IFAD

Investing in rural people

Midterm Review of IFAD's Policy on Gender Equality and Women's Empowerment

Note to Executive Board representatives
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Abbreviations and acronyms

BOD	Office of Budget and Organizational Development
FAO	Food and Agriculture Organization of the United Nations
GALS	Gender Action Learning System
GFP	gender focal point
HRD	Human Resources Division
IFI	international financial institution
IOE	Independent Office of Evaluation of IFAD
M&E	monitoring and evaluation
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
PTA	Policy and Technical Advisory Division
PMD	Programme Management Department
PMU	project management unit
RIDE	Report on IFAD's Development Effectiveness
RB-COSOP	results-based country strategic opportunities programme
RIMS	Results and Impact Management System
RMF	Results Measurement Framework
RWEE	Rural Women's Economic Empowerment
SKD	Strategy and Knowledge Department
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UNCTAD	United Nations Conference on Trade and Development
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
WEAI	Women's Empowerment in Agriculture Index

> ## Recommendation
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> The Executive Board is invited to endorse the ways forward as described in the document.

Midterm Review of IFAD's Policy on Gender Equality and Women's Empowerment

I. Introduction

1. The fast changing and complex global environment underscores the urgency of bold actions in order to deliver the Agenda 2030 within its set time frame. IFAD's principles of engagement, strategic objectives, outcomes and pillars of results delivery are defined in the Strategic Framework 2016-2025. During the Tenth Replenishment of IFAD's Resources (IFAD10: 2016-2018), the Medium-term Plan of the Programme Management Department (PMD) is characterized by the need to build a results-focused mindset and culture for delivering a programme of loans and grants of at least US$3.2 billion – reaching 130 million poor rural people.

2. IFAD's Policy on Gender Equality and Women's Empowerment was approved by the Executive Board in 2012. This policy provides strategic guidance for IFAD to systematize, intensify and scale up its efforts to close gender gaps and improve the economic and social status of rural women.

3. The purpose of the midterm review[1] – as envisaged in the gender policy – was to analyse and learn from IFAD's experiences to date in promoting gender equality and women's empowerment. This will enable the Fund to: fine tune processes and implementation arrangements; identify areas where more action is required to strengthen impact in IFAD-supported operations; and ensure that IFAD meets all 15 indicators in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) by 2017.

4. Although work on targeting has not been included in the review, this represents an integral dimension of the work of the Policy and Technical Advisory (PTA) Division's gender desk and regional coordinators. The related issues of targeting and gender are central to IFAD's mandate. Its explicit focus on rural women and men makes IFAD different from other United Nations agencies and international financial institutions (IFIs).

II. IFAD's Policy on Gender Equality and Women's Empowerment

5. **Background.** IFAD has a long and well-established history of supporting gender equality and women's empowerment. This commitment spans 25 years, from the 1992 paper *"Strategies for the Economic Advancement of Poor Rural Women"*, to the 2003-2006 Plan of Action for Mainstreaming a Gender Perspective in IFAD's Operations, the 2010 Corporate-level Evaluation of IFAD's Performance with Regard to Gender Equality and Women's Empowerment by the Independent Office of Evaluation of IFAD (IOE), and finally the 2012 Gender Policy.

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[1] This report builds on inputs provided by Rieky Stuart, an independent consultant. During her review, she conducted: 55 individual and group interviews with IFAD staff from 14 divisions, gender specialists in the other Rome-based agencies and members of the gender group of permanent representatives to the Rome-based agencies; a review of key documents; and two electronic surveys of country programme managers and gender focal points.

6.   IFAD Policy on Gender Equality and Women's Empowerment. The policy was approved by the Executive Board in April 2012. Its goal is to deepen the impact and strengthen the sustainability of IFAD-supported development initiatives by promoting gender equality and strengthening women's empowerment in rural areas. This is to be achieved through three strategic objectives related to: (i) economic empowerment; (ii) representation and voice; and (iii) equitable workloads and sharing of benefits.

7.   The policy covers: IFAD's loan and grant programmes and projects; advocacy, collaboration and partnerships; knowledge management and communication; and capacity building; it also promotes gender equality within the organization (including staffing and financial resources). The policy includes an implementation plan and an accountability framework at the divisional level. There are five principal outputs and a set of indicators for each output (see annex I). During its preparation, key features of the policy were aligned with the 15 performance indicators of the UN-SWAP.

8.   Links to the Strategic Framework and replenishment commitments. Gender equality was a cross-cutting theme and partnership principle in the IFAD Strategic Framework 2011-2015, and remains a principle of engagement in the 2016-2025 Strategic Framework. Both IFAD9 and IFAD10 set targets on the quality of loans from a gender perspective and women's representation in IFAD staffing. IFAD10 also includes commitments to meet the UN-SWAP indicators and refine the financial resource tracking methodology.

