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**IFAD**  
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Programme



Multi Partner Trust Fund on  
Rural Women's Economic Empowerment



**"Accelerating Progress toward the Economic Empowerment of Rural Women" (RWEE)**

**Multi-Partner Trust Fund  
Terms of Reference**

**15 October 2012 to 31 December 2027**

**FAO, IFAD, UN Women, WFP**

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## **I. Introduction**

The extension phase of the Fund Accelerating Progress toward the Economic Empowerment of Rural Women (RWEE) provides the opportunity to build on the learning and proven approaches implemented by the Fund since programme implementation started in 2014. It takes stock of the lessons learned and recommendations from evaluations, assessments, and internal reviews. It maintains the momentum of the four agencies, FAO, IFAD, UN Women and WFP, working together, building on synergies for enhanced effectiveness, improved outcomes and efficiency. It will build on the achievements of the programme to date and add new elements to support rural women's economic empowerment in ongoing and evolving contexts. Increased focus will be placed on: (i) shared learning and the global dimensions of knowledge management by expanding country experiences to learn and share lessons between both similar and different cultural and geographical contexts; (ii) strengthening sustainability and uptake by embedding the lessons learned and good practices within the operating modalities of partner governments, the participating UN agencies and implementing partners; (iii) drawing on the wider range of experiences to play a greater role in advocacy and influencing policy debate at regional and global levels. Furthermore, 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.

## **II. Background and Rationale**

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). 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, 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, productive resources and opportunities. They carry a disproportionate share of unpaid care and domestic work. 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. Given the persistence of gender inequalities, the increasingly harsh impact of climate change, biodiversity loss, 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 Fund 'Accelerating Progress Towards Rural Women's Economic Empowerment' (RWEE) brings together the Rome-based agencies (FAO, IFAD and WFP) and UN Women for a unique programme to tackle the barriers to gender equality and women's economic empowerment. This extension 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, thereby creating the necessary enabling environment to secure rural women's livelihoods, rights and resilience while mitigating and adapting to the effects of climate change.

Each agency brings a distinct comparative advantage to this subject in order to respond to the diversity of issues constraining rural women's economic empowerment which go beyond the mandate of any individual UN entity to tackle alone: FAO's specialist technical knowledge and policy assistance on agriculture and food security, IFAD's co-financing of rural investment programmes and strong presence in rural areas, WFP's food assistance innovations and UN Women's technical knowledge on women's economic empowerment and its

leadership for gender equality and women's empowerment within the UN System. The RWEE will link the normative and operational work of the four entities to foster a comprehensive approach for the economic empowerment of rural women, as described in the RWEE Programme Document for the Joint Programme under the Fund (the Joint Programme Accelerating Progress toward the Economic Empowerment of Rural Women)

Country eligibility 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 in the programme, 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. Each country will define its specific detailed programme implementation plan based on the local context, in partnership with Government and other national stakeholders and in line with Government priorities.

Participating agencies can apply to the Fund for financing to implement a Joint Programme under the Fund (the Joint Programme 'Accelerating Progress Towards Rural Women's Economic Empowerment' (JP RWEE)).

### III. Fund Outline

1. **Purpose:** The RWEE is aimed at economically empowering rural women in the selected participating countries. Together, the coalition between FAO, IFAD, UN Women and WFP is expected to generate synergies that capitalize on each agency's mandate, comparative advantage and institutional strength to generate more lasting and wider scale improvements in the livelihoods, rights and resilience of rural women.
2. **Scope:** The theory of change and logical framework for the JP RWEE programme are attached as Annex A and Annex B respectively. The programme's goal is to secure rural women's livelihoods, rights and resilience to advance sustainable development, Agenda 2030 and the SDGs. The programme is articulated around four outcomes as outlined below and includes two cross-cutting lenses on gender transformative approaches and resilience building.
  - a. Outcome 1 on rural women's improved food security and nutrition aims at increasing the productive potential of women smallholder farmers through capacity building and increased access to and control over productive resources and services, whilst also contributing to equitable and sustainable food systems. 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 methodologies to engage women, men, households and their communities in identifying and addressing the root causes of gender inequalities.
  - b. Outcome 2 on rural women's increased income, decent work and economic autonomy to secure their livelihoods and build resilience focuses on two areas. The first is on creating, supporting and developing rural women's-led associations and enterprises to broaden and deepen their engagement along existing and new value chains in order to take advantage of new and diversified market opportunities. 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.
  - c. Outcome 3 on rural women's increased voice and agency for full and equal participation and leadership in their households, communities, organizations and governance systems focuses

on promoting rural women's participation and leadership in rural producer organizations, cooperatives and local governance systems. 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. Outcome 4 on more gender responsive legal frameworks, policies and institutions for the economic empowerment of rural women focuses on building the capacities of governments to create and 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. This work will be undertaken with relevant ministries and other stakeholders in participating countries. The principle areas of policy work will be related to land rights and tenure security, food security and nutrition, agriculture, social protection, climate change, the care economy and rural employment.

**3. Contribution to the Sustainable Development Goals:** The RWEE has a clear focus on effective development operations to accelerate the progress in achieving the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). It is based on the understanding that gender equality and rural women's empowerment is essential for reducing rural poverty, achieving food and nutrition security, and promoting inclusive and sustainable rural development. The programme works specifically to achieve gender equality and the empowerment of rural women (SDGs 5, 10, 16). Efforts to enhance food security and nutrition and develop sustainable agriculture will contribute to zero hunger (SDG 2) and poverty reduction (SDG 1). The programme will promote access to decent work and the securing of sustainable livelihoods (SDGs 1, 8) as well as improved access to financial services and markets for rural women (SDG 1). The cross-cutting resilience lens will encompass climate resilience and the implementation of climate smart interventions including reversals in land degradation and reduction in biodiversity loss (SDG 15). Finally, the RWEE will contribute to enhancing the global partnership for sustainable development (SDG 17) through fostering country-level partnerships with local civil society networks, private sector bodies, national government institutions, and other development partners.



