

Evaluation for evidence-based decision making | WFP Office of Evaluation

Evaluation Quality Assurance System (EQAS)

## Management Response from FAO, IFAD, UN Women and WFP to the recommendations of the decentralized 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

- 1. This document, finalized in June 2021, presents the joint management response to the recommendations of the 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.
- 2. The evaluation, which was commissioned by the joint programme implementing agencies and donors covers the implementation of the JP RWEE in seven countries over the period from October 2014 to 2020. Three of the countries (Nepal, Niger and Guatemala) are country case studies with primary data collection at the beneficiary level and the other four countries are desk-based studies. The evaluation serves the dual purpose of accountability and learning and informed discussions between partner agencies and development partners in their assessment on progress of their joint efforts through JP RWEE and the design and reach of a potential second phase of the programme.
- 3. The evaluation made 6 key recommendations with 27 actions. The matrix sets out whether the four implementing agencies, represented by members of the Technical Advisory Committee (TAC) agree, partially agree or disagree with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|------------------------|------------------------|--|--------------------|
|--|------------------------|------------------------|--|--------------------|

**Recommendation 1:** JP RWEE should consolidate support to the same women and continue to strengthen outcomes. The second phase should also allow for the expandion of the approaches and strategies to a larger group of beneficiaries. This will reate a critical mass of resilient and sufficiently empowered women who can become catalysts for change in their communities and will extend the benefits to other women and communities.

| Priority: High<br>Sub-recommendation 1.1 Use<br>the second phase of the<br>programme to consolidate<br>transformative change for the<br>women who benefited from the<br>first phase.<br>(Phase II Design) | TAC | Not accepted | 1.1.1 As communicated by<br>the Technical Advisory<br>Committee to the<br>evaluators, the four<br>implementing agencies<br>planned Phase I as a pilot<br>and are seeking to expand<br>learnings to other under-<br>served countries, which is<br>primary purpose of a Phase<br>II. Phase I countries are now<br>recommended to pay<br>specific attention to<br>institutionalizing good<br>practices in the workstreams<br>of government and other<br>development partners, as<br>well as within each Agency's<br>own country-level strategies.<br>Continuation of the<br>programme in current<br>participating countries is<br>expected to reach new<br>beneficiaries in new<br>geographical areas of | Not applicable | Not applicable |
|---|-----|--------------|---|----------------|----------------|
|---|-----|--------------|---|----------------|----------------|

