> • Especially important during start-up • Ongoing across all outcome areas, including outcome 4 activities
Inability of PUNOs and implementing partners at country level to work together	Low	High	3	<ul style="list-style-type: none"> • Clear explanations during preparation of country proposal, country launch, start-up activities in the field • Sharing of phase I best practice model in coordination • Engagement through regular updates, field visits 	<ul style="list-style-type: none"> • Global Coordination Unit • National Coordinator • Programme Management Unit • Technical Working Group 	<ul style="list-style-type: none"> • Especially important during start-up • Ongoing

Identification	Analysis			Management	Follow-up	
	Risk that could affect goal achievement	Probability (1 low to 3 high)	Impact (1 low to 3 high)		Overall risk (max 9)	Risk-reducing measures
Adverse impact of climate change, natural disasters, disease outbreak and conflict on agricultural production and livelihood systems	Medium	High	6	<ul style="list-style-type: none"> • Conduct environmental impact assessment • Implementation of a 'do no harm' approach • Conduct conflict analysis, if relevant • Promote climate-resilient and nature-based agricultural practices • Promote use of climate-resilient inputs, use of indigenous knowledge 	<ul style="list-style-type: none"> • National Coordinator • Programme Management Unit • Implementing partners 	<ul style="list-style-type: none"> • Start up • Ongoing with outcome 1 activities
Adverse impact of economic shocks which limit livelihood opportunities	Low	High	3	<ul style="list-style-type: none"> • Promote livelihood diversification and resilience 	<ul style="list-style-type: none"> • National Coordinator • Programme Management Unit • Implementing partners 	<ul style="list-style-type: none"> • Start up • Ongoing with outcome 2 activities
Failure of PUNOs at both country and agency level to internalise JP lessons learnt into mainstream activities	Medium	High	6	<ul style="list-style-type: none"> • Knowledge management strategies and plans • Experience sharing events • In-house training sessions 	<ul style="list-style-type: none"> • Global Coordination Unit • Technical Advisory Committee • PUNO staff • National Coordinator • Programme Management Unit 	<ul style="list-style-type: none"> • Ongoing after year 1
Failure of JP RWEE to share experiences and lessons learnt in broader development community	Medium	Medium	4	<ul style="list-style-type: none"> • Knowledge management and experience sharing events 	<ul style="list-style-type: none"> • Global Coordination Unit • Technical Advisory Committee • National Coordinator • Programme Management Unit 	<ul style="list-style-type: none"> • Ongoing after mid-term review