**SDG 1.** No poverty – Targets contributed to may include 1.4 (equal rights to economic resources) and 1.5 (building resilience of the poor and those in vulnerable situations)



**SDG 2.** Zero hunger – Targets contributed to may include 2.2 (end all forms of malnutrition) and 2.3 (double the agricultural productivity and incomes of small-scale food producers)



**SDG 5.** Gender equality – Targets contributed to may include 5.5 (women's full and effective participation and equal opportunities for leadership), 5.a (women's equal rights to economic resources), 5.b (enabling technology) and 5.c (sound policies and enforceable legislation)



**SDG 8.** Decent work and economic growth – Targets contributed to may include 8.3 (development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation)



**SDG 10.** Reduced inequalities – Targets contributed to may include 10.2 (the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status)



**SDG 13.** Climate action – Targets contributed to may include 13.1 (strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries)



**SDG 16.** Peace, justice and strong institutions – Targets contributed to may include 16.1 (reduce all forms of violence and related death rates everywhere) and 16.2 (non-discriminatory laws and policies for sustainable development)



**SDG 17.** Partnerships for the goals – Targets contributed to may include 17.6 (North-South, South-South and triangular regional and international cooperation) and 17.9 (international support for implementing effective and targeted capacity-building in developing countries to support national plans)

**4. Partners:** The programme implementation involves a range of partners as indicated in the RWEE Joint Programme Document. These partnerships will form an integral element of implementation and will enable the building of synergies beyond the four UN implementing organizations to advance women's economic empowerment to the full extent possible. Developing national and local partnerships, and integrating activities into government systems will also help to ensure ownership and contribute to the sustainability of the programme. Partners may be sub granted by the Participating UN Organizations (PUNOs) to implement projects for which the relevant PUNO will have fiduciary and programmatic accountability to the Fund. Other partners will be engaged in implementation at strategic and programmatic levels as non-sub grantees. The key partners include:

**a. 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 RWEE

**b. 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.

**5. Strategies:** Programme implementation will be guided by eight strategies, outlined below and further detailed in the Joint Programme Document.

- Participatory methodologies
- Capacity development (individual, organizational and institutional)
- Working with and through women's groups to enhance economic and social capital
- Developing partnerships with key stakeholders
- Replicating, upscaling and expanding successful and innovative models on rural women's economic empowerment
- Mainstreaming good practices in workstreams of PUNOs and governments
- Applying an intersectional approach to ensure that no one is left behind
- Leveraging ICTs, digital agriculture and innovative solutions

## **IV. RWEE Fund Architecture**

### **1. RWEE Fund Administration**

The RWEE is established as a Multi-Partner Trust Fund (MPTF). IFAD, FAO, WFP and UN-Women have jointly created the RWEE to respond to the diversity of issues constraining rural women's economic empowerment which go beyond the mandate of any individual UN entity to tackle alone.

Multi-Partner Trust Funds are financial vehicles designed to support international development initiatives and partnership platforms with clearly defined programmatic purpose and a results framework based on a shared Theory of Change. Although Multi-Partner Trust Funds can be designed in many ways, they will always involve leading actors and multiple Consortium Partners. Contributions can be received from a diverse set of donors to enable collective response from all stakeholders through shared financing and joint support towards agreed goals. Resources in a UN Multi-Partner Trust Fund are co-mingled in a single trust fund account.

The [Multi-Partner Trust Fund Office \(MPTF Office\)](#) serves as the Administrative Agent (AA). The AA is responsible for receiving, administering and managing contributions from donors; disbursing funds to participating UN organizations, based on work plans approved by the International Steering Committee (ISC); consolidating final financial reports and transmitting annual/final Consolidated Reports to donors. The UN

Multi-Partner Trust Fund Office (MPTF Office) was established in 2006 as the dedicated UNDP centre of expertise on the design and administration of pooled financing mechanisms.

Donors are expected to sign a contribution agreement, Standard Administrative Agreement (SAA), which is a template applicable to any contributor. The latest update to this agreement was carried out in December 2019 to include sexual exploitation and abuse clauses. Public and private donors will contribute to the Fund under the same terms. Private entities, foundations or companies with direct involvement in arms, tobacco, in violation of UN sanctions, pornography, the unregulated and/or illegal sale or distribution of wildlife, gambling, and violation of human rights and child labour will not be cleared as fund donors. The MPTF Office maintains a strict due diligence process for any private participants on behalf of fund partners as per UN regulations. The cost of the due diligence will be covered by the Fund.

To help ensure maximum flexibility and ability to adapt to changing priorities, donors to the MPTF are strongly encouraged to provide contributions in a multi-year, non-earmarked form.

## **2. Eligibility for MPTF funding**

Participating UN Organizations (FAO, IFAD, UN Women, WFP) at the national level will be invited to develop joint project proposals. Proposals will be reviewed by the global level Technical Advisory Committee and approved by the International Steering Committee (see section 5 below).

On receipt of a record of approval by the International Steering Committee (ISC), the country workplan and budget signed by agency representatives and a funds transfer request signed by the ISC Chair (UN representative), the MPTF Office, acting as AA, will transfer the approved funds directly to each of the Participating UN Organization(s).

## **3. Utilization of the MPTF**

1. Each Participating UN Organization will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it by the Administrative Agent from the Fund Account. That separate ledger account will be administered by each Participating UN Organization in accordance with its own regulations, rules, directives and procedures, including those relating to interest. That separate ledger account will be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the Participating UN Organization concerned.

2. The Participating UN Organizations will not make any commitments above the approved budget in the approved programmatic document, as amended from time to time by the International Steering Committee. If there is a need to exceed the budgeted amount, the Participating UN Organization concerned will submit a supplementary budget request to the International Steering Committee.

3. Indirect costs of the Participating UN Organizations recovered through programme support costs will not exceed 7%. In accordance with the UN General Assembly resolution 62/208 (2007 Triennial Comprehensive Policy Review principle of full cost recovery), all other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

The Administrative Agent will be entitled to allocate an administrative fee of one percent (1%) of the amount contributed by each donor signing an Administrative Arrangement, to meet the Administrative Agent's costs of performing the Administrative Agent's functions.



## V. Governance Arrangements

The global level governance structure and the country level governance and coordination structure is outlined in the charts contained in Annex D.

### a) International Steering Committee

An International Steering Committee (ISC) of the RWEE Fund oversees the activities of the Fund and decides on its strategic direction. The ISC approves and amends RWEE governance documents such as the RWEE Terms of Reference (ToR) the Operations Manual and the ISC ToR. The ISC establishes Fund priorities and requirements, approves JP RWEE Programme Document, country proposals, workplans and budgets, and annual progress reports. The ISC oversees the allocation of funds mobilized at international level and discusses the RWEE FUND requirements and priorities regarding the implementation modalities, results-based reporting, and information management including donor visibility. It will also review the findings of summary audit reports. The role and responsibilities of the ISC are further outlined in the ISC ToR attached as Annex E. The ISC will be composed of the following:

- Representative(s) of each contributing donor to the RWEE FUND
- A Senior technical representative from each of the four participating UN organizations: FAO, IFAD, UN Women and WFP.
- Representatives from national governments involved in the programme and participating in the National Steering Committee;
- The AA will be an ex-officio member of the international SC
- The ISC will be chaired by the PUNO UN senior representative (this will rotate among the agencies on an annual basis) .