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)  | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken   | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|--|------------------------|--|--|--------------------|
|   |  |                        | intervention and build on<br>the learnings form the pilot<br>phase. The participation of<br>existing beneficiaries will be<br>considered on a case by<br>case basis.   |  |                    |
| Priority: High<br>Sub-recommendation 1.2<br>Explore ways to involve men<br>and youth in ways that will<br>strengthen support to women's<br>empowerment<br>(Phase II Design) | National Advisory<br>Committee (NAC)<br>supported by TAC                               | Accepted               | 1.2.1 This aspect was in part<br>addressed in the design of<br>Phase I - as countries<br>defined their own targeting<br>strategies, and a number of<br>interventions also target<br>men (e.g. Gender Action<br>Learning System (GALS)). In<br>Phase II planning, the TAC<br>has agreed to continue to<br>use household engagement<br>methodologies, such as<br>GALS and Dimitra Clubs, to<br>engage male spouses and<br>initiate social norm change<br>at the household level. | TAC  | June 2021          |
|   |  |                        | 1.2.2 However, still some<br>actions may be taken to<br>ensure a systemic approach<br>to women's economic<br>empowerment. The TAC will<br>consider including more  | TAC/NAC  | July 2021          |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline) | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken   | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline                       |
|--|--|------------------------|--|--|--|
|  |  |                        | structured approaches to<br>engaging men and boys in<br>the context of empowering<br>women and girls, such as<br>targeting men as a<br>proportion of beneficiaries,<br>depending on the context in<br>country and the extent of<br>deeply entrenched social<br>norms. If, across the four<br>implementing agencies, men<br>and boys are agreed to be<br>engaged more<br>systematically, this priority<br>will be integrated into the<br>programme guidance for<br>countries in preparing their<br>proposals and plans, and<br>taken up by the NAC. |  |  |
|  |  |                        | 1.2.3 Ensure continued<br>inclusion and engagement<br>of boys and men according<br>to country proposals and<br>annual plans, and assess the<br>progress made in this regard<br>during planned monitoring<br>and evaluation exercises.  | NAC  | September 2021<br>and ongoing to<br>2026 |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)  | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|--|------------------------|---|--|--------------------|
| <b>Priority: High</b><br><b>Sub-recommendation 1.3</b> In<br>the second phase of the<br>programme, find and develop<br>mechanisms to scale up within<br>the countries<br>(Q3 of Phase II) | National Advisory<br>Committee (NAC)<br>supported by TAC                               | Accepted               | 1.3.1 As mentioned in 1.1.1,<br>Phase I countries are<br>exploring means to<br>institutionalize good<br>practices in existing<br>structures / strategies,<br>drawing on the<br>recommendations from this<br>evaluation.   | NAC of Phase I<br>Countries                      | September 2021     |
|   |  |                        | 1.3.2 Through programme<br>design meetings, the TAC<br>are currently considering<br>mechanisms to scale<br>practices and reach through<br>improved monitoring,<br>evaluation and learning<br>mechanisms, increased<br>partnerships, and expanded<br>focus on activities and<br>outcomes with greater<br>efficiencies and evidence of<br>sustainability, such as<br>integration with cooperative<br>and savings and loans<br>groups and focus on<br>resilience-building. | TAC  | July 2021          |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)  | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken   | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|--|------------------------|--|--|--------------------|
|   |  |                        | 1.3.3 Country-level<br>proposals will be required to<br>include strategies for scaling<br>by the third quarter of Phase<br>II.   | NAC of Phase II<br>Countries                     | September 2021     |
| <b>Priority: Medium</b><br><b>Sub-recommendation 1.4</b><br>Based on lessons learned,<br>explore the possibility to expand<br>from single JP RWEE countries to<br>other countries in the same<br>region<br>(Year 2 of Phase II) | ISC/TAC  | Accepted               | 1.4.1 The TAC are currently<br>defining the criteria for<br>selection of new countries<br>and considering regional<br>expansion. The scope of<br>expansion is subject to<br>funding received both at the<br>design stage, and as a result<br>of continuous resource<br>mobilization (per later<br>recommendations by the<br>evaluators). | TAC  | July 2021          |
|   |  |                        | 1.4.2 The updated resource<br>mobilization plan (see sub-<br>recommendation 6.1) will<br>include targets for funding<br>for regional expansion.  | ТАС  | September 2021     |
|   |  |                        | 1.4.3 Subject to sufficient<br>levels of funding, the<br>implementing countries will<br>be expected to implement   | NAC of Phase II<br>Countries                     | January 2023       |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline) | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken         | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|--------------------------------|--|--------------------|
|  |  |                        | and monitor plans for scaling. |  |                    |

Recommendation 2: JP RWEE should identify and share vest practices on building strong partnerships between UN agencies and within countries, to ensure stronger linkages and synergy between all actors.