9.   IFAD's gender architecture. Dedicated staff working on gender in IFAD currently comprise: the gender desk in PTA with two professionals, 0.5 general service staff and one Junior Professional Officer; and two out-posted regional gender coordinators in East and Southern Africa, and West and Central Africa. The IFAD gender team has responsibility for implementing the Targeting Policy and the two regional coordinators are also responsible for youth. The gender desk regularly draws on the expertise of consultants, particularly for knowledge management, capacity-building and mission support. In addition, there are 17 gender focal points (GFPs) throughout the organization. The concept of gender mainstreaming requires that all IFAD staff members contribute to implementing the gender policy, when relevant. Major work streams include: supporting project design and implementation; designing and implementing grant and supplementary-funded initiatives; capacity-building; knowledge management and partnerships; and corporate-wide responsibilities. More details on the gender architecture can be found in annex II and knowledge products are included in annex III.

10.   Oversight and reporting. The policy proposed that a senior manager would lead a high-level gender task force to oversee policy implementation. In practice, it was more sustainable to make use of existing systems, and corporate oversight and accountability are therefore provided by the Operations Management Committee. In addition, IFAD Management appointed a high level gender champion – currently the Associate Vice-President of the Programme Management Department (PMD). Progress on policy implementation is reported annually to the Executive Board as an annex to the Report on IFAD's Development Effectiveness (RIDE). The fifth report will be submitted to the Board in September 2016.

III.   Making a difference to rural livelihoods

11.   Reflecting IFAD's continued commitment to gender mainstreaming in its operations, women's representation among people receiving services from IFAD-supported projects increased during IFAD9 from 28 million in 2011 to 56 million in 2015; by the beginning of IFAD10, women accounted for half of all beneficiaries. Women dominate training in business and entrepreneurship, and community management topics, and they account for over half of those trained in crop and livestock production practices. They are also actively engaged in rural financial services –

both as borrowers and savers. Throughout these activities, women are not seen in isolation from their families, households and communities. Change in both men's and women's roles and relations is a prerequisite for gender equality. The IFAD9 impact assessments, which were based on a meta-analysis of several gender empowerment indicators across eight projects, found that beneficiaries exhibited 5 per cent higher gender empowerment outcomes[2] compared to a control group of farmers. Contributing factors included promoting women's access to economic activities and their involvement in managing user groups, capacity-building activities and credit programmes designed specifically for women.

12. IFAD-supported investments have created opportunities to address the three strategic objectives of the gender policy. Specific initiatives contribute to:

- Economic empowerment: By improving access to technologies, advisory and financial services, and strengthening technical and business capacities, rural women and men develop crop and livestock enterprises, engage with markets and establish off-farm businesses. Secure land rights – including individual and joint land titling, and recognition of women's inheritance rights – provide a basis for long-term investments in land and environmentally sustainable agricultural methods, as well as constitute a source of collateral. In addition to production-level advice, advisory services address nutrition issues beyond kitchen gardens, postharvest-loss reduction and food safety. These positive changes contribute to increased incomes and greater food security. Improved agricultural techniques and labour pooling through collective action save time and decrease drudgery. Value-chain projects substantially increase women-controlled revenues derived from agroprocessing and other value-addition activities.

- Decision-making and representation: Membership and leadership of grassroots organizations such as natural resource management organizations, producer organizations, self-help groups, community-level governance structures, boards of community-based financial institutions and value chain stakeholder panels, as well as representation of communities on local government councils, promotes women's self-confidence and voice. It also ensures that women's perspectives are reflected in critical areas of decision-making that not only create economic opportunities but improve the quality of their lives. Through federation, they are able to take advantage of economies of scale to access markets, credit, inputs and services. This also enables them to amplify their voice in shaping policies that affect their livelihoods and environment.

- Reduced and equitable workloads: Fuel-efficient cook stoves, biogas systems, solar energy and village woodlots managed by women not only save time for firewood collection but also reduce the inhalation of toxic fumes. Similarly, investments in water management and infrastructure for mobilizing water for multiple uses in homesteads also save time for water collection. They also create opportunities for kitchen gardens and rearing small livestock for improved family nutrition and income generation. Saving time is increasingly significant since the tasks of fetching water and fuelwood are becoming more onerous with habitat destruction and increased incidence of drought. It also yields significant benefits for family wellbeing because women, as primary care givers, have more time to attend to other needs of their family.