### b) Technical Advisory Committee

A Technical Advisory Committee (TAC) of the RWEE Fund will provide technical support to the International Steering Committee and Participating UN Organizations. This advisory support will contribute to ensuring harmonization of programme approaches and implementation, and to ensuring programme quality. The composition of the TAC will include designated technical/advisor level representatives of FAO, IFAD, UN WOMEN and WFP. Representatives will be gender equality technical specialists. The representative is selected according to the assigned roles and responsibilities of their respective team. The TAC is chaired by one of the participating PUNOs on an annual rotational basis. Other relevant experts, including from relevant government, regional, and civil society counterparts may be invited and/or recruited by the TAC on an ad hoc basis to participate in the Committee. The Technical Committee will meet every two months or as required to efficiently carry out its tasks. Key tasks will include technical assessment of country proposals, workplans and reports, and the review of Global Secretariat strategies and plans. A ToR for the TAC is in place and included as Annex F.

### c) Global Secretariat

A Global Secretariat, in the form of a Global Coordination Unit (GCU), will be hosted by WFP and will consist of a Global Coordinator (GC), a Communications/Knowledge Management Specialist, and an M&E Specialist. The unit will be additionally supported by ad hoc specialist consultants as required. The Global

Coordinator will report to the ISC chair and accountability will be assured through the performance management system of the host agency. The GC will be responsible for the overall management and coordination of the global programme and will provide secretariat support to the ISC and the TAC. The GCU will have responsibility for global programme coordination, implementation support, knowledge management, communications/advocacy, monitoring, reporting and resource mobilization. The GCU will work closely with a country level Programme Management Unit (PMU) in the achievement of these responsibilities. A Programme Document for the Global Secretariat is in place.

#### **d) National Steering Committee**

A National Steering Committee (NSC) of the RWEE Fund will be set up in each of the countries participating in the programme. The NSC will be co-chaired by a designated government official, and a senior representative of the lead agency in country. The government representative will also be a member of the International Steering Committee. A ToR is in place for the National Steering Committee.

The members of the national SC are:

- Representatives from each of the participating entities: UN Women, FAO, IFAD, and WFP.
- Representatives from the Ministry of Agriculture and other ministries as determined at country level, such as the Ministry for Women's Affairs.

The main tasks and responsibilities of the NSC include the following:

- To define the strategic direction of the Joint Programme and its intervention modalities at country level, in line with the global Joint Programme Document.
- To oversee the allocation of ISC approved funds to the different components of the programme at country level, making sure that the allocations are aligned with the RWEE country proposal document and the national priorities, and avoiding duplication and overlap between the RWEE Fund and other funding mechanisms.
- To represent the NSC within the International Steering Committee (ISC) and make recommendations to the ISC as relevant.

#### **e) Lead Agencies**

The programme implementation is based on a principle of dual leadership by the four participating UN organizations:

- In each country, one participating UN agency (the 'lead agency') will lead the implementation and coordination of the programme, as determined by the participating agencies at country level and endorsed by the Technical Advisory Committee at global level.
- Different agencies will lead for specific activities based on their comparative advantages as reflected in the country level proposals/workplans.

The lead agency is responsible for ensuring effective coordination and implementation of the Joint Programme at country level. The lead agency will play a key role in overseeing programme implementation, ensuring coordination among agencies and a joint approach to activities and the building of synergies; ensure the high profile of the programme at country level and engage with government and key stakeholders.

Responsibilities include coordinating programme implementation, the implementation of M&E systems and the consolidation of the country narrative annual report. Lead agencies will ensure strong collaboration with the global secretariat. They will ensure the high profile of the programme at country level and engage with government and key stakeholders. The detailed role and responsibilities of the lead agency at country level are outlined in the Lead Agency ToR.

#### **f) Country Programme Management Unit**

At country level, a 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. The National Coordinator 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 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. The NC will represent the RWEE with government and external stakeholders and ensure strong visibility of the programme. The PMU will also participate in coordination processes organized by the Global Coordination Unit and in global level learning events in order to enable cross fertilization. They will work closely with a Technical Working Group consisting of technical focal points from each participating UN agency who will provide technical support to programme implementation (their role is outlined in the Operations Manual).

#### **g) The Administrative Agent (MPTFO)**

The Administrative Agent function will be performed by the MPTF Office (MPTFO) in New York. The Fund is administered by the MPTFO under the pass-through management modality. The Fund's administration services include:

- (i) The Fund's set-up: support to the Fund's design (Terms of Reference and Operation Manual), and development of legal instruments; and
- (ii) The Fund's administration: receipt, administration and release of funds to implementing entities in accordance with decisions from the Steering Committee, and financial report consolidation.

The MPTFO is responsible for the following functions:

- a. Provide support to the design of the Fund;
- b. Sign SAAs with donors and receive contributions from donors that wish to provide financial support to the Fund through the Administrative Agent. It is noted that the Administrative Agent cannot enter into any other agreements with donors that would impose responsibilities on PUNOs (participating UN organizations) without their prior written consent;
- c. Administer such funds received in accordance with its regulations, policies and procedures, as well as the relevant MOU and Fund Terms of Reference (TOR) and SAA, including the provisions relating to winding up the Fund account and related matters;
- d. Subject to availability of funds, disburse such funds to each of the PUNOs in accordance with decisions from the Steering Committee, taking into account the budget set out in the approved TOR documents;
- e. Provide updated information to the Steering Committee regarding the regular resource availability;

- f. Ensure consolidation of statements and reports, based on submissions provided by each PUNO & NUNO (non-UN organization), as set forth in the TOR document and provide these to each donor that has contributed to the Fund account and to the SC;
- g. Release funds as direct costs, including for the running of the Fund Secretariat, based on the Steering Committee decisions;
- h. Release funds for additional expenses that the Steering Committee decide to allocate; and
- i. Disburse funds to any PUNO & NUNO for any additional costs of the task that the SC may decide in accordance with the TOR.
- j. Provide final reporting, including notification that the Fund has been operationally closed;
- k. Provide tools for fund management and to ensure transparency and accountability.

In addition, the MPTFO, through its online portal, GATEWAY (<http://mptf.undp.org>), provides real-time financial data generated directly from its accounting system, giving partners and the general public the ability to track contributions, transfers, and expenditures. The MPTFO charges a cost for performing the Fund Administrative Agent functions in line with UNSDG policies and contribution agreements.

## **VI. Monitoring and Evaluation**

A comprehensive monitoring and evaluation system will form an integral part of the programme and will be led by the Global Coordination Unit. 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. A Performance Monitoring Framework (PMF) will be developed as an integral part of the programme, highlighting the performance indicators, data sources, collection methods and frequency, responsible actors and baselines and targets for each result (goal, outcomes and outputs). A detailed M&E plan will be in place at global and country levels which will ensure the implementation of uniform M&E tools across the programme. 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, working in close collaboration with implementing partners.

Mid-term reviews and final evaluations will be carried out at country level. Their compliance with the norms of evaluation in the UN System will be ensured with support from the Evaluation Units of the four entities.

