

JOINT PROGRAMME ON:  
Accelerating Progress towards the  
Economic Empowerment of Rural Women



## Terms of Reference

### 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**

**A Joint Evaluation by FAO, IFAD, WFP and UN Women**



Food and Agriculture Organization  
of the United Nations



Investing in rural people



World Food Programme





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**Global End-term Evaluation of**  
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## Joint Global End-term Evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women

### TERMS OF REFERENCE

#### 1. Introduction

1. The purpose of these Terms of Reference (ToRs) are to provide key information to stakeholders about the proposed Joint Global End-term Evaluation of the Joint Programme on “Accelerating Progress towards the Economic Empowerment of Rural Women” (JP RWEE), and to guide the evaluation team by specifying expectations during the various phases of the evaluation. JP RWEE is a global initiative that aims to secure rural women’s livelihoods and rights in the context of sustainable development. Jointly implemented since 2014 by the Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD), World Food Programme (WFP) and United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda. The JP RWEE builds on each Agency’s comparative advantages and strengths to improve the status of women in rural areas.
2. JP RWEE is implemented through contributions received from the Swedish Agency for International Development (Sida) and the Government of Norway, which are channelled through and managed by the Multi-Partner Trust Fund Office (MPTFO), the Administrative Agent of JP RWEE.<sup>1</sup> The programme governance mechanism supports transparent implementation and ownership by the main stakeholders at both global and country levels through an International Steering Committee, Technical Advisory Committee, Global Coordination Team, and National Steering Committees in each country.
3. Since the JP RWEE commenced implementation in 2014, the programme has supported a total of 58,382 rural women and a further 205,510 indirect beneficiaries as members of their households. Specific activities vary across countries according to the context and needs, though indicative activities include organization of women into cooperative groups, the provision of critical inputs for agricultural production, facilitation of women’s access to financial services, nutrition-awareness initiatives, promotion of food processing and storage technologies for increased productive capacity and incomes, improved transport capacity for goods and access to markets, entrepreneurship skills and leadership trainings, and community-, national-, regional- and global-level advocacy and policy-influencing.
4. The evaluation will be conducted by a qualified firm and cover the global programme and seven JP RWEE countries of Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda during the period of October 2014 to 2020. The evaluation is commissioned by the JP RWEE International Steering

<sup>1</sup> The MPTFO has established a dedicated page for the JP RWEE TF at: <http://mptf.undp.org/factsheet/fund/RWF00>, where more information about the origins of the JP RWEE, including the global programme document, budgets and annual reports, can also be found.

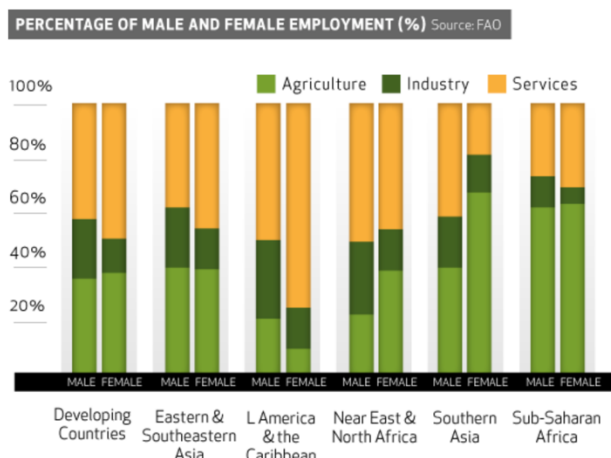


Figure 1 Sex Disaggregated Employment Trends in Developing Countries

Committee (ISC) and guided by these ToRs. These ToRs were developed in consultation with stakeholders from each of the JP RWEE participating Agencies: FAO (lead Agency), IFAD, WFP and UN Women. The evaluation governance structure for advice and decision-making will include focal points from each participating Agency, and the evaluation process and deliverables will be guided by United Nations Evaluation Group (UNEG) norms and standards, United Nations System-wide Action Plan (UN-SWAP) and WFP's Decentralized Evaluation Quality Assurance System (DEQAS).

## 2. Context and Background of the Evaluation

### 2.1 Context

- Rural women play an important role in the rural economy, especially in the developing world. They account for a great proportion of the agricultural labour force. As leaders, decision-makers, producers, workers, entrepreneurs and service providers in primarily rural agrarian areas, women are positioned at the forefront of food production, processing and distribution. In addition, rural women spend more time than urban women and men in reproductive and household work, including time spent obtaining water and fuel, caring for children and the sick, and processing food. This is because of poor rural infrastructure and services as well as socially assigned roles that severely limit women's participation in employment opportunities.<sup>2</sup>
- In South Asia and sub-Saharan Africa, more than 60 percent of women are employed in agriculture, and women's involvement in agriculture is primarily unpaid, or as contributing family workers.<sup>3</sup> In many developing economies, women are concentrated in time- and labour-intensive agricultural activities.<sup>4</sup> Evidence indicates that if these women had the same access to productive resources as men, they could increase yields on their farms by 20 to 30 percent, raising total agricultural output in developing countries by 2.5 to 4 percent and potentially reducing the number of hungry people in the world by 12 to 17 percent.<sup>5</sup>
- Yet their potential as farmers, labourers and entrepreneurs is limited due to structural gender inequalities and discriminatory socio-cultural norms and practices; evident in, for example, less access to resources, including to quality seeds, fertilizers and tools, agricultural extension services, and to financial services. Moreover, rural women are often excluded from decision-making within their households and communities. The productivity gap for female and male farmers disappears altogether when access to productive inputs is taken into account.<sup>6</sup> The potential economic gains from reducing

<sup>2</sup> Interagency Task Force on Rural Women (2012). WomenWatch. Information and Resources on Gender Equality and Empowerment of Women: <https://www.un.org/womenwatch/feature/ruralwomen/facts-figures.html>

<sup>3</sup> Ibid.

<sup>4</sup> International Labour Organisations (2016). Women at Work: Trends 2016: Geneva p. 23.

<sup>5</sup> FAO. 2011. The State of Food and Agriculture 2010-2011 (SOFA). pp. 16-17. Rome.

<sup>6</sup> The World Bank (2011). World Development Report 2012. Gender Equality and Development: Washington, p.19.



the gender gap in agriculture translate into significant poverty reduction and improved nutritional outcomes,<sup>7</sup> with significant multiplier effects in terms of reduced intergenerational transmission of hunger and malnutrition, as women tend to spend more of their income on children’s health and education.<sup>8</sup>

8. There is increasing evidence that a comprehensive and integrated effort taken by governments, the international community and all relevant stakeholders through measures that combine sustainable agricultural development and food security, economic and social development and enabling policy mechanisms will promote the rights of women and build on the contributions that they make to the development of their communities and countries.<sup>9</sup> These efforts should include the elimination of gender-specific constraints that women face and the implementation of measures to expand women’s capacities and to ensure enabling policy environments.<sup>10</sup>

## 2.2 Joint Programme Background and Structure

9. Based on these premises, the Rome-based Agencies and UN Women established a results-oriented, Joint Programme titled “Accelerating Progress towards the Economic Empowerment of Rural Women” (JP RWEE). JP RWEE has been implemented in seven countries: Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda.
10. The purpose of the Joint Programme is to collectively address the range of challenges that rural women face as economic agents. Each agency brings a distinct comparative advantage to this subject: 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 the rural areas, WFP’s food assistance innovations and UN Women’s technical knowledge on women’s economic empowerment, its strong linkage with the women’s movement, and its leadership for gender equality and women’s empowerment within the UN System. This programme is designed 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. By bringing together their expertise, resources and experiences, the four UN agencies combined their efforts for sustainable, transformative impacts on the lives of rural women.
11. Launched in 2012, JP RWEE has been implemented since the end of 2014 thanks to the contributions received from the Swedish Agency for International Development (Sida) (approximately USD 23 million) and the Government of Norway (approximately USD 6 million). These contributions are channelled through a Trust Fund (TF) managed by the Multi-Partner Trust Fund Office (MPTFO), which is serving as the Administrative Agent of JP RWEE.<sup>11</sup>

7 The UN Women/World Bank report called The cost of gender gaps in agricultural productivity in Malawi, Tanzania and Uganda (2015) demonstrates how closing the gender gap in agricultural productivity has the potential to lift as many as 238,000 people out of poverty in Malawi, approximately 80,000 people in Tanzania and 119,000 people in Uganda. In Tanzania, for example, this gain also translates into a 0.7 percent reduction in the incidence of undernourishment, which implies that roughly 80,000 people would be lifted out of malnourishment per year.

8 Black, RE, Victora, CG, Walker, SP, and the Maternal and Child Nutrition Study Group (2013). Maternal and child undernutrition and overweight in low-income and middle-income countries: Lancet.

9 UN Secretary General’s Report (2017) for the 62nd Session of the Commission on the Status of Women. Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls, New York, paragraph 7.

10 Food and Agriculture Organisation of the United Nations (2011). The State of Food and Agriculture 2010-11: Women in agriculture, Closing the gender gap for development: Rome, p. 2.

11 The MPTFO has established a dedicated page for the JP RWEE TF at: <http://mptf.undp.org/factsheet/fund/RWF00>, where more information about the origins of the JP RWEE, including the global programme document, can also be found.



12. JP RWEE strategies are mapped out in the Logical Framework, which leads the programme to focus on the following four interlinked outcome areas, with a strong intention to address the intersections of these issues: (i) rural women’s improved food and nutrition security; (ii) increased incomes to sustain livelihoods; (iii) enhanced leadership and participation in decision making; and (iv) a more gender-responsive policy environment. Within these outcome areas, the Logical Framework details a selection of core indicators adopted by all countries, as well as others which are adapted to the specific country contexts and activities. The Theory of Change and Logical Framework, on which country-specific Performance Management Frameworks are then based, are provided in Annex 4 and Annex 5, respectively.
13. In its implementation, JP RWEE concentrates on:
  - improving food security and nutrition at the household level;
  - creating job opportunities to sustain women’s livelihoods;
  - responding to rural women’s identified social and economic needs and adding value to existing initiatives;
  - partnering with rural women's organizations to strengthen their capacities;
  - affirming rural women as leaders, decision-makers and agents of change for their individual and collective advancement;
  - helping governments to build comprehensive national strategies for rural women’s empowerment; and
  - producing lessons that can strengthen the focus on rural women and girls in agricultural activities globally.
14. JP RWEE works to address two components of systemic gender inequalities: social norms and institutions, the latter including legal frameworks, formal institutions, formal membership organisations, and informal entities. JP-RWEE seeks to address gender inequalities by tackling them across dimensions, using a dual accountability framework, improving women’s access to and control over resources, women’s agency to pursue her rights, and the institutional structures which prevent women from fully realizing their rights.
15. The global component of the programme capitalizes on the work carried out at the country level, with the aim to i) engage in global fora to advocate the relevance of rural women’s rights, status and agency; and ii) promote new strategies for addressing inequalities faced by rural women. The ultimate goal is to promote the adoption and strengthening of policies and legislation for gender equality and the empowerment of all women and girls, contributing to the achievement of SDG 1, 2 and 5 target 5. c.<sup>12</sup>
16. Routine programme monitoring has supported the tracking of JP RWEE implementation and examining of progress on achievement of the four intended outcomes. Monitoring data provided through annual reports reveals that more than 58,382 rural women and at least 205,510 members of their households have benefitted from JP RWEE as of end 2019. The JP RWEE global coordination team, as well as the four participating agencies have produced several knowledge products summarizing lessons learned and good practices, thereby providing the development community with access to proven approaches for gender equality programming and UN collaboration.