13. IFAD is experimenting with gender transformative project activities at the household and community levels that go beyond dealing with the symptoms of

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[2] Gender outcomes were measured in the domains of: participation in economic activities and community group involvement; access/ownership of livestock and land; education and literacy levels; and control/decision-making around business and household expenditures, economic activities and borrowing.

gender inequality to address the root causes – including social norms, attitudes and behaviours, and social systems. Such initiatives include: household methodologies to create and implement shared family visions for improved decision making; equitable workload balance and sharing of the benefits of livelihood activities; functional literacy; developing skills in financial competency for all including branchless banking clients using mobile phone applications, cash machines or e-banking; achieving financial sustainability from savings products over the medium to long term; expanding scale with financial graduation programming; legal literacy in women's rights; paralegal services; self-help leadership skills; negotiation skills for value-chain development; and engaging with men for gender equality. Throughout these actions, attention is paid to addressing the socio-cultural dimensions of gender equality related to youth and indigenous peoples.

14. Evidence from the field demonstrates that greater gender equality and empowered women contribute to increased production and incomes, more resilient livelihoods and improved well-being for all household members. Moreover, overall project performance is strengthened and the long-term benefits are more sustainable.

IV. Performance against IFAD9 and IFAD10 commitments

15. Gender is the most comprehensively monitored dimension in IFAD's results system, with targets and reporting at three stages in the loan project cycle (entry, implementation and completion), as well as in human resource management and the administrative budget. This section reports on progress against the targets set for gender in IFAD's Results Measurement Framework (RMF)[3] and the UN-SWAP indicators.

16. Loan portfolio. During IFAD9, the Fund committed to:

- Ensuring that 90 per cent of project designs are rated as partial gender mainstreaming (moderately satisfactory) or better; and

- Ensuring that 90 per cent of projects are rated as partial gender mainstreaming (moderately satisfactory) or better at completion.

17. Project design has improved from a gender perspective, rising from 74 per cent of projects rated moderately satisfactory in 2013 to 94 per cent in 2015. Since 2012, at least 90 per cent of projects have been rated at least moderately satisfactory upon completion (see figure 1).

Figure 1
Projects rated at least moderately satisfactory at design and completion on gender issues
(Percentage of projects)
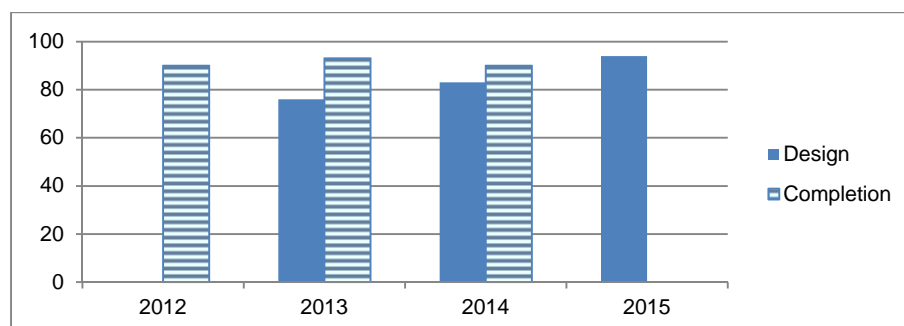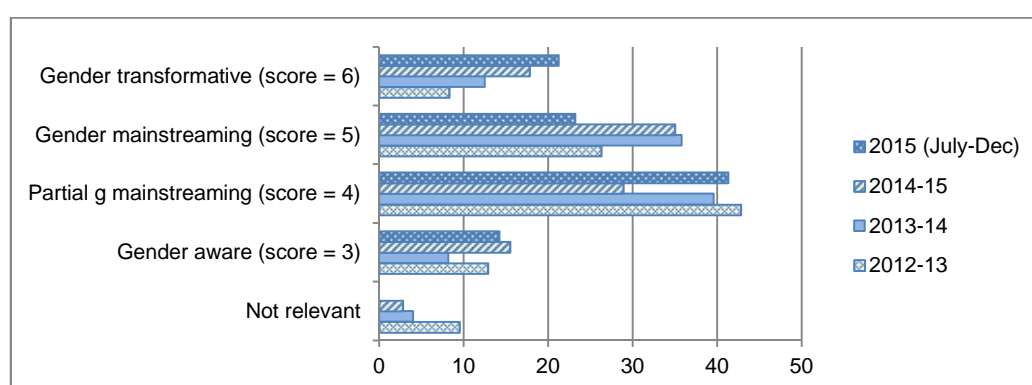

Source: Annual Report on Gender in 2016 RIDE.

18. During IFAD10, the Fund is looking to move beyond gender mainstreaming in order to achieve transformative gender impact. Therefore, the target is more ambitious:

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[3] For a detailed review of annual progress with regard to the five action areas of the gender policy, see the annual reports on the gender policy annexed to the RIDE.

ensuring that at least 90 per cent of project designs are rated as partial gender mainstreaming (moderately satisfactory = 4), of which at least at least 50 per cent achieve full gender mainstreaming (satisfactory = 5) and at least 15 per cent are gender-transformative (highly satisfactory = 6).