## **VII. Fund Implementation**

### **1. Programming Cycles**

The RWEE Joint Programme Document outlines a five-year programme under the Fund, based on a Theory of Change. Each participating country will develop a country proposal in line with the strategic vision, objectives and approach outlined in the Programme Document, which will include an M&E plan, derived from the global logical framework, activity plan and budget. The proposals will be reviewed by the TAC and approved by the ISC. Subsequent annual workplans and budgets will be developed by the participating country, based on the approved proposal, reviewed by the TAC and approved by the ISC. A separate budget for the global secretariat will also be approved by the ISC.

Based on the RWEE Fund's expected results, an initial investment of USD 5 million is envisaged to initiate this extension phase of the programme.

#### Funding Scenarios :

<b>Funding Requirements</b>	<b>Level of Resources Available (Annual)</b>	<b>Level of Resources Available (5 years)</b>	<b>Number of countries plus Global Secretariat</b>
<b>Funding Requirements Scenario 1</b>	\$ 5 million	\$25 million	5
<b>Funding Requirements Scenario 2</b>	\$7 million	\$35 million	7
<b>Funding Requirements Scenario 3</b>	\$10 million	\$50 million	10

Three financial scenarios are included for contributions of 25, 35 and 50 million USD. The number of participating countries will be determined by the resources mobilized. The number of countries will be increased as additional funding is mobilized. Countries will be invited to submit concept notes based on the selection criteria outlined in section I. Concept notes will be reviewed by a review committee within the TAC and assessed for selection against key criteria prior to submission to the ISC for review and approval. Those countries who are selected, based on this assessment, will be requested to submit a full proposal and workplan subject to the availability of funding.

Further, to support multi-country or country actions in the most adequate manner, the Programming Cycle will be activated once the capitalization of the Fund exceeds the threshold of USD 5 million.

Allocation of funding for an additional Programming Cycle encompassing further countries will be decided by the ISC based on specific programmatic documents. The funding scenario should also factor in Global Secretariat costs to provide technical assistance, M&E, knowledge management and oversight functions.

Initially, focus will be on securing funding from the current donors to provide the financial basis for operating the fund and to build a coalition of committed partners for the programme. Further engagement will be initiated with a few strategic partners in order to scale up the programme.

## 2. Risk management – Annex C

A global risk assessment highlighting the key risks that could affect achieving the programme goal and identifying mitigation measures is attached as Annex B. Participating countries will 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.

Risk monitoring will be done by the Secretariat at global level and by country teams as part of their regular reporting. Key mitigation or adaptation measures taken in accordance with the risk management strategy and their direct influence on achieving the expected results will be highlighted.

### **3. Fundraising**

A resource mobilization strategy is in place for the programme and 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. Resource mobilization efforts will be carried out through collaboration with the resource mobilization specialists within the four participating agencies.

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. Engagement of senior management of the participating agencies will be sought in supporting resource mobilization efforts. 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.

### **VIII. Audit**

The Administrative Agent and the UN implementing bodies will be audited according to their own financial rules and regulations, in line with Framework for Joint Internal Audits of UN Joint Activities which has been agreed to by the Internal Audit Services of PUNOs and endorsed by the UN Development Group (UNDG) in 2014.

### **IX. Reporting, Transparency and Accountability**

1. Regular reporting will be an integral part of M&E for systematic and timely provision of information. Implementing partners will be reporting on progress on programme management at least semi-annually, and on financial management at least quarterly.

Each Participating UN Organization will provide the Administrative Agent with the following statements and reports prepared in accordance with the accounting and reporting procedures applicable to the Participating UN Organization concerned, as set forth in the TOR. The Participating UN Organizations will endeavor to harmonize their reporting formats to the extent possible.

- a. Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;
- b. The Secretariat will submit the narrative consolidated annual report to the Administrative Agent by the 31<sup>st</sup> May after the end of the calendar year;
- c. Annual financial statements and reports as of 31 December with respect to the funds disbursed to it from the Fund Account, to be provided no later than four months (30 April) after the end of the calendar year;
- d. Final narrative reports, after the completion of the activities in the approved programmatic document and including the final year of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the financial closing of the Fund. The final report will give a summary of results and achievements compared to the goals and objectives of the Fund; and

- e. Certified final financial statements and final financial reports after the completion of the activities in the approved programmatic document and including the final year of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the financial closing of the Fund.
2. The Administrative Agent will prepare consolidated narrative progress and financial reports, based on the reports referred to in paragraph 1 above, and will provide those consolidated reports to each donor that has contributed to the Fund Account, as well as the Steering Committees, in accordance with the timetable established in the Administrative Arrangement.
  3. The Administrative Agent will also provide the donors, Steering Committees and Participating UN Organizations with the following statements on its activities as Administrative Agent:
    - a. Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and
    - b. Certified final financial statement ("Source and Use of Funds") to be provided no later than seven months (31 July) of the year following the financial closing of the Fund.
  4. Consolidated reports and related documents will be posted on the websites of the UN in [country] ([website URL]) and the Administrative Agent (<http://mptf.undp.org>).

### **Public Dissemination**

The Fund, including its Consortium Partners, and the Administrative Agent will ensure that the Fund's operations are disseminated on the web site of the Administrative Agent (<http://mptf.undp.org>). Information posted on the website may include: contributions received and from whom, Steering Committee decisions, funds transferred, annual expenditures, and any other information as agreed between Fund and the Administrative Agent. In particular, the Administrative Agent will ensure that the role of the contributors and National Governments is fully acknowledged in all external communications related to the Fund.

### **Communication, Visibility and Branding**

Comprehensive communications and knowledge management (KM) strategies will be developed at the global level at the start of the programme by the Secretariat, 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. 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.