<sup>12</sup> The SDG 5 target 5.c relates to the adoption and strengthening of sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.



17. Evaluation is, however, needed to independently and objectively assess the results of JP RWEE. The evaluation will also further enable country analysis and an assessment of the value of a global framework and governance mechanism.
18. In the past few years, some countries have undertaken mid-term evaluations (Ethiopia) or reviews (Kyrgyzstan, Liberia and Rwanda) or topical studies on nutrition (Niger), which they have utilized to strengthen programming quality and support the sustainability of outcomes. Some of the key results highlighted include:
  - 103% average increase in agricultural production;
  - Over USD 1.8 million generated from sales;
  - 81% of supported POs led by women or with women in key leadership positions;
  - Over 16,000 women organized in saving groups;
  - 2,000 government officials at all levels with enhanced skills on gender mainstreaming, gender-responsive budgeting, and women’s rights;
  - National governments of Guatemala, Ethiopia and Nepal supported for the development and implementation of gender policies in the agricultural sector;
  - Engagement in key policy forums on rural women’s rights.
19. Recent country evaluations also highlighted the contribution of the JP to the Agenda 2030 and several Sustainable Development Goals (SDGs), including SDG 1 - “No poverty”, SDG 2 – “End Hunger”, SDG 5 - “Gender Equality”, SDG 8 – “Decent Work and Economic Growth”, and SDG 17 – “Partnership for the Goals”. More results are provided in Annex 6.
20. Since its inception, JP RWEE has operated through a governance mechanism that supports transparent implementation and ownership by the main stakeholders, including donors and national counterparts at both global and country levels.
21. Global level: An International Steering Committee (ISC) oversees the allocation of funds and provides strategic vision and direction to the implementing partners, establishing requirements and priorities, including coordination with other initiatives. The ISC consists of the four participating UN Agencies, donors, representatives of the pilot countries and the United Nations Multi-Partner Trust Fund Office. A Technical Advisory Committee (TAC), consisting of focal points from the four UN Agencies as well as a JP RWEE Global Coordinator, provides operational support to the ISC, including by providing information needed for decision making.
22. Country level: A lead agency in each country coordinates activities related to the consultative process for the roll out of the programme at country level, including the engagement with the Government and local donors; it is also responsible for the consolidation of a country workplan and narrative annual report and the hiring of a national coordinator.



Country	Lead Agency
Ethiopia	UNWOMEN/IFAD
Guatemala	WFP
Kyrgyzstan	UNWOMEN
Liberia	UNWOMEN
Nepal	UNWOMEN
Niger	FAO
Rwanda	WFP

Table 1 Lead Agency by Country

23. A National Steering Committee (NSC), chaired by the Minister of Agriculture or his/her representative, and consisting of donors, participating UN Agencies, civil society and private sector partners of JP RWEE and representatives of rural women exists in each implementing country. In each country, there is also a Technical Working Group (TWG) comprised of representatives of the four UN

Agencies and technical staff of relevant ministries, such as the Ministry of Agriculture or Ministry of Labour. Implementing Partners (IPs) have also, in some countries, organized a coordination group to: (i) coordinate activities; (ii) present issues or suggestions to the NSC/TWG with one voice; and (iii) provide a platform for exchange and learning from each other's work. The composition of country level coordination groups varies based on each country's specific context, needs and focus of activities.

24. Under this framework, the ISC and TAC decided to conduct a joint decentralised evaluation.

### 3. Reasons for the Evaluation

#### 3.1 Rationale

25. The evaluation is an important element of JP RWEE's overall accountability and learning framework, as listed in the Indicative Framework on "Strengthening Knowledge Management and Communication in Managing the JP RWEE," approved by the ISC in June 2018. In addition, the joint global end-term evaluation is timely as it meets an unmet need for a systematic assessment of JP RWEE across countries at the close of the current funding cycle.<sup>13</sup> It is positioned to support participating Agencies and donors as they consider the progress of their joint efforts through JP RWEE as well as the design and reach of a potential second phase of the programme.
26. While JP RWEE was intended to close in October 2019, activities are continuing with a limited budget of USD \$900,000 per country in order to extend the benefits and increase the number of beneficiaries / rights holders reached through the programme. This extension of funding was provided through to December 2020, and subsequently extended to December 2021, and is estimated to reach over 37,000 women who are both new and existing beneficiaries. In the context of COVID-19, participating countries are adapting their work plans to respond to, and innovate, in order to sustain their reach and support rural women.
27. The evaluation will thus be both formative and summative, assessing JP RWEE's overall performance in securing rural women's livelihoods and rights in the context of sustainable development and the 2030 Agenda, covering activities and outcomes achieved from October 2014 to 2020. The evaluation will cover the activities undertaken in this six-year period in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda, and assess the extent to which outcomes have been sustained into 2020,

<sup>13</sup> The unpredictability of funding remains the biggest obstacle for the planning, implementation and sustainability for JP RWEE results. Despite the renewed commitment of the Governments of both Sweden and Norway, leading to an extension of the Trust Fund into 2020, the annual funding cycle contributed to overall uncertainty as to the future prospects of the JP RWEE. An additional no-cost extension was provided until 2021 as a result of COVID-19 and the implications of implementing activities in this context.





especially in the context of COVID-19 and its impacts on safety, health and food security. Lessons and recommendations will be drawn to inform a subsequent programme phase.

### 3.2 Purpose and Objectives

28. The evaluation purpose will be to address the dual and mutually reinforcing objectives of accountability and learning.
29. Accountability: The evaluation will independently assess and report on the performance and results of JP RWEE in supporting rural women’s economic empowerment and promoting gender equality in the seven participating countries, as well as at the global level.
30. Learning: The evaluation will also provide an important learning opportunity, assessing the reasons why the documented results occurred, and thereby supporting learning about good practices for rural women’s economic empowerment and joint programming in the context of UN reforms and the Sustainable Development Agenda. The evaluation will provide evidence-based findings to inform JP RWEE’s operational and strategic decision-making.
31. Equal weight is placed on both accountability and learning. Accountability to results is critical, as a key lesson drawn from its implementation to-date relates to JP RWEE’s response to the 2030 Agenda commitment to ‘Leave No-one Behind’ through its service of two key groups of rural women: (i) the most vulnerable, poorest and illiterate women, who are often bypassed by conventional economic empowerment programmes; and (ii) women entrepreneurs already organized in Producer Organizations (POs), including cooperatives with highest potential to dynamize the communities’ economy. The evaluation should assess the extent to which this commitment was upheld.
32. At the same time, participating Agencies recognize the limitations and risks inherent in conducting an evaluation at this time, with mobility and safety restrictions as a result of Covid-19, as well as in synthesizing results across countries with variations in contexts, activities, and quality of data collected (limitations and risks described further on p. 17). This may affect the evaluator’s ability to rigorously assess programme accountability to results. However, the context and timing also provide significant opportunity for learning to inform operational and strategic decision-making in a potential second phase.
33. Therefore, the specific objectives of the Joint Global End-term Evaluation of JP RWEE are:
  1. To independently assess the relevance (including programme design), coherence, effectiveness, efficiency, sustainability and impact of JP RWEE at the global- and country-levels
  2. To assess the adequacy of the governance structure of the Joint Programme, including the quality of the inter-agency coordination mechanism that have been established at the global and country-levels; identifying lessons to strengthen the management of JP RWEE
  3. To identify lessons learned, capture good practices and generate knowledge from the first phase to inform a potential subsequent phase of JP RWEE, including identifying what packages of strategies and interventions continue and/or discontinue and in what context
  4. To assess the extent to which Participating Agencies, through the Joint Programme, have effectively positioned themselves as key players in contributing to the broader 2030 agenda for Sustainable Development



5. To make recommendations for addressing rural women’s food and nutrition security, livelihoods, and participation in decision-making structures, as well as creating a gender-responsive policy environment
34. In addition to the five main evaluation objectives, the evaluation shall also focus on assessing the application of human rights-based approaches, gender equality and the empowerment of women, and other relevant cross-cutting issues. The evaluation will act as an accountability and learning mechanism for JP RWEE donors and the international community, providing lessons on what has worked, or not worked, and why.

### 3.3 Evaluation stakeholders and users

35. A number of stakeholders both inside and outside of the four participating agencies have interest in the results of the evaluation and some of these will be asked to play a role in the evaluation process. A preliminary stakeholder analysis is provided below, which should be elaborated by the selected evaluation team as part of the Inception Phase. A more detailed list of key stakeholders by country is provided in Annex 6.
36. JP RWEE stakeholders exist at country, regional and global levels.

Table 2 Preliminary Stakeholders' Analysis

Stakeholders		Interest in the evaluation and likely uses of evaluation report to this stakeholder
<b>INTERNAL STAKEHOLDERS</b>		
<b>Country-level</b>	<b>Country Offices (CO), including the NSC and TWG</b>	Responsible for planning, implementing, monitoring and advising on the programme strategy at the country-level. These stakeholders have a direct stake in the evaluation, engaged as both respondents within the evaluation as well as participants in the validation of results. These stakeholders also have interest in learning from experience to inform decision-making and review accountability to direct beneficiaries.
<b>Regional-level</b>	<b>Regional Bureaus (RB)</b>	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The Regional Evaluation Officers supports CO/RB management to ensure quality, credible and useful decentralized evaluations. The Regional Bureaus for all participating Agencies support the management of JP RWEE and will take part to support the Management Response to the evaluation.
<b>Global-level</b>	JP RWEE Global Coordination Mechanism	The ISC and TAC, including the Global Coordinator and the Knowledge Management consultant, have a direct stake in the evaluation, engaged as both respondents within the evaluation as well as participants in the validation of results. These stakeholders also have interest in learning from experience to inform decision-making on joint global programming and review accountability to direct beneficiaries and Agencies at the country- and global-levels.