| Priority: High<br>Sub-recommendation 2.1<br>Recruit full-time national<br>coordinators solely dedicated to<br>the JP RWEE in all countries<br>(Phase II Onset) | TAC to lead panel with<br>TAC and NAC members<br>and Global Coordinator<br>(GC) | Accepted           | 2.1.1 The lessons and good<br>practices brought forward in<br>this evaluation highlight the<br>benefits of full-time national<br>coordinators. As such, the<br>TAC has agreed to require<br>countries to include in the<br>core budget of proposals a<br>full-time national<br>coordinator. | TAC and NAC of<br>Phase II Countries | September 2021 |
|--|---|--------------------|---|--------------------------------------|----------------|
|  |   |                    | 2.1.2 The Global Coordinator<br>will develop the Terms of<br>Reference for adaptation<br>and use at the country-level,<br>with recruitment and<br>supervision led by the<br>country lead agency with<br>continuous involvement and<br>support from the GC.                                  | GC and NAC                           | September 2021 |
| <b>Priority: High</b><br><b>Sub-recommendation 2.2</b><br>Understand better where the  | NAC   | Partially accepted | 2.2.1 This sub-<br>recommendation includes<br>multiple components to be<br>considered. First, the   | GC and NAC                           | September 2021 |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)  | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken   | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|--|------------------------|--|--|--------------------|
| bottlenecks to coordination are<br>between implementing partners<br>(NGOs, Government, Private<br>Sector), and foster improvement<br>as well as strengthen the NSC<br>and strengthen linkages with<br>existing country structures such<br>as national level women farmers<br>associations or federations of<br>cooperatives (as relevant in<br>different countries) to ensure<br>coherence and sustainability<br>(Phase II Onset) |  |                        | evidence presented in this<br>evaluation already clearly<br>sets-out some of the<br>challenges and bottlenecks<br>to coordination amongst<br>implementing partners at<br>the country level, and<br>therefore it is not deemed<br>necessary or resourceful to<br>conduct additional<br>assessment at this time.<br>Phase I best practices<br>brought forward in the<br>evaluation case studies will<br>be included in the ToRs of<br>the lead agency and the<br>National Coordinator to<br>ensure replication in Phase<br>II. | TAC  |                    |
|   |  |                        | 2.2.2 Second, the TAC agree<br>that the NSC needs<br>strengthening, though the<br>transitional elements of<br>government engagement<br>continues to be a challenge<br>and outside the control of<br>the JP RWEE management<br>structure. As such, the TAC<br>will re-define the ToR for the  | TAC  | September 2021     |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)   | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions)   | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|---|--|--------------------|
|  |  |                        | NSC, making it more<br>manageable for government<br>ministries to participate in.   |  |                    |
|  |  |                        | 2.2.3 Finally, country<br>proposals will be required to<br>include a section describing<br>the approach to<br>sustainability, both in<br>activities and outcomes, and<br>in coordination mechanisms,<br>ensuring the JP RWEE is<br>adequately integrated into<br>existing UN coordination<br>structures, as well as central<br>and local government<br>structures at the country-<br>level. As such, it is expected<br>that JP RWEE Phase II<br>reporting will include a<br>greater focus on<br>implementation<br>mechanisms. | NAC of Phase II<br>Countries                     | September 2021     |
| <b>Priority: High</b><br><b>Sub-recommendation 2.3</b><br>Identify indicators for<br>monitoring strength of<br>partnerships and joint delivery | Global coordination<br>unit (GCU) with the<br>support of TAC and<br>NAC to contextualize | Accepted               | 2.3.1 The TAC are updating<br>the Programme Document,<br>Theory of Change, and M&E<br>Framework and Plan to<br>better reflect the role JP<br>RWEE would like to continue  | TAC  | July 2021          |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)   | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken   | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|--|--|--------------------|