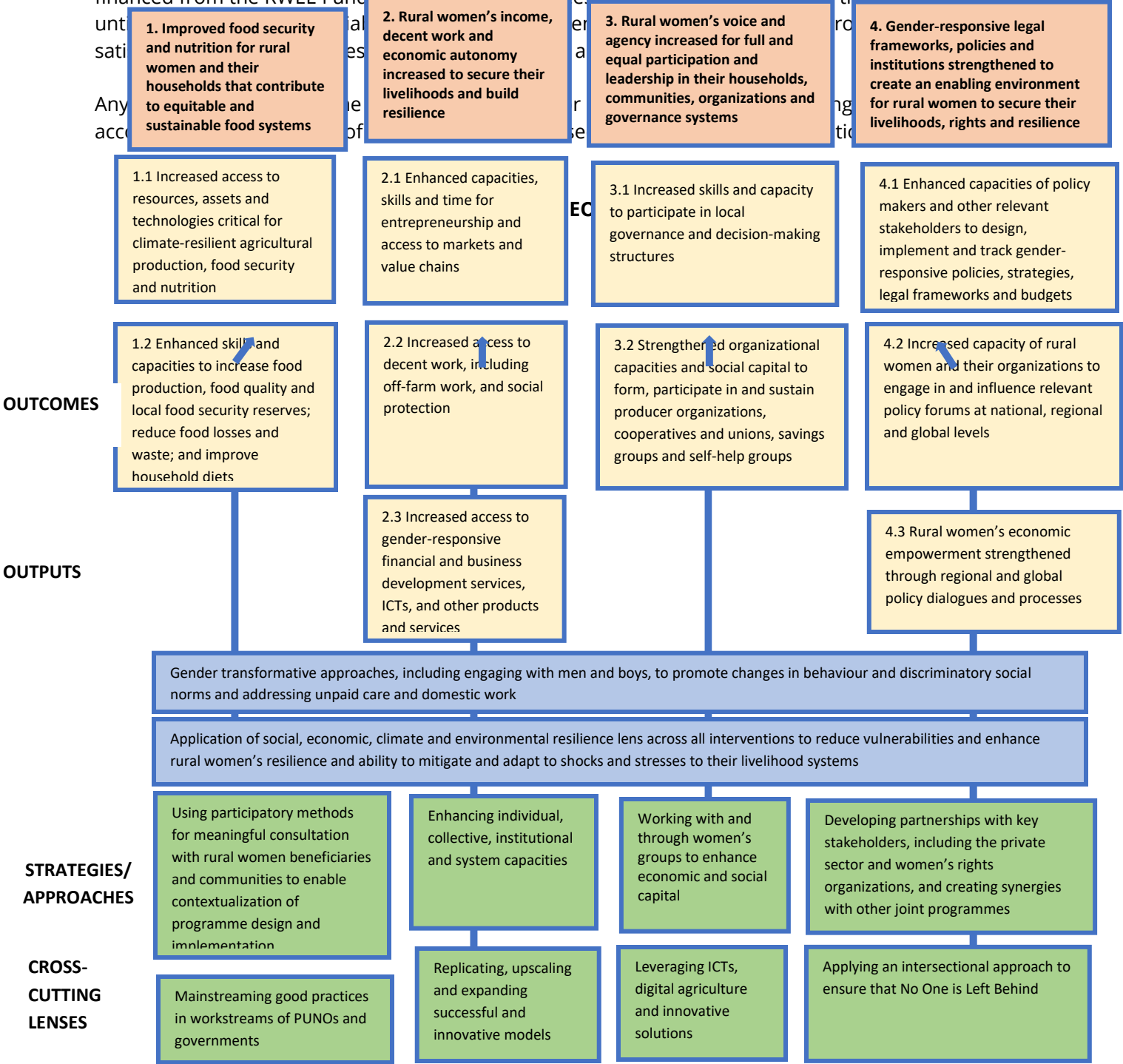
A communications working group composed of gender communications focal points from the participating UN organizations will be in place at the global level and meet regularly in order to increase interagency collaboration on communications/visibility/advocacy through global and country PUNO platforms.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

## **X. Other Matters**

The RWEF Fund will be established upon signing of the Memorandum of Understanding amongst at least two Participating UN Organizations and the Administrative Agent. It will become operational upon signing of the first Standard Administrative Arrangement with the donor. Nothing in this TORs affects the provisions agreed in the Memorandum of Understanding between Participating UN Organizations and the United Nations Development Programme.

**Rural women’s livelihoods, rights and resilience secured to advance sustainable development, Agenda 2030 and the SDGs**

The RWEF Fund will be established upon signing of the Memorandum of Understanding amongst at least two Participating UN Organizations and the Administrative Agent. It will become operational upon signing of the first Standard Administrative Arrangement with the donor. Nothing in this TORs affects the provisions agreed in the Memorandum of Understanding between Participating UN Organizations and the United Nations Development Programme.





## ANNEX B: LOGICAL FRAMEWORK

Component	Indicator <i>(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)</i>	Data Source and Mode of Collection	Assumptions
<b>Goal: To secure rural women's livelihoods, rights and resilience to advance sustainable development, Agenda 2030 and the SDGs</b>	<p><i>Core:</i></p> <p>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></p> <p>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>
<b>Outcome 1: Improved food security and nutrition for rural women and their households that contribute to equitable and sustainable food systems</b>	<p><i>Core:</i></p> <p>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>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</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>

	<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>development and local councils</p> <p>Programme progress and evaluation reports</p> <p>Household survey (individual interview within households)</p>	
<p><b>Output 1.1:</b> Rural women have increased access to resources, assets and technologies critical for climate-resilient agricultural production, food security, and nutrition</p>	<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, 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>	<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>Rural women continue to use appropriate technologies and practices</p>
<p><b>Output 1.2:</b> Rural women have enhanced skills and capacities to increase nutritious food production, food quality and local food security</p>	<p><i>Core:</i> 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</p>	<p>Programme progress reports</p> <p>Household survey (individual interview within household)</p>	<p>Household members are willing to change food norms and preferences</p> <p>Extension services are willing and able to see</p>

reserves; reduce food losses and waste; and improve household diets	<p>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> Number of local food security reserves in target groups disaggregated by household and cooperative levels (% of increase over baseline)</p>	<p>Agency reports (FAO, IFAD, UN Women, WFP)</p> <p>Reports of ministries of agriculture/rural development and local councils</p>	women as valuable and valid long-term clients
<p><b>Outcome 2:</b> Rural women's income, decent work and economic autonomy increased to secure their livelihoods and build resilience</p>	<p><i>Core:</i> 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><b>Output 2.1:</b> 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)  Increase in the number of rural women who initiate new agribusiness and/or self-employment activities, disaggregated by sector (% increase over baseline)  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  Increase in value (USD) of sales by rural women-owned micro-enterprises or producer organizations</p>	<p>Programme progress reports  Agency reports (FAO, IFAD, UN Women, WFP)  Household survey (individual interview within household)  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  Local market conditions and prices are conducive to growth</p>
<p><b>Output 2.2:</b> 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)  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</p>	<p>Programme progress reports  Agency reports (FAO, IFAD, UN Women, WFP)  Household survey (individual interview within household)</p>	<p>Employers see value in developing and sustaining more accountable and responsible relations and policies towards women's employment</p>

	and/or implement gender-responsive procurement and employment policies	Data from government reports and censuses	
<b>Output 2.3:</b> Rural women have increased access to gender-responsive financial and business development services, ICTs, and other products and services	<p><i>Core:</i></p> <p>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>	Service providers are willing and able to see women as valuable and valid long-term clients
<b>Outcome 3:</b> Rural women's voice and agency increased for full and equal participation and leadership in their households, communities, organizations and governance systems	<p><i>Core:</i></p> <p>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></p> <p>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>	Rural women's voice and agency is respected in decision-making processes at all levels