	<p><b>Four Agencies’ HQ Technical Units</b></p>	<p>The four participating Agencies have technical units responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as overarching corporate policies and strategies. These technical units, such as FAO’s Social Policies and Rural Institutions Division, WFP’s Gender Division, IFAD’s Environment, Climate, Gender and Social Inclusion Division and UN Women’s Economic Empowerment Section, will also have an interest in the lessons that emerge from the evaluation, as many will have relevance beyond the geographical area of focus. These units are represented in the global governance mechanisms (ISC &amp; TAC) and should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.</p>
	<p><b>Four Agencies’ Offices of Evaluation</b></p>	<p>WFP’s Office of Evaluation has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy. Though the WFP quality assurance mechanism will be applied to this joint evaluation, all agencies’ offices of evaluation have a stake in ensuring the evaluation quality and will be engaged in an advisory capacity throughout the evaluation process.</p>
	<p><b>Multi-Partner Trust Fund Office (MPTFO)</b></p>	<p>As the administrative agent for this Joint Programme, the MPTFO has an interest in whether donor funds have been efficiently managed and delivered results.</p>
	<p><b>Agency Executive Boards (EB)</b></p>	<p>The four agencies’ governing bodies have an interest in being informed about the effectiveness of their country and joint programmes. This evaluation will not be presented to the Boards but its findings may feed into thematic and/or regional syntheses and corporate learning processes. The four UN Agencies are interested in strengthening their understanding as to how joint efforts towards women’s empowerment can contribute to achieving the 2030 Agenda for Sustainable Development.</p>
<p><b>EXTERNAL STAKEHOLDERS</b></p>		
<p><b>Country-level</b></p>	<p><b>Beneficiaries</b></p>	<p>The beneficiaries for JP RWEE, also referred to as rightsholders, are rural women farmers and their households. Specifically, JP-RWEE works with two key groups of rural women: (i) the most vulnerable, poorest and illiterate women, who are often bypassed by conventional economic empowerment programmes; and (ii) women entrepreneurs already organized in Producer Organizations (POs), including cooperatives with highest potential to dynamize the communities’ economy. As the ultimate recipients of JP RWEE activities, beneficiaries have a stake in determining whether the joint programming is appropriate and effective. As such, the level of participation in the evaluation of women from different groups and their households (including their spouses, partners and families) will be determined and their respective perspectives will be sought.</p>



	<b>Government</b>	The Government has a direct interest in knowing whether UN activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to potential phase two priorities, capacity development, handover and sustainability will be of particular interest. In particular, the NSC and TWG, as well as adjacent government bodies (e.g. Ministries of Agriculture, Ministries of Gender, national gender machinery in the respective countries), will be interested in the evaluation results, and should be engaged as respondents due to the advisory role played in planning and implementing programme activities, and the potential contributions to Outcome 4 on ensuring an enabling policy environment.
	<b>UN Country Teams, including the UN Resident Coordinator's Office</b>	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that joint programmes are effective in contributing to the UN concerted efforts. In many countries, JP RWEE is a key contributing programme to the United Nations Development Assistance Framework (now renamed the United Nations Sustainable Development Cooperation Framework), typically within results group one focused on sustainable economic growth, industrial, rural and agricultural development, food security and nutrition. As such, secondary users include UN Country Teams, the Rome-based Agencies' Joint Programme on Gender Transformative Approaches, and development partners globally who can use the findings to improve the quality and impact of rural women's economic empowerment interventions and inclusive policies.
	<b>NGOs / CBOs</b>	NGOs are partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships.
<b>Global-level</b>	<b>Donors</b>	JP RWEE operations are voluntarily funded by Sida and the Government of Norway. They have an interest in knowing whether their funds have been spent efficiently and if the agencies' joint work has been effective and contributed to their own strategies and programmes. Donors will be engaged as both respondents within the evaluation as well as participants in the validation of results through the ISC.

37. The primary intended users of the final evaluation will be participating Agencies, countries and donors - represented in the JP RWEE ISC and TAC - which have a direct stake in the evaluation and an interest in learning from experience to inform decision-making, with a particular focus on a potential second phase of the programme. The ISC and TAC will disseminate the results, best practices, and recommendations to relevant internal and external stakeholders to guide learning for joint programmes and rural women's economic empowerment programmes globally. Participating Agencies' HQ may use evaluations for wider organizational learning and accountability, strengthening their understanding as to how joint efforts towards women's empowerment can contribute to achieving the *2030 Agenda for Sustainable Development*. In addition, the Offices of Evaluation may use the findings, as appropriate, to feed into evaluation syntheses and annual reporting to their respective Executive Boards.



38. The findings will also be helpful to Governments, implementing partners, and beneficiaries/rights holders in the seven countries, to ensure accountability and to generate an understanding of JP RWEE outcomes and the capacities needed to sustain them within their respective countries and in light of a potential second phase.

## 4 Evaluation Approach

### 4.1 Scope

39. The evaluation will assess JP RWEE's overall performance in securing rural women's livelihoods and rights in the context of sustainable development and the 2030 Agenda, covering activities and outcomes achieved from October 2014 to 2020. In addition, the evaluation will assess the extent to which JP RWEE has been able to build effective governance and management mechanisms both at the global and country levels. This will include examining issues such as participation, national ownership, evidence-based decision-making, monitoring, inter-agency coordination and reporting mechanisms. The evaluation will apply the international evaluation criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact. Gender Equality and Empowerment of Women should be mainstreamed throughout.
40. As an end-term evaluation of a joint programme with both global- and country-components requiring significant coordination to ensure outcome achievement, the primary focus will be on criteria of relevance, coherence, effectiveness, efficiency and sustainability, while impact will be assessed to a limited extent. This focus on impact is more limited as a result of the complexity of the joint programme, the methodology utilized for this evaluation, and the variations in collected monitoring data across countries (see Limitations and Risks, p. 13). Impact will primarily be assessed in a complementary study which is applying the Women's Empowerment in Agriculture Index (WEAI) to analyse and assess the contribution of JP RWEE to gender equality and different domains of women's empowerment, which this evaluation is expected to draw from.
41. The evaluation will thus cover the activities undertaken in this six-year period at the global-level and in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda, as well as to assess the extent to which outcomes have been sustained into 2020.

### 4.2 Evaluation approach

42. The evaluation will take a mixed-methods approach, collecting both qualitative and quantitative data, and adhere to the UN Evaluation Group (UNEG) Norms and Standards, as well as the Ethical Guidelines for evaluations in the UN system. It will be guided by the evaluation criteria defined by the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC), UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation and UN-SWAP.
43. As a gender-responsive programme and evaluation, gender equality and the empowerment of women (GEEW) will be mainstreamed throughout; it is expected that the evaluation will be comprehensive and explicit in the ways that GEEW is considered in the evaluation design, implementation and content. Accountability to affected populations is tied to each Agency's commitments to include beneficiaries as key stakeholders in their work. As such, Agencies are committed to ensuring GEEW in the evaluation



process, with participation and consultation in the evaluation by women and men from different groups. The evaluation team will also contribute to the Evaluation Communication and Learning Plan by developing a learning product (e.g. a four-page visual summary) for disseminating results to beneficiaries / rights holders.

44. In addition, assessment will be made of the elements of JP RWEE that contribute to gender equality outcomes and the challenges encountered in tackling the gender-related structural and socio-cultural norms and practices. The Abbreviated Women's Empowerment in Agriculture Index (A-WEAI), an innovative survey-based index designed to measure the empowerment, agency and inclusion of women in the agricultural sector, has been used to collect baseline data in Guatemala, Niger, Ethiopia, and Kyrgyzstan. The A-WEAI is innovative because it measures *who* is empowered in the household (men, women or both) and *how* they are empowered, according to five domains: i) decisions about agricultural production, ii) access and decision-making over productive resources, iii) control and use of income, iv) leadership in the community, and v) time allocation.<sup>14</sup> Implementation of the A-WEAI is both an output of the programme's policy influencing activities (output 4.2), as well as aligned with expected programme outcomes for achieving rural women's economic empowerment. A WEAI Synthesis Study is expected to occur simultaneously with the Joint Global End-term Evaluation of JP RWEE, collecting WEAI endline data in Nepal as well as the four countries with baseline data. It is expected that the Joint Global End-term Evaluation will draw on the results generated through the Synthesis Study to strengthen the analysis of impact, both intended and unintended, and why results were, or were not, achieved. .
45. The evaluation will foster understanding of the reasons for the observed results and draw lessons about good practices in women's empowerment programming. With the view of a possible second phase of the programme, the evaluation will inform future revisions to JP RWEE's scope and activities to maximise value for money programming.

### 4.3 Evaluation criteria and questions

46. Aligned to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the Inception Phase in close collaboration with the Evaluation Manager and TAC. The Inception Phase will include an evaluability assessment informed by existing JP RWEE frameworks and available data, which will be included in the inception report and inform the development of a detailed stakeholder map and evaluation matrix (including further developed sub-questions or assumptions with operationalized lines of inquiry through indicators). It is recommended, within this phase, that any proposed changes to the ToR be proposed, discussed, approved, and finalized.
47. Relevance: How responsive is the JP RWEE to beneficiary/rights holders needs' as well as national and global development goals and policies? Under this question, the evaluation will assess the extent to which:
- the JP RWEE objectives and strategies are in line with the international development agenda (including the Agenda 2030 and the SDGs), Participating Agency mandates, and with the priorities of participating countries in terms of rural women's economic empowerment;

<sup>14</sup> <https://weai.ifpri.info/versions/a-weai/>



- the design is relevant and appropriate to the stated purpose (addressing structural inequalities and achieving transformative change), target groups (rural women and members of their households), activities, countries and partnerships;
  - GEEW objectives and mainstreaming principles were included in the intervention design, and whether the object has been guided by system-wide objectives on GEEW and human rights;
  - the design process was collaborative, and yielded a shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing UN entities.
48. **Coherence:** To what extent is JP RWEE compatible with, and adding value to, other interventions operating in the sectors of agriculture, nutrition, and women’s empowerment across countries? Under this question, the evaluation will assess the extent to which:
- the JP RWEE is coherent with the mandates and comparative advantages of the four participating Agencies;
  - the JP RWEE has maximised on its modality and strategic partnerships to leverage comparative strengths of the four participating Agencies and advantages of ‘delivering as one’;
  - coherence, alignment and complementarity were achieved between the JP RWEE and national country contexts, policies and programmes relevant to rural women.
49. **Effectiveness:** To what extent has JP RWEE achieved its intended objectives / targets, including any differential results across groups, at the country level? In addition, what factors contributed to, and/or constrained, the JP RWEE performance and results?
- The evaluation will analyse the nature, quantity and quality of results achieved (both positive and negative) against those intended. While the focus will be at the outcome level, the evaluation will also analyse whether JP RWEE achieved its intended results at the output level, and to what extent the results and lessons learned are being reflected in policy and planning at the country level.
  - The evaluation will consider the operational and policy environments, capacities and resources in the participating countries; governance and management of the JP RWEE, including the ISC, Global Coordination, TAC, Administrative Agent and Country Committees; and partnerships and funding, including whether the necessary commitment, agreement and actions were taken by partners and donors (including UN agencies at country and global levels) to support the JP RWEE to achieve its objectives.
50. **Efficiency:** Have resources (financial, human, technical support, etc.) been allocated and split between the four participating agencies strategically to achieve the programme outcomes? Were the capacities to manage and implement the programme sufficient?
- The evaluation will include a quantitative and qualitative assessment of the efficiency of the governance structure surrounding decision-making, expenditures and fund allocation; and whether, and how, the results could have been achieved, and monitored, more efficiently.
51. **Sustainability:** What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time after the upcoming phase out in 2020? Is there evidence that the initiative is likely to grow – scaling up and out – beyond the programme life? The evaluation will review:
- the sustainability of the results achieved and of the JP RWEE operational model;
  - the extent to which the JP RWEE is contributing to national ownership of efforts to achieve and sustain rural women’s economic empowerment (through strengthened capacities, advocacy, and transition strategies, etc.);



- the extent to which JP RWEE adheres to sustainable environmental practices and standards;
- the extent to which the programme promoted replication and/or up-scaling of successful practices.