19. Figure 2 presents data for loans approved by the Executive Board between 2012 and 2015.[4] The most recent data (September-December 2015, covering 38 loans with a total value of US$935 million) show that 86 per cent of the value of the loans is rated moderately satisfactory or better with respect to gender. The proportion of the total loan value classified as gender transformative[5] increased to 21 per cent in 2015. The proportion classified as partial gender mainstreaming[6] in 2015 is dominated by two large investments, which account for almost 20 per cent of the total investments made in this period.

Figure 2
Distribution of total loan value approved from September 2012 to April 2015 by gender score
(Percentage of total loan value)

Source: Annual Report on Gender in 2016 RIDE.

20. Gender parity in IFAD staffing. While IFAD has made efforts to increase the number of women in senior positions, it has yet to meet the IFAD9 and IFAD10 targets of women accounting for at least 35 per cent of posts at the P-5 level and above. Women account for: 60 per cent of all IFAD staff; 81 per cent of General Service staff; and 48 per cent of Professional staff (as of 30 June 2016). The organization is making progress in appointing women staff at the P-4 level and above (they now account for 38 per cent), but the appointment of women at the P-5 level and above is proving more challenging (27 per cent – see figure 3). The most recent comparison of IFAD's professional staff profile with the entire United Nations system (for 2014) compares well at grades P-1 to P-4 and management, but the representation of women in IFAD falls below the United Nations average for P-5 and Directors.[7] Meeting the UN-SWAP target of gender parity at P-4 and above is challenging for all United Nations agencies.

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[4] 2012-2013: 35 loans, total value US$825 million; 2013-2014: 34 loans, total value US$882 million; 2014-2015: 30 loans, total value US$829 million.
[5] Gender transformative: activities go beyond addressing the symptoms of gender inequality to tackling the underlying social norms, attitudes, behaviours and social systems.
[6] Partial gender mainstreaming: gender considerations have been mainstreamed in a limited number of aspects of component design. Full gender mainstreaming: the commitment to gender equality is fully integrated within activities and is reflected in the allocation of financial and human resources, as well as in the operational measures and procedures.
[7] IFAD underperforms against external benchmarks for women's representation at P-5 and above. These include: the Asian Development Bank – 28 per cent; the African Development Bank – 31 per cent; and the Inter-American Development Bank – 33 per cent. The profile is broadly similar to the Agriculture Global Practice of the World Bank, where women account for 69 per cent of P-1 to P-4 equivalents, and 29 per cent of P-5 and above equivalents.

Figure 3
Composition of IFAD staff by grade, 30 June 2016
(Number of women and men)
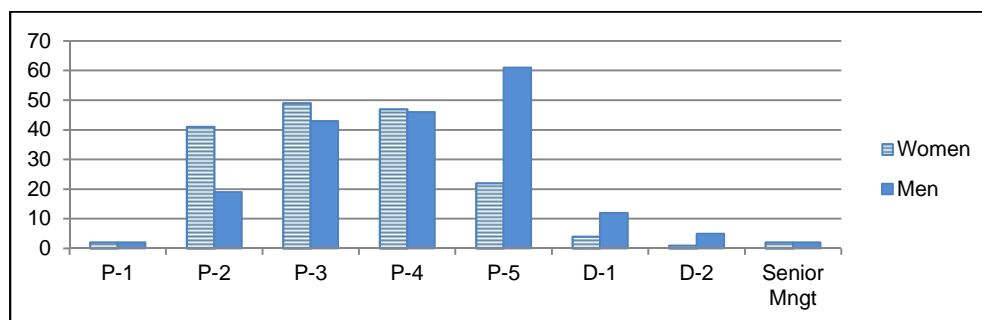
Source: Human Resources Division.

21. **Tracking the share of staff costs/time dedicated to gender issues.** The Office of Budget and Organizational Development (BOD) analysed commitments to gender-related staff and activities during preparation of the 2016 regular budget. The data indicated that approximately 10 per cent of total staff costs are spent on gender-related activities, which is on a par with 2015 and significantly higher than the 6 per cent estimated for 2014. Under IFAD10, BOD will further develop both its approach and data collection.[8]

22. **Benchmarking IFAD's performance against UN-SWAP indicators.** The UN-SWAP provides an accountability framework for tracking progress on 15 performance indicators. It is also a useful reference point for benchmarking IFAD's performance against other United Nations agencies. Under IFAD10, the Fund has committed to meeting or exceeding all 15 indicators by 2017 in line with the United Nations time frame. IFAD has continued to improve its overall performance with an increase in the number of indicators it has met or exceeded from 8 in 2012 to 11 in 2015 (see figure 4). The areas in which IFAD already exceeds the requirements are: responsible performance management; results management including audit and monitoring and evaluation (M&E); organizational culture; knowledge management; and inter-agency coordination. The areas where it meets the requirements are policy and planning, evaluation and financial resource tracking. Additional work is needed on the gender architecture, staff capacity assessment and development, and financial resources; these are discussed in section V. Details on specific indicators are presented in annex IV.