| and ensure these are integrated<br>in JP RWEE monitoring for the<br>second phase<br>(Phase II Design)  |  |                        | to play in defining and<br>sharing good practices for<br>joint programmes and joint<br>delivery. Methodologies for<br>monitoring partnership<br>strength will be included in<br>the M&E Plan.  |  |                    |
|  |  |                        | 2.3.2 The lead agency ToR<br>will be updated to reflect the<br>requirements for<br>partnership monitoring.   | TAC  | September 2021     |
|  |  |                        | 2.3.3 The mid-term and final<br>evaluations of JP RWEE<br>Phase II will be required to<br>provide insights on whether<br>the new implementation<br>and coordination<br>arangements were<br>successful and to identify<br>any remaining<br>gaps/bottlenecks (per sub-<br>recommendation 2.2). | NAC  | 2023 and 2026      |
| <b>Priority: Medium</b><br><b>Sub-recommendation 2.4</b><br>Review existing guidelines for<br>different tasks to be delivered<br>by the ISC and NSC, including for | ISC to lead with<br>cooperation from TAC   | Accepted               | 2.4.1 The TAC are currently<br>updating the Programme<br>Document to align with the<br>2030 Agenda for Sustainable<br>Development, which<br>emerged after the design of  | TAC  | July 2021          |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)   | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken   | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|--|--|--------------------|
| how the NSC will monitor joint<br>delivery. Assess whether<br>adjustments are needed based<br>on UN Reform process and the<br>United Nations Sustainable<br>Development Cooperation<br>Framework (UNSDCF)<br>(Phase II Onset)        |  |                        | Phase I. Through this<br>process, the TAC will also<br>assess and define activities,<br>including country-level<br>coordination mechanisms,<br>which are in alignment with<br>the UN reform process and<br>contribute to country<br>UNSDCF's.  |  |                    |
| Priority: High<br>Sub-recommendation 2.5 Use<br>the programme ToC to clearly<br>identify respective roles for each<br>agency and consider not having<br>all agencies involved in<br>implementation on the ground<br>(Phase II Onset) | TAC  | Partially accepted     | 2.5.1The evaluation was<br>found to have positive<br>results in building synergies<br>and leveraging the<br>comparative advantage of<br>the fours agencies. There is<br>insufficient evidence to<br>suggest a different modality<br>of joint programming which<br>does not benefit from the<br>value addition of each<br>Agency at the country-level.<br>The Phase II planning<br>process will more clearly<br>define roles of each Agency<br>at the global level in the<br>updated Programme<br>Document in order to learn<br>from Phase I lessons. | TAC  | July 2021          |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)  | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|--|------------------------|---|--|--------------------|
|   |  |                        | 2.5.2 Ultimately, it is not the<br>role of the TAC, as the global<br>governance body, to<br>determine on-the-ground<br>methodologies, but instead<br>to advise countries on good<br>practice. As such, countries<br>will be encouraged to<br>include within proposals<br>clear implementation<br>arrangements and inclusion<br>of the four implementing<br>agencies. The exclusion of<br>specific implementing<br>agencies in on-the-ground<br>activities will be considered<br>for existing/Phase I<br>countries submitting new<br>proposals (for example, in<br>the case of Ethiopia and<br>Liberia). | NAC  | September 2021     |
| <b>Priority: Medium</b><br><b>Sub-recommendation 2.6</b> Sign<br>multi-annual agreements with<br>implementation partners and<br>agree for more than one agency<br>to work through one IP as<br>relevant to reduce the loss of | National Coordinator<br>(NC)   | Accepted               | 2.6.1 This is agreed and<br>accepted, though highly<br>dependent on the structure<br>of the Phase II funding, and<br>as such, is a<br>recommendation to first be<br>addressed at the level of the   | ISC and NAC/NC                                   | January 2022       |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline) | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|---|--|--------------------|
| expertise and knowledge and<br>ensure continuity<br>(Phase II Onset) |  |                        | International Steering<br>Committee and Global<br>Coordination Unit in<br>consultation with donors.<br>Once Phase II funding cycles<br>are agreed to, the<br>Implementing Agencies will<br>seek to set-up longer-term<br>agreements with<br>implementing partners<br>selected through the<br>competitive process. |  |                    |