52. **Impact:** JP-RWEE seeks to address gender inequalities by tackling them across dimensions, using a dual accountability framework, improving women’s access to and control over resources, women’s agency to pursue her rights, and the institutional structures which prevent women from fully realizing their rights. To what extent has the joint programme delivered longer term results from processes, whether positive or negative, intended or unintended, across all dimensions of women’s empowerment? While the impact criterion is challenging to measure for any intervention, insofar as is possible, the evaluation will explore the impacts of the Joint Programme at the individual, community and institutional levels.

#### 4.4 Methodology

53. The detailed evaluation methodology will be designed by the contracted evaluation team and provided in the Inception Report. The methodology will be appropriate in terms of addressing the overarching evaluation questions, with due attention to limitations related to, for example, data availability, available resources and duration. The methodology should demonstrate impartiality, credibility, reliability and validity. i.e., in addition to considering a cross-criterion of information sources (stakeholder groups, including rights holders, etc.), the methods used should demonstrate consistency and replicability.
54. The evaluation will take a theory-based and mixed-methods approach. The existing Theory of Change (ToC), and its alignment with the Logical Framework, is to be assessed and reconstructed for use within the evaluation and to inform a revised ToC for a potential phase two of the programme. The evaluation team should review and reconstruct the theory of change in order to understand underlying assumptions and cause and effect links. While developing a counterfactual may not be possible, the proposed methodology and analytical methods should take this into account and the evaluation team should address how they will assess and analyse contribution. The evaluation team might consider and propose contribution analysis, outcome mapping or other participatory approaches.
55. A mixed methods approach will ensure triangulation through a variety of sources and means, including document review, focus groups and key informant interviews, as proposed by the evaluation team. The desk review will involve a review of key documents, including, but not limited to, the JP RWEE’s (i) theory of change; (ii) Performance Management Framework; (iii) country-level monitoring data; (iv) country-level work-plans; (v) Consolidated Annual Reports and country level annual reports; and (vi) country-level mid-term reviews and evaluations; (vii) the WEAI Synthesis Report and/or preliminary analysis (as available). The desk review will be ongoing and inform subsequent evaluation phases, including the collection of primary data through three field-based country studies and four remote, desk-based country studies.
56. Field data collection will be conducted in three out of the seven participating countries, to be selected jointly during the Inception Phase based on a series of criteria that will include geographic diversity, Lead Agency, availability and rigor of existing country-level evaluations and data, , as well potential travel restrictions imposed by the COVID-19 crisis and the geographic reach of the selected evaluation firm. The in-depth country field visits should inform the preparation of three case studies, to be distributed as knowledge management products, that provide an in-depth look at thematic areas in women’s economic empowerment, quantitative and qualitative results, and illustrated key lessons. As





previously highlighted, the activities implemented across countries vary, and the thematic country case studies will be important for capturing best practices and identifying which packages of strategies and interventions continue and/or discontinue and in what context.

57. As such, it is anticipated that some community-level data collection would occur. Data collection methods during field visits might include: (a) focus group discussions to generate broad views on outcomes and issues of concern; (b) semi-structured interviews with rights holders to collect data in individual perspectives and experiences; (c) key informant interviews with partners, government and other duty bearers. The evaluation team might also consider identifying a comparison group of non-participating rural women to prepare the case studies, though this will be largely dependent on constraints as a result of Covid-19. As such, it is expected that quantitative data drawn from the WEAI Synthesis Study will be used within the evaluation to deepen understanding on questions of effectiveness and impact. The Evaluation Manager will facilitate communication and coordination between the two studies to collect and share WEAI data with the evaluation team.
58. The analysis of the results in the four remaining countries will be based on a desk review of available information and other means of data collection (phone calls, videoconferences, individual interviews, surveys etc.). Archival data such as feedback forms collected at training conducted by the programme and content analysis on policy documents that have been influenced by the programme should be used to supplement outcome data. Note also that the focus of data collection should be on outcomes rather than activities and outputs, which should only be used to demonstrate causality/contributions pertaining to the results chain.
59. Ethical protocols should be considered in the methodology. The methodology should be GEEW-responsive, indicating what data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women, girls and marginalised groups. The methodology should ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both males and females are heard and taken into account. The evaluation team will agree on the sampling process and size in the Inception Phase with the Evaluation Manager and TAC.
60. The following **potential risks** to the methodology have been identified and should be mitigated to the extent possible to ensure a high-quality evaluation:
  1. Given the security risks and limited mobility of some women in some contexts, limited access to information and limited participation of women and vulnerable groups may occur in certain circumstances. This risk is heightened as a result of COVID-19. The methodology and data collection methods employed need to be well planned and realistic, considering the diverse country contexts and potential constraints. Attention should be paid to the time, place and mechanisms for collecting data. In addition, a variety of data sources and methods should be included to allow for triangulation to ensure quality and validity of data.
  2. Some of the countries may lack specific clear and/or comparable indicators data. For example, there are variations in the tools/indicators applied to certain outcomes and differences in approaches to measurement happening both between and within countries year-on-year. Therefore, it may be difficult to measure/attribute results of JP RWEE separate from the greater environment of ongoing interventions in each country. The evaluation team should



consider this in the finalization of evaluation questions and methods and the selection of field visits during the Inception Phase, as well as in informing recommendations on how to improve M&E systems for a subsequent second programme phase.

3. The likelihood of an extended and flexible timeline in order to accommodate international travel restrictions and protect participants against health risks as a result of the COVID-19 crisis. The evaluation team should propose a realistic timeline to ensure the conduct of a high-quality evaluation, which may include three phases of data collection (e.g. extended phase of remote inception discussions and desk review, initial remote interviews and discussions across countries, and in-depth field work in three countries).
  4. The timeline and effects of COVID-19 may also affect the availability and quality of WEAI data. This may ultimately affect the depth of analysis within the country case studies. Simultaneously, there may be delays in receiving other documents, decisions and comments due to the complex nature of the multi-country elements and partnership governance arrangements. The evaluation team is expected to mitigate this through close communication and collaboration with the Evaluation Manager.
  5. Risks to data quality as a result of taking a primarily remote approach to the evaluation. As such, it is expected that the evaluation team integrate appropriate quality assurance mechanisms to monitor and validate data quality.
61. Additional limitations and risks, as well as proposed mitigation and safeguarding measures, should be reflected and expanded on during the proposal and inception phases.

#### 4.5 Quality assurance and quality assessment

62. The TAC has agreed to follow WFP's quality standards and protocols for decentralized evaluations within this joint global evaluation.
63. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
64. DEQAS will be systematically applied to this evaluation. The Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products throughout the process and ahead of their finalization. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
65. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
- a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;



b. recommendations on how to improve the quality of the final inception/evaluation report.

66. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)<sup>[1]</sup>, a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
67. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
68. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP’s Directive CP2010/001](#) on Information Disclosure.
69. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by the Office of Evaluation (OEV). The overall rating category of the reports will be made public alongside the evaluation reports.
70. In addition, considering the presence of remote data collection, the evaluation team is expected to integrate quality assurance systems into the evaluation design and processes, including regular engagement of the Evaluation Manager and evaluation advisory and validation groups.

## 5 Organization of the Evaluation

### 5.1 Phases and deliverables

71. The evaluation will proceed through the following phases. The deliverables and deadlines for each phase are provided in Table 1, though a detailed timeline will be proposed by the bidder in the Technical Proposal and further developed during the Inception Phase.

Table 3 Evaluation Milestones

Main Phases	Timeline (tentative)	Deliverables	Responsible Party
1 Preparation	January- June 2020	Terms of Reference Team set up (Recruitment of Evaluation Team/Establishment of Governance Mechanism)	Evaluation Manager TAC ISC
2 Inception	July – August 2019	Inception mission (likely remote) Inception report	Evaluation Manager Contracted Firm / Evaluation Team

[1] [UNEG Norm #7](#) states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”



3	Data collection and analysis	September- November 2020	Data collection / Fieldwork in 3 countries Debriefing PowerPoints x8 presenting an update on the evaluation process and preliminary findings from each country and at the global level	Contracted Firm / Evaluation Team
4	Reporting / Reviews	December 2020- January 2021	Draft evaluation report (including 3 case studies) Remote validation workshop Final evaluation report, including case studies and dissemination document	Contracted Firm / Evaluation Team
5	Finalisation	February - March 2021	Summary evaluation report Management Response	Evaluation Manager TAC ISC

72. In the case travel restrictions apply, the evaluation team will propose a plan for limiting international travel for the inception mission and fieldwork. It is expected that the evaluation team and evaluation manager maintain communication and coordination surrounding a possible flexible timeline as the situation with COVID-19 unfolds globally.

73. The Evaluation Team Leader will be responsible for the quality of the evaluation process and all final deliverables detailed within the Inception, Data Collection and Reporting Phases. The Evaluation Manager, supported by the TAC, will be responsible for tasks within the Preparation and Finalisation Phases. Additional details on the roles and responsibilities are included below in section 6.5.

### 5.2 Composition and conduct of the evaluation team

74. The TAC and ISC are seeking to recruit a qualified firm for the conduct of the evaluation. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the Evaluation Manager, the primary point of contact for the evaluation team. The team will be hired following the agreement with the TAC and ISC on its composition.

75. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession](#).

76. The evaluation team is expected to include 4-6 members, including at minimum the team leader and three national evaluators in the selected countries for field visits. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have experience with FAO, WFP, IFAD or UN Women. At least one team member should have gender expertise.



77. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
- Designing and leading or participating in gender-responsive and human rights-based evaluations utilising participatory approaches and methodologies;
  - Experience in management of evaluation systems and processes in diverse contexts, assessing national policies and programmes including joint programmes and subject areas relevant to the work of the four participating agencies (agriculture, nutrition, food security, women's rights, rural economic development);
  - Strong experience using a variety of quantitative and qualitative analytical tools and methods suitable for a final evaluation;
  - Gender expertise / good knowledge of gender issues, gender equality and women's empowerment, gender mainstreaming, gender analysis and relevant normative frameworks;
  - Strong knowledge of food and nutrition security interventions and assessments and rural economic development;
  - All team members should have strong analytical and communication skills, evaluation experience and familiarity with at least three of the seven countries of implementation;
  - Ability to work efficiently and responsively within a multicultural environment
  - Fluency in oral and written English, and with at least one team member with a good knowledge of French, Spanish and/or Russian. The evaluation report will be completed in English however, some interviews are expected to be conducted in French, Spanish, Russian or other local languages and therefore a plan should be in place to accommodate this expectation.
78. Qualifications of Senior Expert / Team Leader: The Team leader will have technical expertise in at least four of the areas listed above, and at minimum, will have ten years of experience in designing methodology and data collection tools and leading similar complex and multi-country evaluations. The Team leader will have Master's degree or higher in gender studies, agriculture, international development studies, human rights, evaluation and statistical methods, or other related field. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills.
79. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation missions (pending travel restrictions) and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing and validation presentations, the knowledge management product and evaluation report (including case studies) in line with DEQAS.
80. Qualifications of Team Members: The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments. Team members will have, at minimum, a bachelor's degree in gender studies, agriculture, international development studies, human rights, evaluation and statistical methods, or other related fields. They will have, at minimum, seven years of relevant professional experience in at least two of the areas listed above.
81. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv)



contribute to the drafting and revision of the evaluation products in their technical area(s). The evaluation firm is expected to identify how the team composition and management will ensure the delivery of a high-quality and ethically sound evaluation. The firm will identify management arrangements for supporting country evaluators, should they be working alone in-country.

### 5.3 Security Considerations

82. As an 'independent supplier' of evaluation services to FAO, the contractor is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons.
83. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:
  - The FAO CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
  - The team members observe applicable UN security rules and regulations.

### 5.4 Ethics

84. This global evaluation must conform to UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
85. Contractors are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required. Any additional ethical issues anticipated by the evaluation team should be specified in the Inception Report.
86. To note, the Evaluation Manager has not been involved in the management of the Joint Programme, meeting ethical requirements for independent, decentralised evaluations.

### 5.5 Roles and responsibilities of stakeholders

- a- The **FAO Social Policies and Rural Institutions Division** will take responsibility to:
  - Contract an Evaluation Manager for the evaluation: Ashley Hollister, Gender Consultant, ESP.
  - Monitor the independence and impartiality of the evaluation at all stages, including engagement of the ISC, TAC, and Country Validation Groups (see below and [TN on Independence and Impartiality](#)).
  - Provide coordination and quality control towards the development of the final ToR, inception and evaluation reports and other products.
  - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team.
  - Organise and participate in organized debriefings with country- and global-level stakeholders.
  - Initiate dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations in collaboration with the TAC.



b- The **Evaluation Manager**:

- Serve as the main point of contact for the evaluation team.
- Manages the evaluation process through all phases including drafting this TOR.
- Ensures quality assurance mechanisms are operational.
- Consolidates and shares comments on draft TOR, inception and evaluation reports with the TAC and evaluation team.
- Ensures expected use of quality assurance mechanisms (checklists, quality support).
- Ensures that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
- Organises security briefings for the evaluation team and provides any materials, as required.

c- A **Country Validation Group** will also be established as an advisory group to support the coordination of fieldwork and the validation of findings at the country-level. The Country Validation Group (CVG) will support mechanisms for ensuring the independence and impartiality of the evaluation. It will include the seven national coordinators and agency focal points at the country-level, as well as the government ministry focal points (the specific ministry varies by country). The CVG will provide input into the evaluation process, primarily through coordination of, and advice on, fieldwork and stakeholder interviews in their respective countries, as well as commenting on and validating the preliminary findings and draft report. The CVG will be presented with an update on the evaluation process and preliminary findings from their respective countries to facilitate their participation in the results validation process.

d- The **Technical Advisory Committee (TAC)**, as a pre-established advisory and decision-making body for the JP RWEE with representation from senior specialists and advisors of participating Agencies at HQ, will serve as the primary decision-making body for this joint evaluation. The TAC will jointly engage and collaborate with focal points from **the Offices of Evaluation of the four participating Agencies**. The TAC members, with guidance from the focal points from the Offices of Evaluation, will select the evaluation firm, review and comment on the draft evaluation products, including the ToR, inception report and proposed methodology, draft report, and final report. In addition, the TAC will act as key informants in order to further safeguard against bias and influence, and will advise the Evaluation Manager and support the evaluation process, as required.

e- The **ISC** will provide the final approval of the evaluation report, and remain informed of the process and engaged by the TAC for approvals of other key deliverables, as needed.

f- **Relevant Headquarters divisions** will take responsibility to:

- Discuss Agency strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

g- **Other Stakeholders (Government, NGOs, UN agencies)** will participate as key informants, contributing information to the evaluation team to support a comprehensive review of JP RWEE progress in their respective countries.

87. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. The main point of contact for the evaluation team will be the Evaluation Manager.



## 6 Communication and Budget

### 6.1 Communication

88. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders, with the Evaluation Manager serving as the main point of contact for the evaluation team to ensure timely communication, feedback and decision-making through the evaluation governance mechanism.
89. The Communication and Learning Plan should include a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged.
90. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, the ISC and TAC will disseminate the results, best practices, and recommendations to relevant internal and external stakeholders to guide learning for joint programmes and rural women's economic empowerment programmes globally. Participating Agencies' HQ may use evaluations for wider organizational learning and accountability, strengthening their understanding as to how joint efforts towards women's empowerment can contribute to achieving the *2030 Agenda for Sustainable Development*. In addition, the Offices of Evaluation may use the findings, as appropriate, to feed into evaluation syntheses and annual reporting to their respective Executive Boards.
91. The findings will also be helpful to Governments, implementing partners, and beneficiaries/rights holders in the seven countries, to ensure accountability and to generate an understanding of JP RWEE outcomes and the capacities needed to sustain them within their respective countries and in light of a potential second phase.
92. The evaluation deliverables set-out in 'Table 3 Evaluation Milestones' must all be completed in English. This includes: an inception report, eight debriefing PowerPoints presenting an update on the evaluation process and preliminary findings from each country and at the global level, draft evaluation report including three case studies. In addition to the final evaluation report, aligned with DEQAS quality standards, the evaluation team will prepare one knowledge management product, in the form of either an information brief or visual four-page document, which will be used for disseminating results to rights holders. This document will be prepared in English and will use a visually accessible format. The Agencies are open to other ideas for dissemination products, which could be put forth within the Technical Proposal.

### 6.2 Budget

93. The evaluation will be conducted by Procurement through Long-term Agreements HQ16NF439-LTA with WFP. The evaluation should not exceed a total of \$ 290,000 USD. The final budget and handling, will be determined by the option of contracting that will be used and the rates that will apply at the time of contracting.
94. In the event the bidding company submits an offer confirming its agreement to deliver the evaluation, such offer shall be substantially set-out in accordance with Annex VIII of the Long-term Agreement – specifically:
  - Technical Proposal
  - Proposed Evaluation Team



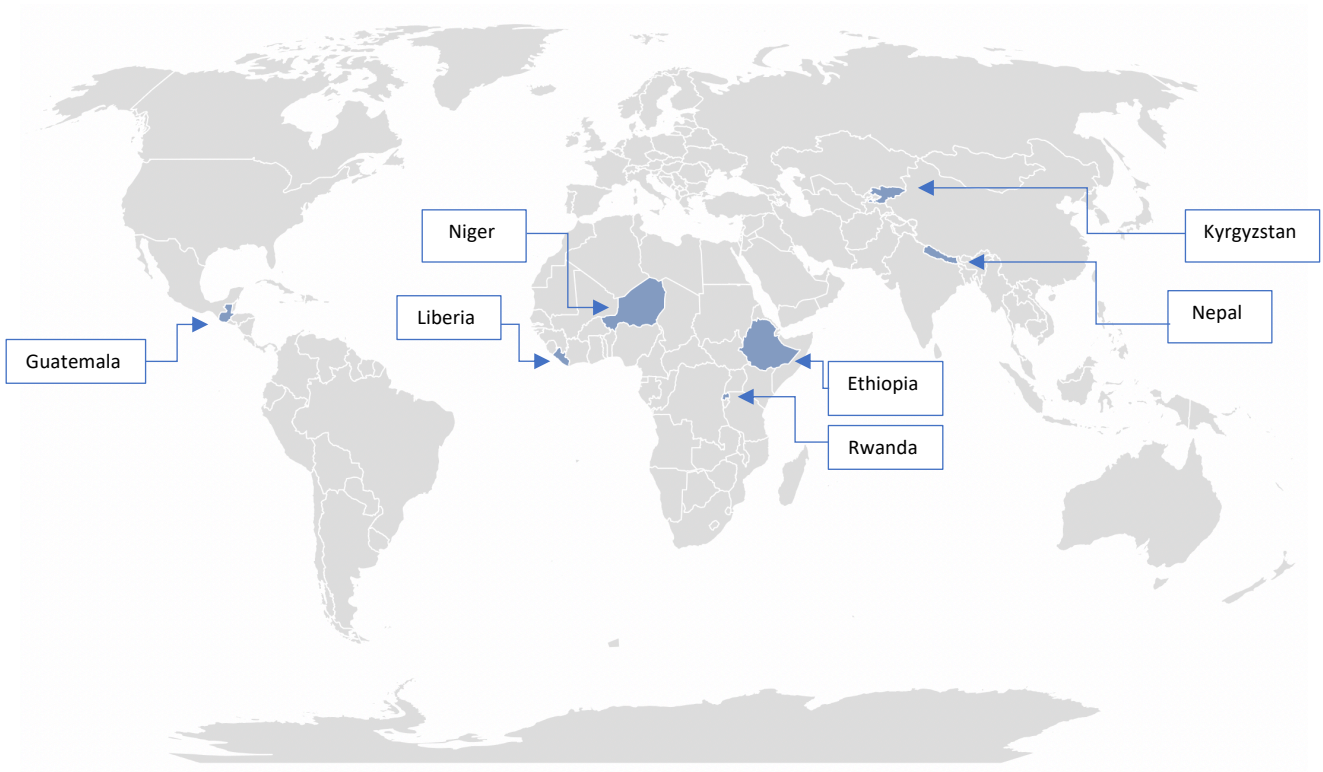


- Team composition, including the CV(s) of the Consultant(s) to be deployed.
- Team competencies related to the Terms of Reference
- Plans to recruit and vet national team members, should they not already be identified
- Quality Assurance Mechanisms
- Ethical concerns
- Risk Management
- Budget
  - A fixed price quote for the provision of the services and product, calculated on the basis of daily rates agreed for the relevant grade(s) of Consultants in the LTA and a fixed fee for evaluation management, where relevant; and all related travel and other costs.