<p><b>Output 3.1:</b> 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><b>Output 3.2:</b> 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><b>Outcome 4:</b> 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</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>

	equality and women's empowerment in the agricultural sector (adapted from SDG 5.c.1) (% change from baseline)		
<p><b>Output 4.1:</b> 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 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 National Institutes of Statistics</p>	<p>Policymakers have time, resources and opportunities to develop gender-responsive legal and policy frameworks</p>
<p><b>Output 4.2:</b> 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 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 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><b>Output 4.3:</b> Rural women's economic empowerment strengthened through regional and global policy</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>Programme progress reports Agency reports (FAO, IFAD, UN Women, WFP)</p>	<p>PUNOs and implementing partners are responsive to JP RWEE methodologies</p>

dialogues and processes	<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>		
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## ANNEX C: 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"> <li>• Continuous attention to donor outreach and resource mobilization through implementation of resource mobilization strategy and development and implementation of an annual resource mobilization plan</li> <li>• Engage support of PUNO resource mobilization teams</li> <li>• Engage support of PUNO Senior Management</li> <li>• Organize high visibility launch event</li> <li>• Expand the number of countries participating in the programme as</li> </ul>	<ul style="list-style-type: none"> <li>• Global Coordination Unit</li> <li>• Technical Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>



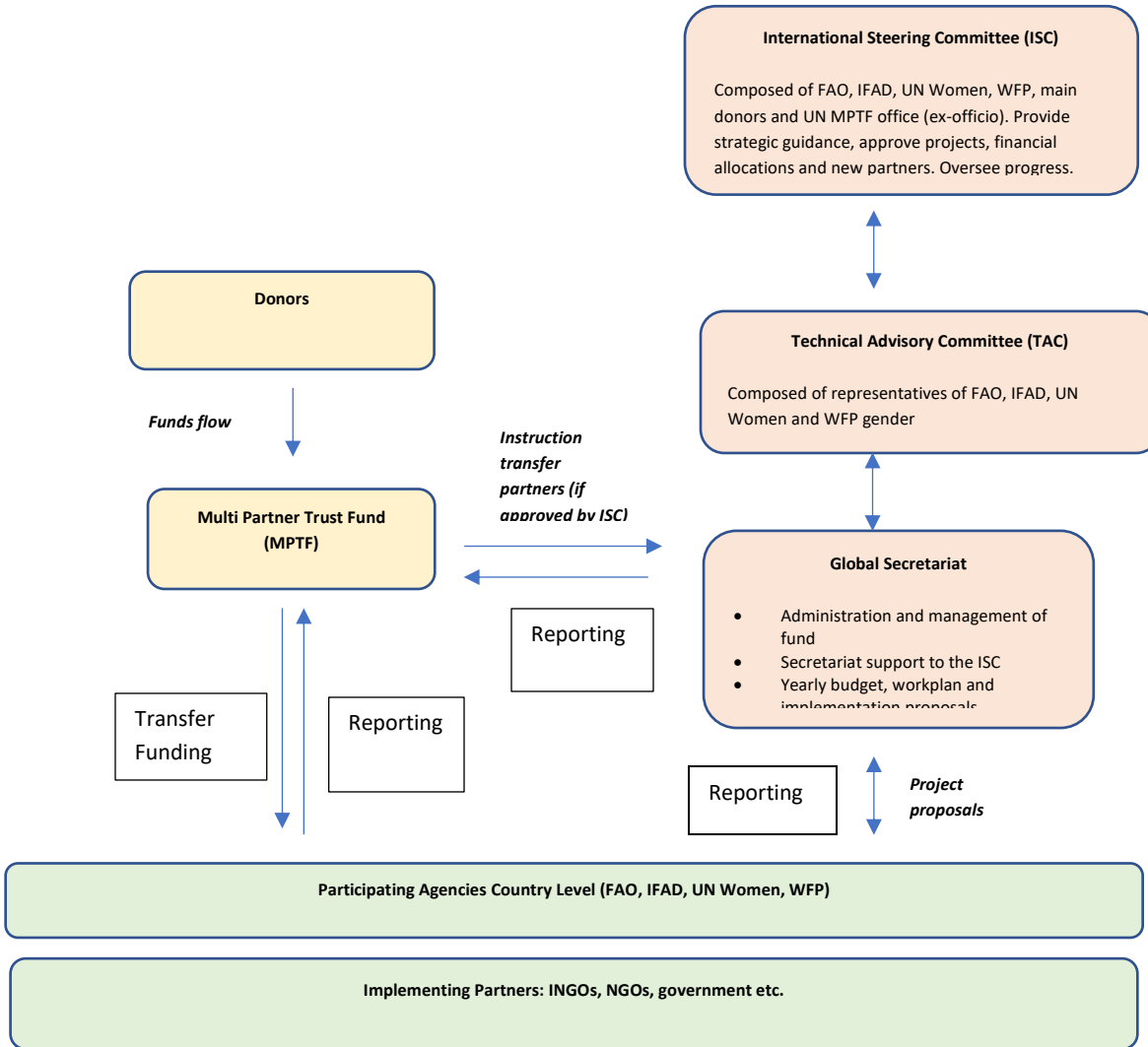
				additional funds are raised		
Lack of engagement by national governments in governance during implementation, internalizing lessons learned and developing gender-responsive policy environment	Low	High	3	<ul style="list-style-type: none"> <li>• Positive engagement of governments is one of key criteria for selection of country participation in JP</li> <li>• Clear explanations during preparation of country proposal, country launch</li> <li>• Engagement through regular updates, field visits</li> <li>• Membership of National Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>• National Coordinator</li> <li>• Programme Management Unit</li> <li>• Technical Working Group</li> <li>• Global Coordination Unit</li> <li>• PUNO Senior Management in-country</li> </ul>	<ul style="list-style-type: none"> <li>• Especially important during start-up</li> <li>• Ongoing across all outcome areas, including outcome 4 activities</li> </ul>
Inability of PUNOs and implementing partners at country level to work together	Low	High	3	<ul style="list-style-type: none"> <li>• Clear explanations during preparation of country proposal, country launch, start-up activities in the field</li> <li>• Sharing of phase I best practice model in coordination</li> <li>• Engagement through regular updates, field visits</li> </ul>	<ul style="list-style-type: none"> <li>• Global Coordination Unit</li> <li>• National Coordinator</li> <li>• Programme Management Unit</li> <li>• Technical Working Group</li> </ul>	<ul style="list-style-type: none"> <li>• Especially important during start-up</li> <li>• Ongoing</li> </ul>