Recommendation 3: JP RWEE country teams should focus on generating learned lessons and evidence and share between countries to have a targeted approach to influence policy.

| Priority: High<br>Sub-recommendation 3.1<br>Strengthening of the function of<br>the National Steering<br>Committee to act as a forum for<br>regular sharing and programme<br>learning<br>(Phase II Onset) | ISC         | Accepted | 3.1.1 Per sub-<br>recommendation 2.4, the<br>Terms of Reference for the<br>NSC will be updated by the<br>TAC to encourage more<br>active involvement of<br>stakeholders in line with<br>their capacities. | TAC and NAC | September 2021 |
|---|-------------|----------|---|-------------|----------------|
| <b>Priority: Medium</b><br><b>Sub-recommendation 3.2</b><br>Facilitate larger intra and inter<br>country workshops and sharing  | GCU and NAC | Accepted | 3.2.1 The Phase II design will<br>include greater emphasis on<br>evidence-based learning and<br>policy-dialogue as a<br>programme strategy, as well   | TAC and NAC | July 2021      |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)   | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|---|--|--------------------|
| of best practices with<br>government<br>(Q2 Phase II)  |  |                        | as developing a global<br>community of practice and<br>South-South Learning and<br>Knowledge Exchanges,<br>noting the importance of<br>integrating further<br>opportunity for learning in<br>Phase II.  |  |                    |
| <b>Priority: High</b><br><b>Sub-recommendation 3.3</b><br>Allocating knowledge<br>management and M&E<br>responsibility at the global level<br>to GCU and at the national level<br>to the lead agency to ensure<br>that it is adequately staffed,<br>funded and prioritized in each<br>country<br>(Phase II Design) | ISC to lead with NSC   | Accepted               | 3.3.1 The ISC will invest in<br>ensuring adequate M&E<br>expertise is consulted<br>throughout the programme<br>cycle, from design to end-<br>line studies. At the design<br>phase, an M&E expert has<br>been hired to co-develop the<br>global indicators and the<br>global M&E plan and<br>templates. In this process,<br>ideal arrangements at the<br>country-level for staffing and<br>implementing the M&E plan<br>will be defined. | TAC  | July 2021          |
|  |  |                        | 3.3.2 A Global M&E Officer<br>and country-level M&E<br>Officer with at least 50% and<br>100%, respectively, of their<br>time allocated to JP RWEE to  | ISC & NAC  | September 202      |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)  | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions)                    | Management<br>Response  | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|---|---|---|--|--------------------|
|   |   |   | be budgeted for and hired<br>subject to donor approval of<br>funds.   |  |                    |
| <b>Priority: High</b><br><b>Sub-recommendation 3.4</b><br>Review and strengthen all M&E<br>systems to ensure collection of<br>robust data to evaluate<br>effectiveness (and efficiency<br>inclusing cost effectiveness and<br>value for money (VfM))<br>(Phase II Design) | GCU to lead with TAC /<br>NAC member with M&E<br>expertise  | Accepted  | 3.4.1 The new M&E<br>Framework and Plan is in<br>development and will<br>include the design of<br>common tools to guide data<br>collection at the country-<br>level and define clear<br>timelines and expectations<br>for measuring and tracking<br>targets, as well as for<br>conducting evaluations for<br>accountability and learning<br>purposes. | TAC  | July 2021          |
|   | value for money v<br>to the extent post<br>in consideration of<br>capacity and bud<br>availability linked | 3.4.2 The measurement of<br>value for money will be done<br>to the extent possible, and<br>in consideration of staff<br>capacity and budget<br>availability linked to the<br>development of Phase II. | TAC & NAC   | September 2021                                   |                    |
| <b>Priority: High</b><br><b>Sub-recommendation 3.5</b><br>Collect baseline data in all the<br>countries on gender equality,   | NAC lead with technical support of GCU  | Accepted  | 3.5.1 Per the above, key<br>indicators and measurement<br>tools will be updated and<br>used to collect baseline data<br>that can be aggregated at<br>the global level. Countries  | TAC & NAC  | January 2022       |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)  | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|--|------------------------|---|--|--------------------|
| social inclusion and women's<br>empowerment<br>(Phase II Onset)   |  |                        | will be required to<br>contextualize the global<br>tools with support from<br>newly hired M&E Officer(s).   |  |                    |
| Priority: Medium<br>Sub-recommendation 3.6<br>Develop best practice case<br>studies focusing on lessons<br>from coordination of<br>implementing partners and<br>linkages between government<br>structures, including<br>cooperatives<br>(Phase II Design) | GCU with support of<br>NSC   | Not accepted           | 3.6.1 Developing best<br>practice case studies was an<br>expectation within the ToR<br>for this evaluation, and<br>completed through three in-<br>depth case studies, including<br>focus on coordination<br>structures. The feasibility<br>and rationale for the timing<br>of this sub-recommendation<br>is not well understood in the<br>context of the larger<br>recommendation. The<br>development of in-depth<br>case studies will, however,<br>be integrated into the NSC<br>(with support from NC), GCU<br>and TAC terms of reference<br>for later stage development. | Not applicable.                                  | Not applicable.    |
| <b>Priority: Medium</b><br><b>Sub-recommendation 3.7</b><br>Increase visibility of the JP RWEE<br>results and activities through a  | GCU  | Accepted               | 3.7.1 As shared with the<br>evaluators, JP RWEE already<br>has a joint website through<br>the Multi-Partner Trust<br>Fund, where annual reports   | GCU  | June 2021          |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)            | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|--|------------------------|---|--|--------------------|
| joint website, including<br>showcasing lessons from Phase<br>l<br>(Q2 Phase II) |  |                        | and other knowledge<br>management products are<br>posted, incuding this<br>evaluation report. However,<br>it is agreed that the JP RWEE<br>could be better promoted<br>and so platforms for<br>showcasing results, lessons<br>and good practice will be<br>explored by the GCU,<br>including the possibility of<br>creating a website or using<br>other social media platforms<br>which are more user-<br>friendly. |  |                    |
|   |  |                        | 3.7.2 A webpage has already<br>been created on the IFAD<br>site for Phase I, and budgets<br>will be included for a<br>dedicated low-cost website<br>for Phase II.   | GCU  | July 2021          |