95. The Template for Offer to provide Decentralized Evaluation Services is attached. Please send any queries and offers to Ashley Hollister at [ashley.hollister@fao.org](mailto:ashley.hollister@fao.org) with copy to Susan Kaaria at [susan.kaaria@fao.org](mailto:susan.kaaria@fao.org).

**Annex 1.**

**Map of Participating Countries**





## Annex 2.

### List of Members of the International Steering Committee for the Joint Programme and the Multi-Partner Trust Fund “Accelerating Progress Towards the Economic Empowerment of Rural Women” (JP RWEE)

Name	Organisation	Position	Based in
Silje Maria Hanstad	Norwegian Agency for Development Cooperation/NORAD	Adviser, Department for Climate, Energy and Environment Section for Environment and Food Security	Oslo, Norway
Gunnvor Berge	Norwegian Ministry of Foreign Affairs	Deputy Permanent Representative to FAO, IFAD, WFP	Rome, Italy
Mats Aberg	Swedish International Cooperation Agency	Global Program Advisor	Stockholm, Sweden
Zenebu Tadese Woldetsadik	Ethiopian Ministry of Foreign Affairs	Permanent Representative to the RBAs	Rome, Italy
Karen María Ordoñez Taracena	Ministry of Foreign Affairs in Guatemala	Minister Counsellor -Deputy Permanent Representative to the RBAs	Rome, Italy
Ramatou Djibey	Ministry of Agriculture of Niger	Chargée d'études générales /Direction des Etudes et de la Programmation	Niamey, Niger
Ibrahim Banagana	Ministry of Agriculture of Niger	Technical Counsellor, Ministry of Agriculture	Niamey, Niger
Naomi Saydee	Ministry of Gender, Children and Social Protection	JP RWEE Focal Point	Monrovia, Liberia
Marion Nirere	Ministry of Agriculture of Rwanda	Coordinator of the Single Project Implementation Unit (SPIU) at the Ministry of Agriculture and Animal Resources (MINAGRI)	Kigali, Rwanda
H.E. Amrit Bahadur Rai	Ministry of Foreign Affairs of Nepal	Permanent Representative – Mission of Nepal to the UN in New York	New York, US
Mudita Bairacharya	Mission of Nepal (NY)	First Permanent Secretary	New York, US
Susan Kaaria	FAO	Senior Gender Officer	Rome, Italy



Libor Stloukal	FAO	Policy Officer	Rome, Italy
Ndaya Beltchika	IFAD	Lead Technical Adviser, Gender and Social Inclusion	Rome, Italy
Steve Jonckee	IFAD	Senior Technical Specialist - Gender and Social Inclusion	Rome, Italy
Kawinzi Muiu	WFP	Director of Gender	Rome, Italy
Dr. Jacqueline Paul	WFP	Senior Gender Advisor	Rome, Italy
Seemin Qayum	UN Women	Policy Advisor	New York, USA
Venge Nyirongo	UN Women	Policy Specialist – Sustainable Development	New York, USA
Mari Matsumoto	UNDP	Senior Portfolio Manager/MPTFO	New York, USA

\* Each country decides whether to be represented by their permanent mission in Rome/New York, or by a government member who sits on the national steering committee.



**List of Members 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)**

Name	Organisation	Position	Based in	NOTES
Felicity Chard	WFP	JP RWEE Global Coordinator	Oslo, Norway	Global Coordination
Ana Paula Bedoya	WFP	JP RWEE Knowledge Management Consultant	Rome, Italy	Global Coordination
Jacqueline Paul	WFP	Senior Gender Advisor	Rome, Italy	MEMBER
Kawinzi Muiu	WFP	Director, Gender Office	Rome, Italy	ALTERNATE MEMBER
Steve Jonckheere	IFAD	Senior Technical Specialist	Rome, Italy	MEMBER/2020 Chair
Ndaya Beltchika	IFAD	Lead Technical Specialist	Rome, Italy	MEMBER/2020 Chair
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Susan Kaaria	FAO	Senior Gender Officer	Rome, Italy	MEMBER
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Venge Nyirongo	UNWOMEN	Policy Specialist – Sustainable Development	New York, US	MEMBER
Seemin Qayum	UNWOMEN	Policy Advisor	New York, US	ALTERNATE MEMBER



## Annex 3.

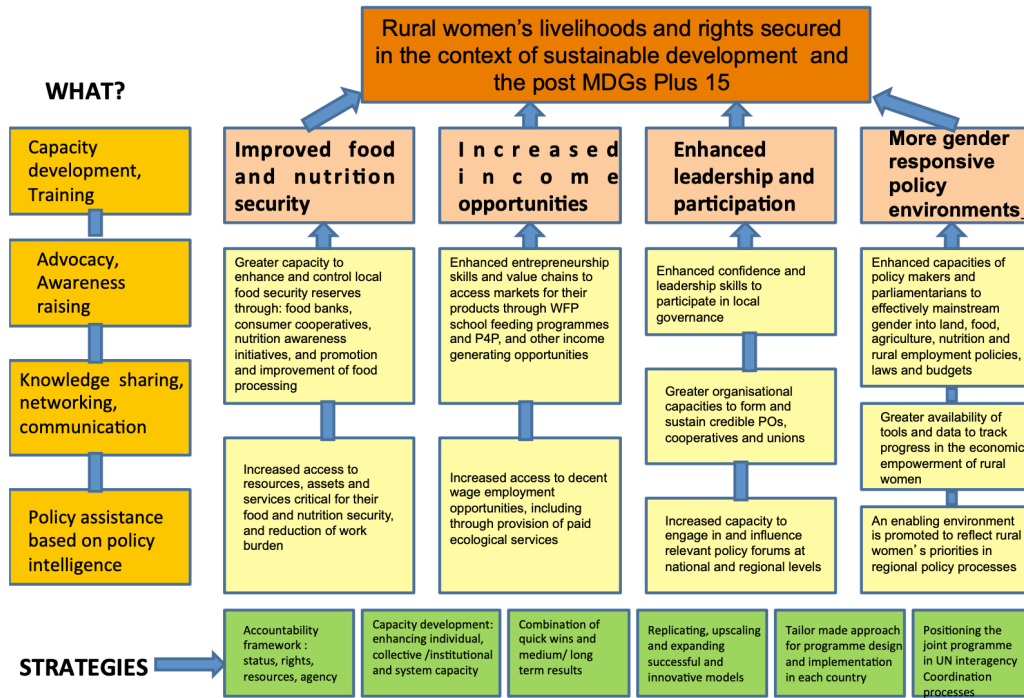
### Acronyms

CVG	Country Validation Group
DAC	Development Assistance Committee
DEQAS	Decentralized Evaluation Quality Assurance System
EQAS	Evaluation Quality Assurance System
FAO	Food and Agriculture Organisation of the United Nations
GEEW	Gender Equality and the Empowerment of Women
HQ	Headquarters
IFAD	International Fund for Agricultural Development
IP	Implementing Partners
ISC	International Steering Committee
JP RWEE	Joint Programme on Rural Women's Economic Empowerment
MPTFO	Multi-Partner Trust Fund Office
NGO	Non-government Organization
NSC	National Steering Committee
OECD	Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
PMF	Performance Management Framework
QS	Quality Support
Sida	Swedish Agency for International Development
SDG	Sustainable Development Goal
TAC	Technical Advisory Committee
TF	Trust Fund
ToR	Terms of Reference
TWG	Technical Working Group
UNEG	United Nations Evaluation Group
UN-SWAP	United Nations System-wide Action Plan
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme
WEAI	Women's Empowerment in Agriculture Index

Annex 4.

Theory of Change

THEORY OF CHANGE: JOINT PROGRAMME ON ACCELERATING PROGRESS TOWARDS THE ECONOMIC EMPOWERMENT OF RURAL WOMEN





## Annex 5.

### Logical Framework

Results	Indicators	Means of Verification/ Sources of Information	Assumptions/ Risks
<b>Goal:</b> To secure rural women's livelihoods and rights in the context of sustainable development and the post MDGs	Quant: % of decrease in the number of undernourished population  Quant: proportion of rural women owning or –co-owning land	Data from agricultural surveys and censuses Official government reports  FAO reports	
<b>Outcome 1</b> Rural women have improved food and nutrition security	Quant: Increase of agricultural production of women farmers  Qual: Evidence of improvement of rural women dietary diversity and consumption patterns	Reports of ministries of agriculture/rural development  Crop assessments  Reports of local councils  Programme's progress reports	
<b>Output 1.1.</b> Rural women have increased access to resources, assets and services critical for their food and nutrition security.	Quant: Number of rural women's cooperatives accessing credit  Quant: Number of rural women accessing integrated services  Quant: Number of rural women utilizing improved production techniques	Reports of local banks and microcredit institutions  Records of the joint service bureaus in rural areas  Programme's progress reports	
<p>Activity 1.1.1. Work at household and community level to foster changes of gender-based roles, ensuring equitable access to and control over productive resources to reach a more adequate share of benefits and workload between men and women (all).</p> <p>Activity 1.1.2. Work with communities to raise awareness about land tenure and land use rights to promote women's equal access to and ownership of land for agricultural production (Lead: FAO and UN Women)</p> <p>Activity 1.1.3. Advocate with governments and financial institutions for rural women's increased access and remittances, and promote better linkages between informal and formal financial services to financial services and products such as savings, credit, insurance, domestic payment services (Lead: IFAD and UN Women)</p> <p>Activity 1.1.4. Support Governments to promote rural women's access to critical integrated services (e.g. personal identification documents, land registration, extension advice, marketing services, medical checkup, legal advice). (Lead: UN Women)</p> <p>Activity 1.1.5. Support Governments to relieve the burden of women's work through research innovations, labour-saving technologies, child care services and fuel efficient stoves (Lead: IFAD and UN Women)</p> <p>Activity 1.1.6 Support rural women's access to critical inputs for agricultural production such as tools, high quality seeds and machinery (Lead: FAO)</p>			
<b>Output 1.2</b> Rural women have greater capacity to enhance and control local food security reserves.	Quant: Number of sustainable women led and managed local food security reserves  Quant: Number of rural women accessing innovative food	Programme's progress reports WFP activity reports  FAO activity reports	