Figure 4
IFAD's performance with 15 UN-SWAP indicators, 2012-2015
(Number of indicators)
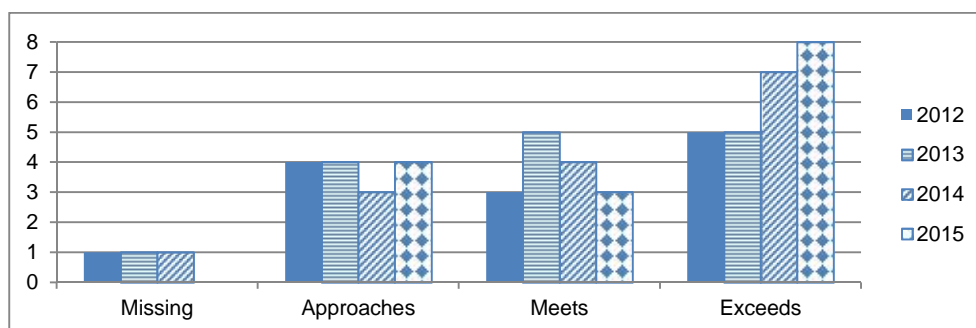
Source: Annual Report on Gender in 2016 RIDE

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[8] In the context of IFAD's decentralization process, it is relevant to note that from 2015, UN Women is requesting IFAD country offices – through United Nations country teams – to identify the gender-related workload of country-level United Nations staff.

23. IFAD has been commended as a leader among United Nations entities for its progress in meeting the UN-SWAP indicators. IFAD's performance is better than that of the United Nations system as a whole, and the United Nations agencies grouped as funds and programmes (see figure 5).[9]

Figure 5
Comparison of IFAD's performance against the United Nations system and all funds and programmes
(Percentages by entity type)
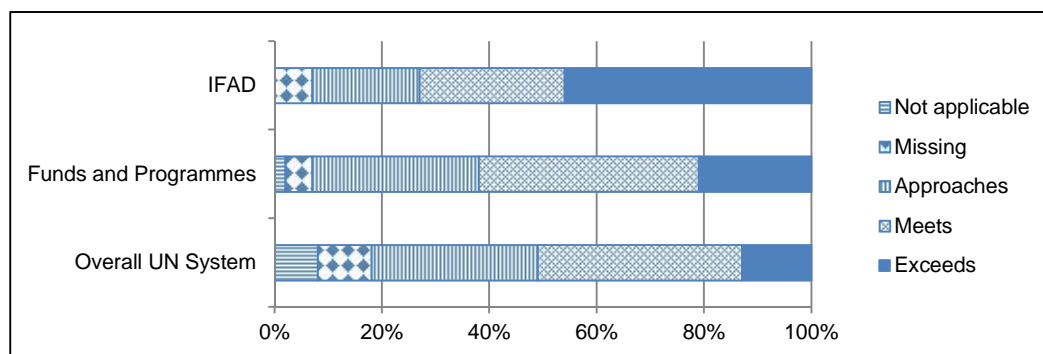
Source: UN Women (2015).

24. Other assessments. IFAD met all the requirements in the gender mainstreaming assessment conducted by the Global Environment Facility Secretariat in 2013. A 2013 assessment by the Multilateral Organisation Performance Assessment Network found that IFAD has increasingly mainstreamed cross-cutting priorities including gender into its strategies, policies and operations since 2010. IFAD's performance was rated as strong based on documentation and adequate or above by donors and partners.

V. Areas for enhanced effectiveness and ways forward

25. Overall, IFAD continues to do well in its contribution to gender equality and women's empowerment compared to its United Nations and IFI peers, but it will need to step up its efforts in order to meet the demands of the ambitious new strategic framework. Its great strength is the clarity and focus of its Gender Equality and Women's Empowerment Policy, which is integrated into its Strategic Framework and programming. Areas offering opportunities to enhance implementation of the gender policy are discussed below.

26. Relevance of the policy. Respondents consulted for the midterm review noted that the policy is easily understood, widely known in-house, highly relevant and provides useful guidance for staff, project management units (PMUs) and a range of partners. The regional gender coordinators noted that it is very helpful for country-level policy engagement because it officially reflects an organizational priority and the objectives are easily understood and aligned with country priorities. It is noted that Senior Management rubrics include responsibility for oversight of the Gender Policy and its implementation.[10]

27. Way forward: Extend the implementation period of the Gender Policy to the new Strategic Framework 2016-2025 and establish a timeline for the policy's review and evaluation (2020).