Recommendation 4: JP RWEE should mainstream and prioritize climate change across all activities, with a focus on capitalizing on the role that women play in leadership and advocacy on climate change to strengthen preparedness and recovery to climate-related disasters.

| Priority: High                    | NAC | Accepted | 4.1.1 Climate change has    | TAC | June 2021 |
|-----------------------------------|-----|----------|-----------------------------|-----|-----------|
| Sub-recommendation 4.1            |     |          | been better integrated into |     |           |
| Integrate climate change fully in |     |          | the updated Theory of       |     |           |
| the design of activities from the |     |          | Change, therefore focusing  |     |           |
| 5                                 |     |          | the programme strategy on   |     |           |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)   | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|---|--|--------------------|
| start by including climate<br>considerations in the initial<br>assessments and having a<br>strong focus on resilience in<br>programming<br>(Phase II Design)   |  |                        | social, economic and<br>environmental resilience<br>includingthrough women's<br>knowledge of climate smart<br>agriculture and production<br>techniques, access to<br>farmer's insurance, and<br>preparednessplanning at the<br>household community-level,<br>for example. Measurement<br>strategies will be included in<br>the M&E Framework. |  |                    |
| Priority: High<br>Sub-recommendation 4.2<br>Continue strengthening<br>synergies with other joint<br>programmes, as well as national<br>programmes, that focus on<br>mainstreaming preparedness<br>and recovery in their plan to<br>build resilience of affected<br>populations | NAC to lead with<br>support from TAC/GCU   | Accepted               | 4.2.1 Resilience will be a<br>core objective/part of the<br>overall goal of JP RWEE in<br>Phase II. As such,<br>mechanisms for<br>strengthening this<br>component will be explored<br>at the country level through<br>both activities and<br>partnerships.  | NAC  | September 2021     |
| (Phase II Design)  |  |                        | 4.2.2 Increased engagement<br>with UN Country Teams will<br>be encouraged within<br>country proposals, providing<br>increased opportunity to<br>coordinate and learn from   | NAC  | September 2021     |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)   | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken   | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|--|--|--------------------|
|  |  |                        | other joint and national programmes within the UN.   |  |                    |
|  |  |                        | 4.2.3 As part of the required<br>national needs assessments<br>for selected countries,<br>country teams should<br>conduct a comprehensive<br>stakeholder analysis and<br>include opportunities for<br>coordination and<br>collaboration within annual<br>work plans. | NAC & NC   | January 2022       |
| <b>Priority: High</b><br><b>Sub-recommendation 4.3</b><br>Ensure that baseline and<br>programme monitoring and<br>reporting pay full attention to<br>climate change issues<br>(Phase II Onset)   | GCU to lead with TAC,<br>NC with UN Agency and<br>government focal<br>points           | Accepted               | 4.3.1 Per the above<br>recommendations, climate<br>change issues are fully<br>integrated into the Theory of<br>Change, requiring further<br>consideration in the M&E<br>Framework and Plan.  | TAC  | July 2021          |
| <b>Priority: High</b><br><b>Sub-recommendation 4.4</b><br>Commission external support to<br>explore how best to mainstream<br>at country level, attention to<br>preparedness and recovery in<br>its plans and link to M&E<br>framework | TAC  | Partially accepted     | 4.4.1 Per the above, this will<br>be done through<br>partnerships for climate<br>action and experts on M&E,<br>though the recommendation<br>appears more geared<br>towards Disaster Relief and<br>Recovery, rather than  | TAC  | July 2021          |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline) | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|---|--|--------------------|
| (Phase II Onset)   |  |                        | resilience. Implementing<br>Agencies and agencies<br>engaged in UNCT's have<br>extensive capacity in this<br>thematic area which can be<br>drawn on without<br>commissioning external<br>support. The M&E<br>framework will be developed<br>prior to the onset of Phase II<br>at country-level, and<br>guidance will be provided to<br>countries on tailoring to<br>country contexts. |  |                    |