	processing plants		
<p><b>Activity 1.2.1:</b> Support women's led and managed local food reserve systems through food banks, consumer cooperatives and nutrition awareness initiatives, as well as the role of women in men-women systems (Lead: WFP)</p> <p><b>Activity 1.2.2:</b> Strengthen rural women's productive capacities through promotion and improvement of food processing and storage, using innovative, productivity enhancing and culturally and ecologically acceptable technologies (Lead: FAO)</p> <p><b>Activity 1.2.3:</b> Build the capacities of women farmers in agricultural technologies, including crop planting, cultivation and harvesting, through bottom up approaches such as Farmer Field Schools (Lead: FAO)</p> <p><b>Activity 1.2.4:</b> Enhance the capacities of women-led associations to jointly manage productive assets and to deliver effective services to their members (Lead: UN Women)</p>			
<p><b>Outcome 2</b> Rural women have increased income to secure their livelihoods.</p>	<p><b>Quant.:</b> Income generated by rural women's cooperatives from their sales to WFP and other markets</p> <p><b>Qual:</b> Evidence of better quality of life and status of rural women</p>	<p>Reports of WFP on P4P and school feeding programmes</p> <p>Programme's progress reports</p>	<p><b>Assumption</b> Rural women's groups have the capacities to meet the standards of WFP for P4P</p>
<p><b>Output 2.1</b> Rural women have enhanced entrepreneurship skills and value chains to access markets for their products.</p>	<p><b>Quant:</b> Number of rural women's cooperatives procuring agricultural products and home grown school meals through WFP programmes</p>	<p>Reports of WFP on P4P and school feeding programmes</p> <p>Programme's progress reports</p>	
<p><b>Activity 2.1.1.</b> Strengthen entrepreneurship and support rural women's businesses through access to credit, other financial and business development services, capacity building and training, including in rural service provision and non-traditional roles (Lead: IFAD, UN Women and WFP)</p> <p><b>Activity 2.1.2.</b> Support women led associations and small scale businesses to supply agricultural products and home grown school meals in low income and food insecure countries and areas (Lead: WFP)</p> <p><b>Activity 2.1.3.</b> Support women POs to address their supply side constraints including their transport capacity so that they so that they can procure agricultural products within the framework of the P4P programme and access other market opportunities (Lead: WFP)</p> <p><b>Activity 2.1.4.</b> Strengthen provision of, and linkages to, value addition, marketing and market information, using ICT and sustainable and environmentally sound tools and technology (Lead: FAO)</p> <p><b>Activity 2.1.5.</b> Support women and their groups to decide for themselves what they want to farm and provide information on the benefits and limitations of each crop in terms of nutritional benefits and possibilities for income generation (Lead: FAO)</p> <p><b>Activity 2.1.6.</b> Support the capacities of women led associations to develop and manage savings and loan associations (UN Women)</p>			
<p><b>Output 2.2</b> Rural women have increased access to decent wage employment opportunities.</p>	<p><b>Quant:</b> Number of rural women's cooperatives providing paid ecological services</p>	<p>Reports from the Ministry of environment</p> <p>Programme's progress reports</p>	
<p><b>Activity 2.2.1.</b> Promote access of rural women to decent work, while addressing issues related to childcare, occupational safety and health, minimum wages, child labour prevention (Lead: FAO)</p> <p><b>Activity 2.2.2.</b> Support rural women's groups to access opportunities for paid ecological services, within the framework of climate change adaptation and mitigation (eg. watershed management, forest nursery, etc.) (Lead: UN Women)</p>			



<p><b>Outcome 3</b> Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes.</p>	<p><u>Quant:</u> Proportion of rural women elected representatives in rural councils</p> <p><u>Quant:</u> Proportion of rural women who are members of land committees</p> <p><u>Quant:</u> Proportion of POs led by women</p> <p><u>Qual:</u> Evidence of rural women's empowerment in intra-household decision making</p>	<p>Reports of local councils</p> <p>Programme's progress reports</p>	<p><u>Risk</u> There is resistance against rural women's leadership and participation</p>
<p><b>Output 3.1</b> Rural women, including young women have enhanced confidence and leadership skills to participate in local governance.</p>	<p><u>Quant:</u> Number of rural girls enrolled in secondary education</p> <p><u>Quant:</u> Number of women candidates for elections in rural councils</p>	<p>Reports of the ministries of education WFP activity reports</p> <p>Programme's progress reports</p>	
<p>Activity 3.1.1. Support rural girls/women to get primary and secondary education and vocational training (Lead: WFP) Activity 3.1.2. Strengthen rural women and young women's self confidence and capacity to take on leadership roles in local governance (land committees, community development initiatives) and producer organisations (POs). (Lead: UN Women)</p>			
<p><b>Output 3.2</b> Rural women have greater organisational capacities to form, sustain and participate into POs, cooperatives and unions</p>	<p><u>Quant:</u> Number of informal rural women's groups who join formally registered POs, cooperatives and unions</p> <p><u>Quant:</u> Number of POs, cooperatives and unions that adopt a gender policy/strategy and/or a women's quota for their board</p>	<p>Programme's progress reports</p>	<p><u>Risk:</u> Resistance of leaders of POs, cooperatives and unions to have more transparent, accountable and gender equitable organisations</p>
<p>Activity 3.2.1. Develop the capacities of rural women to organize into and participate in cooperatives, service provider and producer organizations, and/or worker unions (Lead: WFP, FAO, IFAD) Activity 3.2.2. Assist informal rural women's groups to affiliate with formal organisations (Lead: all) Activity 3.2.3. Support POs, cooperatives and unions to make their corporate governance more transparent, effective, accountable, gender equitable and age inclusive through: developing quotas on board; setting up gender committees; implementing gender policies and strategies; and providing managerial and leadership training (Lead: FAO)</p>			
<p><b>Output 3.3</b> Rural women including young women have increased capacity to engage in and influence relevant policy forums at national and regional levels.</p>	<p><u>Qual:</u> Extent to which rural women's coalitions adopt common positions to influence national and regional policy forums on the Post MDG Plus 15 and Rio Plus 20 follow up</p>	<p>Reports of rural women's networks</p> <p>Programme's progress reports</p>	
<p>Activity 3.3.1. Strengthen rural women's advocacy platforms so that they can engage in regional processes (e.g. CAADP) and key policy debates (e.g. Rio +20 and Post MDGs +15), and advocate with their own Governments to hold them</p>			



<p>accountable at national and local levels. (Lead: UN Women)</p> <p><u>Activity 3.3.2.</u> Provide women, youth and men with information and means of communication in isolated areas so as to be able to network and exchange experiences and know-how (Lead: FAO)</p> <p><u>Activity 3.3.3.</u> Support regional level dialogues among rural POs, both mixed and women and youth only through participatory communication, networking, exchange of experiences, dissemination of information, and stakeholder consultations (Lead: IFAD)</p> <p><u>Activity 3.3.4.</u> Facilitate networking of rural women's organisations 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 (Lead: FAO and UN Women)</p>			
<p><b>Output 3.4</b> Rural women, including young women have enhanced awareness on their rights in a more supportive community/local environment.</p>	<p><b>Quant:</b> Number of rural women and youth participating in community listening clubs</p>	<p>Reports of the FAO Dimitra Programme</p> <p>Programme's progress reports</p>	<p><b>Risk:</b> There is male resistance to women's empowerment at local level</p>
<p><u>Activity 3.4.1.</u> Raise awareness on rural women's rights (land, water,..) through legal literacy, community listening clubs and community radios (Lead: FAO)</p> <p><u>Activity 3.4.2.</u> Foster a supportive and enabling environment, including by involving/sensitizing male advocates at all levels to champion and support change: sharing of knowledge, networking, participatory methodologies and consultative mechanisms (Lead: UN Women)</p>			
<p><b>Outcome 4</b> <b>A more gender responsive policy environment is secured for the economic empowerment of rural women</b></p>	<p><b>Quant.:</b> Proportion of government budgets and donor funding allocated to programmes benefitting rural women</p> <p><b>Quant:</b> number of countries passing laws to secure rural women's land ownership</p>	<p>National budgets</p> <p>OECD/DAC reports</p> <p>National CEDAW reports</p> <p>Reports of NWM</p>	<p><b>Assumption:</b> There is political will to achieve gender equality and women's empowerment</p>
<p><b>Output 4.1</b> Policy makers and parliamentarians have enhanced capacities to effectively mainstream gender into land, food, agriculture, nutrition and rural employment policies, laws and budgets.</p>	<p><b>Qual:</b> extent to which national land, food, nutrition, agricultural and rural development policies and laws make provisions for gender equality and women's empowerment</p>	<p>Reports of sectoral ministries dealing with: land, food, nutrition, agricultural and rural development policies</p> <p>Reports of parliamentary commissions</p>	
<p><u>Activity 4.1.1.</u> Provide Policy Assistance to countries: to mainstream gender into their food, agriculture, nutrition and rural development policies and legal frameworks; improve national governance for food and nutrition security; and facilitate the establishment and development of gender equitable POs (Lead: FAO and UN Women)</p> <p><u>Activity 4.1.2.</u> Advocate and strengthen capacities for the implementation of policies advancing women's land rights, including granting of titles to land, joint titling, land distribution programmes and other changes in land law by providing: capacity development among decentralized officials; awareness building and advocacy with parliamentarians, land commissions, and other relevant stakeholders; and legal aid and appeal mechanisms in relation to land and property issues, both in statutory and customary law (Lead: FAO, IFAD and UN Women)</p> <p><u>Activity 4.1.3.</u> Strengthen national institutions and donor coordination mechanisms to deliver evidence based gender responsive rural development and agricultural programmes, policies (eg. GFP in Ministries, support for GRB, etc.) and investments. (Lead: UN Women and FAO)</p> <p><u>Activity 4.1.4.</u> Enhance agricultural and rural development policies to advance rural women's rights within the decent work agenda, through policy support, advocacy and implementation (Lead: FAO)</p> <p><u>Activity 4.1.5.</u> Advocate with Governments for rural infrastructure development and investments in environmentally sustainable technologies and enterprises (Lead: UN Women and WFP)</p>			



<p><b>Output 4.2</b> Greater availability of tools and data to track progress in the economic empowerment of rural women</p>	<p>Quant: Number of countries where the women's empowerment in agriculture index is piloted</p>	<p>Reports of USAID on the Women's empowerment in agriculture index  Reports of national statistical offices  Programme's progress reports</p>	<p>Risk Gender disaggregated data are not available to compute the women's empowerment in agriculture index in the programme's priority countries</p>
<p>Activity 4.2.1. Pilot a 'women's empowerment in agriculture' index/national scorecard for rural gender equality (Lead: all) Activity 4.2.2. Provide TA to mainstream gender in agricultural censuses and surveys (Lead: FAO) Activity 4.2.3. Build the capacities of national and sub-national stakeholders, including national statistical systems and ministries of agriculture in collecting and analyzing gender disaggregated data (Lead: FAO)</p>			
<p><b>Output 4.3</b> An enabling environment is promoted to reflect rural women's priorities in regional policy processes.</p>	<p>Quant: Number of regional dialogue mechanisms on agriculture, rural development and land that involve rural women's groups</p>	<p>Reports of regional and sub-regional intergovernmental organisations (e.g. NEPAD's reports on CAADP)</p>	<p>Assumption There are political openings for rural women's participation in regional policy processes</p>
<p>Activity 4.3.1. Organize a global conference on rural women farmers in 2014, within the context of the international year of family farmers (Lead: all) Activity 4.3.2. Support regional policy processes and help develop sustainable regional capacities to accelerate rural women's economic empowerment (e.g. in processes such as CAADP, Rural Futures Initiative, Land Policy Initiative, etc.) (Lead: all)</p>			