28. Gender architecture. IFAD's support for project design and implementation has increased, and investments in gender equality and women's empowerment in loans and grants have been strengthened. At the same time, the demands on the gender

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[9] In 2015, a letter from UN Women to the IFAD President noted, "It would not be an exaggeration to state that because of the competence and commitment of the IFAD gender team, the entity is clearly emerging as a leader within the UN system in this area."
[10] To exceed the requirements on UN-SWAP Indicator 1, it is necessary to have a senior-level mechanism in place to ensure accountability for the promotion of gender equality and women's empowerment.

architecture have significantly expanded with the UN-SWAP commitments. There is a reliance on the PTA gender desk to perform a range of gender-related duties that should be mainstreamed across the organization. The ability of GFPs to substantially contribute is also constrained by an insufficient allocation of time to perform these tasks in addition to their regular workloads. As a result, the present gender architecture[11] can barely cope with the levels of innovation, scaling up and learning that are essential requirements of the new Strategic Framework.

29. **Increased demands on dedicated gender staff.** Feedback from midterm review interviews indicates that the IFAD gender teams (the PTA gender desk staff and two regional coordinators) are appreciated for their technical expertise – especially in supporting IFAD's capacity to combine the normative and the practical approaches – and for their constructive and collaborative approach to their work. They are seen as highly competent, accessible, constructive and dedicated, and are sought out for their contributions. Staff in the two regions with coordinators are very positive about the expertise they provide. The PTA gender desk contributes significantly to United Nations efforts to showcase the situation of rural women, for example with reference to the Sustainable Development Goals and the Commission on the Status of Women. The two regional gender coordinators are sought to scale up best practices in IFAD projects to the national level, and are asked about the policy implications of IFAD's successes in this area. Although there was general satisfaction with the support received from the PTA gender desk, it was seen to be uneven between the regions. The major concern was the staff members' limited availability in relation to increasing demand, especially for implementation support. PTA's functional review found that the core workload of the gender desk at headquarters is equivalent to three professional staff members.[12]

30. Way forward: Strengthen the gender architecture by: (i) promoting closer integration of the IFAD gender team across departments and between headquarters and the field; (ii) consolidating the staffing of the gender team (PTA desk and regional coordinators) to respond to needs of operations and the global agenda; (iii) supplementing the gender team with temporary professional officers and consultants as the need arises; and (iv) promoting opportunities for the regional gender coordinators to work with the PTA gender desk at headquarters on a rotating basis for six months as part of their career development and mobility plan.

31. **Participation by non-PMD divisions.** There are examples of good alignment of roles and responsibilities for gender policy implementation within IFAD. There are some exceptional individuals both within and outside the GFP network who take initiative in work contributing to gender mainstreaming. Recent proactive steps – often facilitated by GFPs – include: BOD's analysis of the regular budget; a request by the Human Resources Division (HRD) for advice from the gender desk on integrating gender dimensions into the competency framework; attention by the Office of Audit and Oversight to gender equality; and efforts by IOE to ensure consistency in the rating of gender dimensions in projects with criteria used by the gender desk. The Communications Division (COM) systematically integrates gender considerations into its work and products. Work on partnerships and knowledge management has been led by the IFAD gender team with support from PMD staff and in collaboration with the Strategy and Knowledge Department (SKD), the Partnerships and Resource Mobilization Office and the New York office. The gender desk has worked with SKD to adapt the Women's Empowerment in Agriculture Index (WEAI) for inclusion in impact assessments.[13]

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[11] To meet UN-SWAP Indicator 10, the complement of specialists in the PTA gender desk and regional gender coordinators need to be sufficient to fulfil IFAD's gender policy mandate.
[12] This function is currently performed by: one P-5 staff member; one P-4 staff member, one temporary professional officer on a limited contract funded by the joint Accelerating Progress towards the Economic Empowerment of Rural Women (RWEE) programme; and one Junior Professional Officer.
[13] The WEAI is being further adapted through the joint programme RWEE and a grant from the Near East, North Africa and Europe Division, with the International Labour Organization, on piloting WEAI in that region.

32. The gender policy sets out the responsibilities for implementing different activities related to the policy, as was confirmed by the PTA functional review. However in practice, non-programme divisions often rely on the PTA gender desk for leadership and guidance on strengthening their gender equality-related performance, which reduces the time available to the gender desk staff for programmatic support. The current model is one of reactive rather than proactive management.

33. Way forward: With increased demand for services but limited capacity, improvements can only be achieved through greater mainstreaming of responsibilities throughout the organization.