Recommendation 5: During the design of future phases of the JP RWEE, longer-term strategic planning should be a priority that includes a stronger prioritization of value addition, market linkages to ensure the gains from the programme can be sustained and to enhance the transformative potential of the JP RWEE in the second phase.

| Priority: High  | GCU in collaboration | Accepted | 5.1.1 Countries will be  | GCU & NC | December 2021 |
|---|----------------------|----------|--|----------|---------------|
| Sub-recommendation 5.1<br>Include in the 5-year plan<br>milestones to be monitored,<br>including for a sustainability<br>strategy, and use annual<br>planning to provide brief<br>updates in line with progress<br>(Phase II Onset) | with NC and TAC      |          | encouraged to define<br>longer-term milestones on<br>beneficiary targets and<br>results within their<br>proposals, which will be<br>broken down further and<br>integrated into annual work<br>plans each year. This was a<br>strategy employed in Phase<br>I, though it is agreed it can |          |               |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)   | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken   | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|--|--|--------------------|
|  |  |                        | be improved upon to ensure<br>successive progress year-on-<br>year. While annual reporting<br>templates are created by the<br>MPTFO, the GCU will<br>develop template annexes<br>for annual reports to report<br>on more specific targets in<br>order to better clarify and<br>streamline reporting. |  |                    |
| Priority: High<br>Sub-recommendation 5.2<br>Ensure programming for the<br>second phase comprehensively<br>prioritizes stronger investment<br>in market linkages, product<br>transformation, and value<br>adding, drawing from lessons<br>learned in the first phase and<br>prioritizing partnerships that<br>can contribute to this area of<br>work<br>(Phase II Design) | TAC in coordination<br>with the NAC  | Accepted               | 5.2.1 The Theory of Change<br>has included greater focus<br>on value chain development,<br>product diversification,<br>product transformation and<br>value adding to ensure<br>adequate planning and<br>investment in these<br>outcomes for Phase II.  | TAC  | June 2021          |

Recommendation 6: JP RWEE success should be secured by multi-annual funding to ensure that transformative results can be achieved and sustained. Senior management of agencies should advocate for the JP RWEE at headquarter level to prioritize JP RWEE fundraising, as well as at the United Nations Resident Coordinator's Office in each country.