## Annex 6.

### In-Depth Look at Results

The learnings combined with findings from the JP RWEE evaluation (Ethiopia) and reviews (Rwanda and Liberia) in 2019 demonstrate the value of multiagency collaboration and the holistic approach taken by JP RWEE to rural women's economic empowerment, inclusive of the emphasis on partnerships and collaboration. The ongoing financial contributions from the Swedish International Development Agency (Sida) and the Norwegian Ministry of Foreign Affairs, complimented by allocations of staff time and core resources by the participating agencies, enabled the JP RWEE in 2019 to reach 38,294 individuals (35,068 women and 3,226 men) and a further 204,954 indirectly through their households. A breakdown by country is presented in Table 1.<sup>15</sup>

Table 1: JP RWEE direct and indirect beneficiaries, by gender and country

Country	Women (direct)	Men (direct)	Total (direct)	Average household size	Estimated total household member beneficiaries
Ethiopia	3,500	0	3,500	4.8	16,800
Guatemala	4,529	1,083	5,612	4.8	26,938
Kyrgyzstan	2,591	278	2,869	5.2	14,919
Liberia	5,657	120	5,777	5.3	30,618
Nepal	2,333	0	2,333	4.8	11,198
Niger	14,745	1,375	16,120	5.9	95,108
Rwanda	1,713	370	2,083	4.5	9,374
<b>TOTAL</b>	<b>35,068</b>	<b>3,226</b>	<b>38,294</b>	<b>5</b>	<b>204,954</b>

### Main results for 2019 by JP RWEE outcome

#### Outcome 1: Rural women have improved food and nutrition security:

- 127 percent average increase in the agricultural production of participating rural women;
- 5,671 rural women accessed labour saving technologies;
- 7,403 people (6,812 women, 591 men) received nutrition education or training; and
- 6,051 rural women accessed and managed food reserves.

Primary Outcome Indicator	Ethiopia	Guatemala	Kyrgyzstan	Liberia	Nepal	Niger	Rwanda
Average % Increase in Production	103%	41%	250%	13%	329%	27%	NA

<sup>15</sup> All data from this annex is drawn from the 2019 Annual Report, with the exception of the Primary Outcome Indicators at the country-level, which were reported on by countries and not yet verified, as well as the full list of stakeholders in Table 2, which were drawn from Country-level Annual Reports from 2014 – 2019.



**Outcome 2:** Rural women have increased income to secure their livelihoods:

- US\$ 743,025 generated from sales at the individual and group levels, raising the aggregated amount for 2016-2020 to US\$ 2.54 million;
- 16,257 beneficiaries (15,707 women, 555 men) organised in 650 saving groups with approximately US\$ 226,367 saved;<sup>16</sup>
- 10,041 rural women equipped with improved skills on business and financial management, value chains, marketing and negotiation; and
- 5,421 rural women engaged in self-employment / income-generating activities, in both agricultural and non-agricultural sectors.

Primary Outcome Indicator	Ethiopia	Guatemala	Kyrgyzstan	Liberia	Nepal	Niger	Rwanda
Total amount from sales (USD)	10,927	128,921	NA	77,138	241,617	116,422	168,000

**Outcome 3:** Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes:

- 4,023 rural women enabled to access primary/secondary education and literacy courses;
- 395 producer organizations supported by the JP RWEE led by women or with women holding key leadership positions (from four countries);<sup>17</sup> and
- 22 informal groups joined formally registered Producer Organizations, cooperatives and unions.<sup>18</sup>

Primary Outcome Indicator	Ethiopia	Guatemala	Kyrgyzstan	Liberia	Nepal	Niger	Rwanda
Women Members of Land Committees	3,197	NA	NA	3,564	NA	32	NA

**Outcome 4:** A more gender-responsive policy environment is secured for the economic empowerment of rural women:

- 2,131 additional government staff trained on gender mainstreaming and rural women's empowerment.

Primary Outcome Indicator	Ethiopia	Guatemala	Kyrgyzstan	Liberia	Nepal	Niger	Rwanda
# laws/ policies incorporating gender	3	2	NA	1	NA	NA	1

<sup>16</sup> Total amount from five countries: Guatemala, Liberia, Nepal, Niger, Rwanda.

<sup>17</sup> From Ethiopia, Guatemala, Nepal and Niger.

<sup>18</sup> From Guatemala, Nepal and Rwanda.



Since the JP RWEE commenced implementation in 2014, the Programme has supported a total of 58,382 rural women and a further 205,510 indirect beneficiaries as members of their households.<sup>19</sup> Stakeholders and implementing partners contributing to these results at the country-level are listed in Table 2.

Table 2: JP RWEE national and community-based stakeholders, by country

Country	National / Government	Non-governmental / community-based / private sector / other
Ethiopia	Ministry of Women, Children and Youth (MoWCY), Ministry of Agriculture (MoA), Land Administration and Use Directorate under MoA, Ministry of Finance and Economic Cooperation (MoFEC), Ministry of Education, Bureau of Cooperative Promotion Agencies (BoCPA), Agriculture Transformation Agency, Federal Cooperative Agency, Federal Urban Job Creation and Food Security Agency, Regional Bureaus of Women and Children Affairs (BoWCYAs), Cooperative Promotion Agency, Bureaus of Finance and Economic Cooperation (BoFECs), Regional Bureaus of Agriculture (BoA), Bureaus of Livestock and Bureaus of Education, Federal and Regional Micro and Small Enterprise Development Agency and Cooperative Promotion Offices, Farmer Training Centers	Society for Women and AIDS in Africa-Ethiopia (SWAA-E), Saving and Credit Cooperatives and Unions (SACCOs), Rural Saving and Credit Cooperatives and Unions (RUSACCOs), Organization for Women in Self-Employment (WISE), Society for Women and AIDS in Africa-Ethiopia (SWAA-E), United States Agency for International Development (USAID) Land Administration to Nurture Development (LAND) Project
Guatemala	Secretariat for Executive Coordination of the Presidency (SCEP), Ministry of Agriculture, Livestock and Food (MAGA), National Literacy Committee (CONALFA), Presidential Secretariat for Women (SEPREM), Sustainable Rural Development Program for the Northern Region (PRODENORTE), Secretary for Food Security and Nutrition (SESAN), Ministry of Social Development (MIDES), Ministry of Economy and Finance (MINECO), Ministry of Education (MINEDU), Municipal Women's Directorates	Association for Integral Development (ADRI), Oxfam America
Kyrgyzstan	Ministry of Labour and Social Development of the Kyrgyz Republic, Ministry of Agriculture, Food Processing and Melioration of the Kyrgyz Republic, Local self-government and sub-district, administrations, Southern branch of	NGO "RAS Chui-Talas" Rural Advisory Services (RAS ChT), NGO "RAS Jalal-Abad" (RAS JA), NGO "Insan Leilek", NGO "Community Development Alliance" (CDA), NGO Alliance for Budget Transparency, Village Health Committees,

<sup>19</sup> The 2019 workplans were developed and started implementation in mid-2018. It should be noted, however, that during 2019 the number of direct beneficiaries was lower than in the previous reporting periods. This was due to different programmatic reasons exacerbated by an irregular funding cycle which lengthened the period of implementation but without additional funds. For instance, in Nepal reduced funding was reflected in the selection of a lower number of districts as targeted areas. In Kyrgyzstan, several members of self-help groups belonging to the 2nd cohort became inactive and therefore did not participate in programme activities. In Rwanda, the number of rural women members of JP RWEE POs or groups decreased in 2019 compared to 2018.



	Republican Health Promotion Centre of the Ministry of Health of the KR	Centre for Activation and Development of Rural Initiatives, Village Health Committees, Association of Poultry Farmers, JICA One Village One Product
Liberia	Ministry of Gender, Children, and Social Protection, Ministry of Agriculture, Ministry of Commerce and Industry, Ministry of Internal Affairs, Liberia Land Authority, National Rural Women's Structure, National Adult Education Association of Liberia, Central Bank of Liberia – Microfinance Unit	THINK Liberia, EduCARE Liberia, Farmers Assistance Programme, Liberia Marketing Association, Agro-Machinery Company, Coca Cola Company, Orange Mobile, Rights and Rice Foundation, Development Education Network of Liberia, Foundation of Community Initiative, Association of Women in Cross Border Trade, VOSIEDA
Nepal	Ministry of Agriculture and Livestock Development (MoALD), District Agriculture Development Offices, District Livestock Support Offices, Central Bureau of Statistics, National Agriculture Research Center, Women and Children Office, District Health Offices	Equal Access International (EAI), Support Activities for Poor Producers of Nepal (Sapros Nepal), Forum for Rural Welfare and Agricultural Reform (FORWARD) Nepal, rural women's networks, youth clubs, Full Bright Consultancy, DidiBahini
Niger	Ministry for the Promotion of Women and Child Protection, Ministry of Agriculture and Livestock, I3N ('Nigeriens Nourishing Nigeriens' Initiative) High Commission, University of Niamey (CRESA)	APEBA, NGO Action Educative pour le Développement Local AEDL, NGO Actions pour la sécurité alimentaire et le développement intégré ASADI, KAIDIYA, KUNDJI FONDO, DIKO, CCD / OPRD, Framework for Collaboration and Dialogue of Peasant Organizations in the Dosso Region / AREN, Regional Directorates of Community Development and Spatial Planning of Dosso and Maradi, Departmental Directions of the Environment, Lakalkaney Group, ASADI, INRAN
Rwanda	Ministry of Agriculture & Animal Resource (MINAGRI), Ministry of Gender and Family Promotion (MIGEPF), Rwanda Cooperative Agency (RCA), National Women's Council, Rwanda Chamber of Women Entrepreneurs, Rwanda Environment Management Agency, National Institute of Statistics Rwanda, District and Sector Agriculture and Cooperative Offices	Imbuto Foundation, INADES Formation Rwanda, CARE International, SAFE, YWCA, ADEPE, DUHAMIC ADRI, RABOBANK, Duhozanye Association, OXFAM, BAIER (MUSANZE)