34. Gender focal points. In 2015, IFAD's 17 GFPs comprised five P-5 staff members, three P-4 staff, eight P-3s and one G-6 staff member, comprising 13 women and 4 men. The GFPs play a vital role in strengthening their division's contribution to gender equality and supporting the preparation of annual reports to the Board on policy implementation and the UN-SWAP. The most significant constraint identified by the GFPs was the lack of adequate time allocated for their GFP duties. GFP-related activities are not generally included in staff work plans or performance management reviews, and are therefore added to an already full workload. In addition, GFP gender-specific outputs are not systematically reviewed by managers or full-time gender specialists. This important issue has been raised in recent IFAD audits of country offices. Only 3 of 11 respondents reported strong support from their supervisors for undertaking their GFP role. In the survey of GFPs and alternates, 67 per cent said they spent less than 10 per cent of their time on GFP activities, and 33 per cent spent 10-20 per cent of their time on these functions. To meet the requirements of UN-SWAP Indicator 10 for GFPs, they should have specific terms of reference, allocate at least 20 per cent of their time to support for gender policy implementation and be recruited from the P-4 level and above.

35. Way forward: Strengthen the network[14] of GFPs and alternates by making appointments at the P-3 level and above, with a total time allocation of 10 per cent (encouraging time sharing when there is both a GFP and an alternate in a division), formalize terms of reference and establish a stronger recognition and accountability system for GFP performance through the performance evaluation system.[15]

36. Gender parity in staffing. Despite steady progress in increasing the proportion of women among professional staff, IFAD has yet to achieve gender parity in terms of equal representation of women at the P-4 level and above (a requirement of UN-SWAP Indicator 10).[16] HRD has taken measures to promote a better gender balance in staffing. In addition, IFAD has adopted good work-life balance policies, but there is considerable variability in their application, depending on the nature of the work and the manager. These initiatives have been given additional impetus through the formation of the Women's Informal Network among IFAD staff.

37. Way forward: HRD measures include encouraging qualified women candidates for P-5 and above positions, making it mandatory to include women candidates on shortlists and interview committees, wider publication of openings to women's professional networks and fostering the career development of internal women candidates.

38. Capacity-building. The professionalism and commitment of IFAD staff to ending rural poverty means that they understand the importance of optimizing the contributions of rural women as well as men. However, they do not consistently know what is required to make progress on gender equality or how to apply this

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[14] For regional divisions without a regional gender coordinator, appoint a GFP and alternate; for divisions with gender coordinators, appoint a liaison focal point at headquarters; for other divisions, usually appoint one GFP.
[15] It is recognized that this falls short of UN-SWAP Indicator 10 requirements (GFPs should be at P-4 and above and allocate 20 per cent of their time to these activities). Since IFAD is a small organization, P-3 and above and 10 per cent of time are considered to be more realistic targets.
[16] Indicator 10 also refers to gender parity among General Service staff.

knowledge. The largest potential contribution of IFAD's gender team is to build capacity among IFAD staff and partners in learning "how to" combine the IFAD's standard lines of business (access to credit, technology, land and other inputs) with the gender transformative changes needed for sustainable development impact. When time and resources permit, the PTA gender desk and regional coordinators identify and address capacity gaps using a range of modalities, and link with other cross-cutting issues such as climate change, land tenure, nutrition and youth. There are also gender inputs to corporate staff inductions, project design and implementation training modules, South-South exchanges and regional capacity-building workshops. The desk draws on experience from grant-related activities and the loan portfolio to develop capacity in areas such as household methodologies and the Gender Action Learning System (GALS); however, these initiatives are generally undertaken on an ad hoc basis. A more coherent and adequately resourced approach is required to strengthen in-house and partner expertise, and yield long-term beneficial impacts on project outcomes.[17]

39. Way forward: Support capacity development initiatives and ensure that basic training on gender (in the context of rural development, climate change and nutrition) is mandatory for all staff (including induction, design and supervision training), and Senior Management orientation. Provide resources for formal and informal capacity development (including online training) for IFAD staff, GFPs, implementing partners and qualified consultants.

40. Financial resources. As noted in section IV, IFAD tracks the allocation of staff time and other resources for gender-related activities, but the results are not used to influence strategic planning regarding budget allocation.[18] In terms of financial benchmarking for IFAD's gender equality and women's empowerment mandate, IFAD has focused on programme-related financial benchmarking (as also noted in section IV. In IFAD9, 90 per cent of all loans were to be rated 4 and above at design. For IFAD10, the targets are more ambitious, with specific targets for scores of 5 and 6. However, IFAD has no equivalent target for resources dedicated to its gender architecture.[19]

41. Way forward: Management will define the indicator on financial resource allocation that will be relevant to IFAD (as the only IFI in the United Nations system) for validation by UN Women.