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
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"> <li>• Conduct environmental impact assessment</li> <li>• Implementation of a 'do no harm' approach</li> <li>• Conduct conflict analysis, if relevant</li> <li>• Promote climate-resilient and nature-based agricultural practices</li> <li>• Promote use of climate-resilient inputs, use of indigenous knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• National Coordinator</li> <li>• Programme Management Unit</li> <li>• Implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Start up</li> <li>• Ongoing with outcome 1 activities</li> </ul>
Adverse impact of economic shocks which limit livelihood opportunities	Low	High	3	<ul style="list-style-type: none"> <li>• Promote livelihood diversification and resilience</li> </ul>	<ul style="list-style-type: none"> <li>• National Coordinator</li> <li>• Programme Management Unit</li> <li>• Implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Start up</li> <li>• Ongoing with outcome 2 activities</li> </ul>
Failure of PUNOs at both country and agency level to internalize JP lessons learnt into mainstream activities	Medium	High	6	<ul style="list-style-type: none"> <li>• Knowledge management strategies and plans</li> <li>• Experience sharing events</li> <li>• In-house training sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Global Coordination Unit</li> <li>• Technical Advisory Committee</li> <li>• PUNO staff</li> <li>• National Coordinator</li> <li>• Programme Management Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing after year 1</li> </ul>
Failure of JP RWEE to share experiences and lessons learnt in	Medium	Medium	4	<ul style="list-style-type: none"> <li>• Knowledge management and experience sharing events</li> </ul>	<ul style="list-style-type: none"> <li>• Global Coordination Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing after mid-term review</li> </ul>

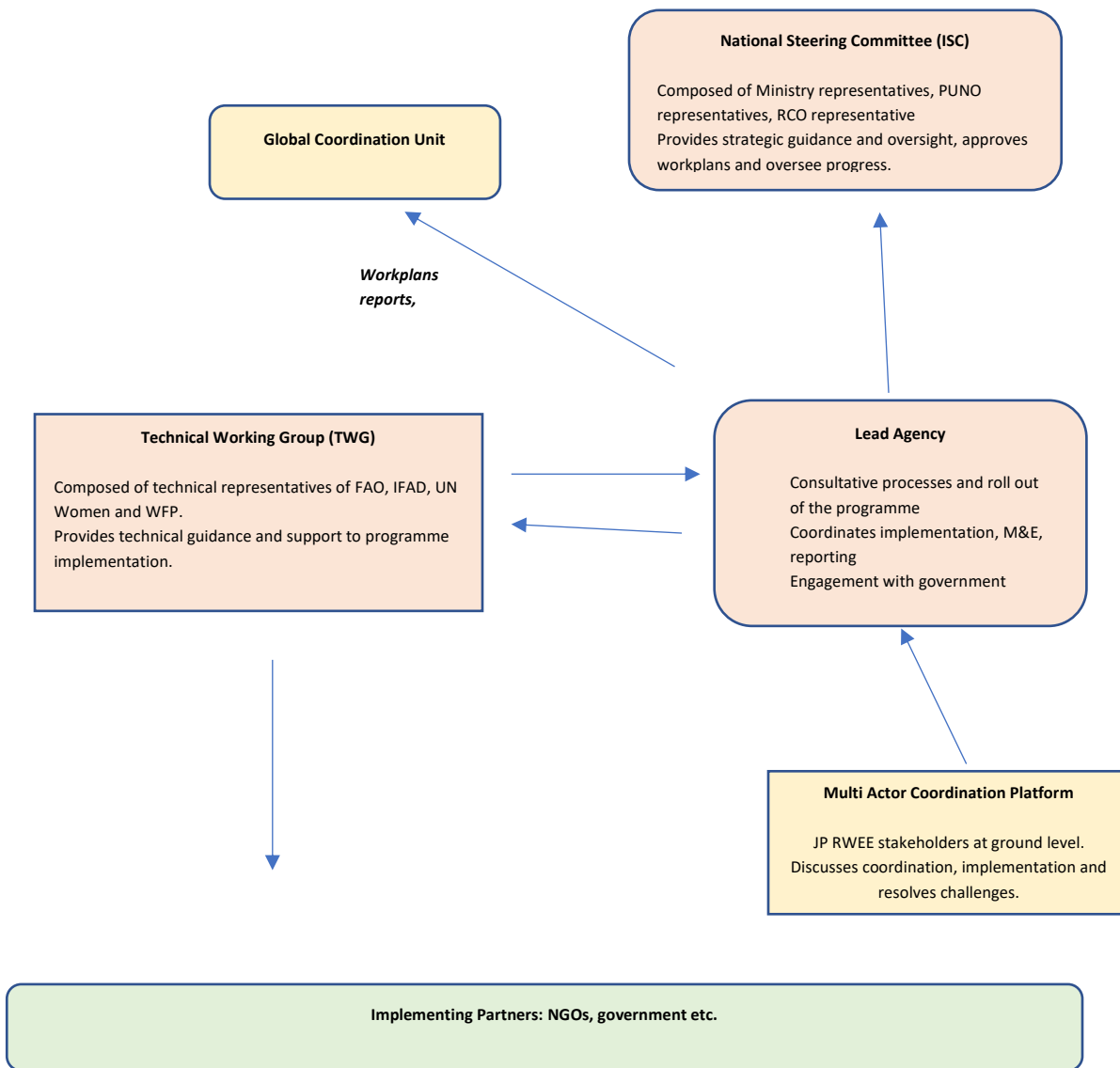
broader development community					<ul style="list-style-type: none"><li>• Technical Advisory Committee</li><li>• National Coordinator</li><li>• Programme Management Unit</li></ul>	
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### Annex D: RWEE Governance Structures

#### RWEE Governance Structure - Global Level



**RWEE Governance and Coordination Structure – Country Level**



## **ANNEX E: International Steering Committee (ISC) ToRs**

### **TORs of the International Steering Committee for the Joint Programme and the Multi-Partner Trust Fund on Accelerating Progress Towards The Economic Empowerment Of Rural Women (RWEE)**

#### **Overall Purpose**

The International Steering Committee (ISC) oversees the activities of the Fund and decides on its strategic direction. The ISC establishes Fund priorities and requirements, and approves proposals, workplans and annual reports.

#### **Membership**

The International Steering Committee (ISC) has the following members:

##### *Members with Voting Rights*

- Representative(s) of each contributing donor to the Fund.
- A Senior Representative from each of the four Participating UN Agencies.

##### *Non-Voting Members*

- Representatives from national governments involved in the programme. The participating representative will be responsible for coordination and information sharing between national and international steering committees.

##### *Ex Officio Members*

- A representative of the Multi Partner Trust Fund Office (MPTFO) acting as an ex-officio member.

#### **Chairperson**

The ISC is chaired by a Senior Official from one of the four Participating UN Agencies. The Chair will be selected on a rotational basis for a period of one year.

#### **Key tasks and responsibilities of the ISC**

The ISC's main tasks include:

- To provide strategic vision and direction to the implementing partners, establish requirements and priorities, including coordination with other relevant initiatives.
- To provide oversight and operational guidance to the RWEE MPTF.
- To review and approve these Terms of Reference and Rules of Procedures and update and/or modify them, as necessary.
- To review and approval the global Programme Document, country project proposals, performance monitoring frameworks, annual workplans and budgets (following review and recommendation by the Technical Advisory Committee).
- To endorse the reviews and the criteria for the allocation of available RWEE MPTF resources.