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)  | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|--|------------------------|---|--|--------------------|
| Priority: High<br>Sub-recommendation 6.1<br>Develop resource mobilization<br>strategy and a corresponding<br>multi-annual resource<br>mobilization plan and strategy<br>for the second phase of the JP<br>RWEE<br>(Phase II Design) | GCU with support of<br>TAC/ISC   | Partially accepted     | 6.1.1 There is currentlya<br>resource mobilization<br>strategy in place which was<br>drafted in November 2020<br>and, was shared with the<br>evaluators. A resource<br>mobilization working group<br>consisting of representatives<br>from each agency is<br>supporting the GCU in its<br>implementation. The<br>strategy will be revisited at<br>the start of phase II and an<br>annual RM plan will be<br>developed. Though it is<br>agreed that greater focus on<br>resource mobilization is<br>required for Phase II to<br>ensure sufficient funds are<br>provided to the more<br>ambitious targeted scope<br>(\$2 million per country per<br>year to be mobilized), theory<br>of change, and time<br>intensive management<br>structure, drawing on<br>lessons from Phase I. To<br>limit dependence on existing<br>donors, and facilitate their | ISC & TAC  | September 2021     |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)  | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|--|------------------------|---|--|--------------------|
|   |  |                        | buy-in,: an annual resource<br>mobilisation plan will be<br>developed prior to the start<br>of Phase II and each<br>subsequent year.  |  |                    |
| <b>Priority: Medium</b><br><b>Sub-recommendation 6.2</b><br>Strengthen the global<br>coordination unit with a specific<br>1-year consultancy position<br>dedicated to resource<br>mobilization<br>(Phase II Design) | External professional<br>fundraiser under<br>supervision of the GC                     | Accepted               | 6.2.1 The TAC will further<br>explore the feasibility of this<br>recommendation, as it is<br>agreed that resource<br>mobilization is time-<br>consuming and necessary.<br>The current model of<br>engaging Member States<br>through the MPTFO modality<br>is feasible for the GC to take<br>on, but if further scoping<br>and writing of proposals is<br>required, then external<br>expertise may be needed. In<br>the latter case, the TAC and<br>GCU will develop Terms of<br>Reference for a part-time or<br>consultant position assigned<br>to conducting periodic<br>resource-mobilization for at<br>least one year. | ISC & TAC  | September 2021     |
| Priority: Medium  | ISC, TAC and GCU   | Partially agreed       | 1.2.3 Countries will be required to conduct in-depth  | TAC & NAC  | December 2021      |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)   | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken   | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|--|--|--------------------|
| Sub-recommendation 6.3<br>Identify gender champions at<br>global and national level from<br>among the broader group of<br>gender stakeholders who can<br>support the mobilization of<br>funding for the second phase of<br>the JP RWEE<br>(Phase II Onset) |  |                        | gender analysis for<br>proposals and annual plans<br>to understand the unmet<br>needs of rural girls, women,<br>boys and men and how they<br>can be further engaged as<br>champions in promoting<br>gender equality (expanding<br>on sub-recommendation<br>1.2). This will further include<br>an assessment of the<br>national policy environment,<br>and possible gender<br>champions (individuals<br>and/or<br>ministries/departments)<br>within central and local<br>government for potential<br>inclusion in existing<br>coordination structures,<br>such as the NSC. The TAC<br>will explore the feasibility of<br>including resource<br>mobilization in the NSC ToR,<br>however it is clear the NSC<br>requires re-visioning and a<br>paired down scope. |  |                    |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline)  | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken  | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|---|--|------------------------|---|--|--------------------|
|   |  |                        | 1.3 At the global level, the<br>TAC will explore the<br>possibility for including the<br>JP RWEE in the scope of<br>coverage of high profile<br>agency ambassadors and<br>champions   | TAC  | December 2021      |
| <b>Priority: High</b><br><b>Sub-recommendation 6.4</b><br>Convene a global meeting of<br>senior directors of the four<br>agencies to present results of<br>this evaluation, together with<br>the funding case and the multi-<br>annual resource mobilization<br>plan to secure support for<br>resource mobilization<br>(Prior to Phase II Design) | TAC  | Accepted               | 6.4.1 Several dissemination<br>events have already been<br>planned and completed,<br>sharing the good practices<br>and lessons which emerged<br>from this evaluation. Some<br>senior directors were<br>present and made the case<br>for further attention and<br>resources to women's<br>economic empowerment<br>and integrated approaches.<br>However, these events did<br>not present any resource<br>mobilization plan, and global<br>meetings with the directors<br>for the sole purpose of<br>discussing one joint<br>programme of this size<br>would be challenging to<br>convene. The GCU will | TAC  | July 2021          |

| Recommendations and<br>related Sub-<br>recommendations<br>(Deadline) | Recommendation<br>and Sub-<br>Recommendation<br>Lead (Supporting<br>Offices/Divisions) | Management<br>Response | Actions<br>to be taken   | Action Lead<br>(Supporting<br>Offices/Divisions) | Action<br>Deadline |
|--|--|------------------------|--|--|--------------------|
|  |  |                        | pursue opportunities to<br>raise the JP RWEE in Rome-<br>based Agency Senior<br>Management Team<br>meetings, which has already<br>been done in the recent<br>meeting, and also within<br>subsequent Member State<br>meetings, to the extent<br>possible. |  |                    |