- To approve programme cost/no cost extensions and programmatic or no-cost budget revisions, as specified in the Operational Guidelines.
- To approve Fund strategies and associated plans (communications strategy, knowledge management strategy, resource mobilisation strategy).
- To approve the annual budget and financial statement of the Global Secretariat.
- To review and approve the annual progress reports (programmatic and financial) consolidated by the Administrative Agent based on the progress reports submitted by the Participating Agencies. It will also ensure that the consolidated annual reports include a section on the activity of the International Steering Committee;
- To review findings of the summary audit reports consolidated by the internal audit service of the Administrative Agent;
- To periodically discuss follow up by Participating Agencies on recommended actions that have RWEE-wide impact;
- To agree on the scope, ToR and frequency of independent evaluations and/or lessons-learned and review of the RWEE, and to review the consolidated draft/final reports from evaluations and other lessons learnt, including results and performance;

**Observers:** The Steering Committee may invite experts from relevant governments, civil society, academia, the private sector, regional/national counterparts, resource partners and UN agencies or other entities, as deemed necessary, to participate in SC meetings as observers, as appropriate.

**Quorum:** The minimum number required to be present to conduct the meeting and make decisions (quorum) is two-thirds of the SC Members with voting rights. The same applies mutatis mutandis for funding allocation decisions when not every Member is eligible to participate in decision making due to recusal (see Conflict of Interest below). The quorum is verified at the beginning of every meeting. Should there be no quorum, no decisions can be taken during the meeting.

**Nominations and attendance:** Members and observers should communicate the name, title and contact details for their entity's Steering Committee member to the Global Secretariat by email. Members may designate an alternate representative by email at least five working days prior to any SC meeting. Representatives may attend meetings in person or remotely.

### Meetings

The ISC will convene at least once a year and as often as deemed necessary through consensus of the members, specifically in relation to the review and approval of the annual progress reports (programmatic and financial) and approving allocations of new funds as they become available in accordance with the provisions of these ToRs.

The annual meeting will normally be held at the end of November to facilitate approval of the annual workplan. The Global Secretariat is responsible for the organization of the meeting and will circulate the agenda and documentation to SC members 3 weeks in advance of the meeting.

The meetings of the ISC will be organized in such a way that costs are minimized, for instance by using video / teleconference facilities, via email or by organizing the meetings back to back with other international meetings to minimize the transport costs. The Global Secretariat will circulate the minutes of the meeting to ISC members within 2 weeks of the meeting.

### **Decisions**

The ISC will make decisions by consensus of the voting members, and, where appropriate, will endorse decisions virtually through electronic platforms. This will include consensus by no objection within a defined timeframe. The decisions will be based on the preparatory work performed by the Technical Advisory Committee. Prior to presenting their position on a significant issue to the ISC, the Participating Agencies will ensure, as far as possible, to align processes with their own Agency's regulatory requirements.

ISC members have the option to delegate to other members their decision powers by nominating an alternate senior representative who can represent them.

ISC decisions that allocate funds must be signed by the Chair (UN ISC member).

The Secretariat ensures that decisions taken by the ISC are duly recorded and promptly communicated to the voting members.

### **Conflict of Interest**

If an ISC Member or observer (or its affiliate or employee) is or has engaged in direct support to the preparation or implementation of a programme which is under consideration by the ISC, the Member or observer shall disclose such involvement to the Chair and members of the Steering Committee, in writing by email or other means. The SC will determine whether the involvement of the Member making the disclosure should recuse from the relevant discussion and decision. Before each meeting of the SC, the Global Secretariat will circulate a form to all participating Members to clarify their potential conflict of interest in relation to specific sessions. Conflicts of interest declared or brought to the attention of the Steering Committee after a decision has been made will trigger its prompt re-examination.



## **ANNEX F: Technical Advisory Committee (TAC) ToRs**

### **TORs of the Technical Advisory Committee for the Joint Programme and the Multi-Partner Trust Fund on Accelerating Progress Towards The Economic Empowerment Of Rural Women (RWEE)**

#### **Overall Purpose**

The Technical Advisory Committee provides technical support to the International Steering Committee and the participating UN organizations (PUNOs). This advisory support contributes to ensuring the harmonisation of programme approaches and high-quality implementation and results.

#### **Membership**

The Technical Advisory Committee (TAC) will be composed by a representative from each of the four Participating UN Organizations (PUNOs). Representatives will be gender related technical specialists from the relevant HQ unit of each agency<sup>1</sup>. The representative is selected according to the assigned roles and responsibilities of team members and is not time bound. The TAC is chaired by one of the participating PUNOs on an annual rotational basis.

#### **Key tasks and responsibilities of the TAC**

The TAC is responsible for providing technical support to the RWEE Fund. The TAC provides operational support to the International Steering Committee (ISC) by providing all the necessary information for the ISC to take decisions on the RWEE.

Specifically, the TAC will:

- i. Assess country concept notes and make a recommendation to the ISC with regards to their suitability for participation in the programme (based on eligibility criteria and a technical assessment);
- ii. Review project proposals to (i) determine whether proposals are eligible and meet the technical requirements of the Fund. These proposals will subsequently be submitted to the ISC by the Global Secretariat for review and approval;
- iii. Review annual workplans, including budgets, for technical coherence and alignment with the overall RWEE Fund's strategy; these workplans will subsequently be submitted by the Global Secretariat to the ISC for review and approval;
- iv. Review country reports to assess the implementation progress of workplans, and to assess programme performance;
- v. Review Fund strategies and associated plans (communications strategy, knowledge management strategy, resource mobilisation strategy) prior to submission to the ISC by the Global Secretariat;

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<sup>1</sup> FAO - Inclusive Rural Transformation and Gender Equality Division; IFAD - Gender, Targeting and Social Inclusion; UN Women - Sustainable Development (Economic Empowerment Section); WFP - Gender Unit;

- vi. Contribute to the implementation and monitoring of the ISC approved Fund strategies and related plans;
- vii. Contribute to Terms of References for final country evaluations of the overall performance of the Fund and contribute to selecting independent evaluation teams as needed;
- viii. Review and provide feedback on final evaluations and other relevant learning products.

The TAC will ensure that:

- Project proposals comply with the eligibility criteria as set out in the Operational Manual for the RWEE Fund approved by the ISC;
- Proposal submissions are complete and adhere to the proposal template for the RWEE Fund: they should include a project description and a country costed activity plan, with a clear description of activities under the responsibility of each agency and corresponding budget;
- Annual workplans are complete and adhere to the workplan template for the RWEE Fund;

### **Meetings**

The TAC will convene on a bi-monthly basis, and on an ad hoc basis as required. The meetings will be organized in such a way that costs are minimized, for instance by using video/teleconference facilities, via email or by organizing the meetings back to back with other events.