42. Evidence from the field. The documentation of progress on the strategic objectives of the Gender and Women's Empowerment Policy is largely anecdotal and is not accompanied by sufficient detail on how it was achieved, which is needed for replication. This hinders IFAD's capacity to scale up and innovate good practices through systematic learning about gender equality outcomes and impact, and how to achieve them. There are many examples of excellence in individual projects (as recognized by the IFAD regional gender awards). But unless there are project-level targets relating to the gender policy goal and objectives, accompanied by baselines and outcome measures (as for increased income, productivity and nutrition), IFAD will not have an accurate overview of its outcome- and impact-level contributions to gender equality and women's empowerment. In the absence of this information, it is difficult for IFAD to learn how progress is made.

43. Way forward: The ongoing revision of IFAD's Results and Impact Management System (RIMS), along with the piloting of the WEAI, will establish a more

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[17] In order to meet the UN-SWAP requirements: (i) a capacity development plan needs to be developed in consultation with regional divisions (operations), other technical teams in IFAD (such as nutrition, value chains) and HRD (UN-SWAP Indicator 12); and (ii) basic training on gender needs to be mandatory for all staff, including induction, design and supervision training, and Senior Management orientation (UN-SWAP Indicator 13).
[18] This is required in order to exceed the requirements of UN-SWAP Indicator 8.
[19] Financial resource allocation (UN-SWAP Indicator 9) refers to either the adequacy of resources in the programme for gender equality or to the adequacy of resources for the gender architecture. According to the UN-SWAP guidance, it applies to "all budgets, including regular, core and extra-budgetary resources".

systematic approach to tracking project performance and impact from a gender perspective.

44. New lines of IFAD business. Resources permitting, IFAD will aim for a better understanding of how to work effectively on gender issues in middle-income countries and countries with fragile situations. The work on gender mainstreaming will establish close links with other cross-cutting priorities for IFAD10, including climate change and nutrition.

45. Five-point gender mainstreaming pathway. In order to meet the RMF and UN-SWAP commitments for 2017 as agreed in IFAD10 and the PMD Medium-term Plan, and to consolidate IFAD's position as a leading specialized United Nations agency and IFI in promoting rural women's empowerment, IFAD will follow a five-point pathway for gender mainstreaming that is based on the five action areas of the gender policy (see details in annex V).

Objectives and action areas of IFAD's Gender Equality and Women's Empowerment Policy

Strategic objectives of the gender policy

1:     Promote economic empowerment to enable rural women and men to have equal opportunity to participate in, and benefit from, profitable economic activities.

2:     Enable women and men to have equal voice and influence in rural institutions and organizations.

3:     Achieve a more equitable balance in workloads and in the sharing of economic and social benefits between women and men.

Action area 1: IFAD-supported country programmes and projects

Output: Gender equality and women's empowerment issues addressed systematically in IFAD-supported country programmes and projects.

Indicators:

- Increase in the proportion of loans and grants with gender-specific objectives supported by clear budget allocations.

- Improvement in gender ratings for loan and grant design.

Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge management

Output: IFAD contributions to advocacy, partnerships and knowledge management on gender equality improved.

Indicators:

- Increase in IFAD inputs on gender issues in international forums and publications.

- Inclusion in key IFAD policy documents and knowledge products of references to gender equality and the empowerment of women.

- Increase in focus on gender issues in policy dialogue and scaling up.

- Increase in joint initiatives on gender-related activities with other development agencies.

Action area 3: Capacity-building of implementing partners and government institutions

Output: Capacity of partners to address gender issues in agriculture and rural development strengthened.

Indicators:

- Improvement in gender ratings for loan and grant portfolio at completion.

- Increase in the number and quality of initiatives to support gender equality and women's empowerment undertaken by government institutions.

Action area 4: Gender and diversity balance in IFAD

Output: Corporate approaches and procedures that support gender and diversity balance developed.

Indicators:

- Increase in the number of women employed by IFAD at grade P-5 or above.

- Improvement in scores on gender-related staff survey questions by both women and men (e.g. work/life balance).

Action area 5: Resources, monitoring and professional accountability
Output: IFAD's corporate human and financial resources, and monitoring and accountability systems fully support gender equality and women's empowerment.
Indicators:

- Increase in human and financial resources from IFAD's core budget invested to support gender equality and women's empowerment.

- Increase in the number of substantive references to gender issues in agricultural and rural development by IFAD Management in public forums and the media.

- Increase in score in annual review of IFAD's performance on gender equality and women's empowerment.

IFAD's gender architecture

1. **Architecture overview.** IFAD's gender architecture has four main components:

    *   IFAD gender team: PTA gender desk and outposted regional gender coordinators;

    *   IFAD thematic group on gender: the gender team plus divisional GFPs (within and outside PMD), other interested staff at headquarters and the Senior Management gender champion;

    *   IFAD at the country and project levels: GFPs in IFAD Country Offices and IFAD-supported PMUs, implementing partners and other resource people at the country level with an interest in operational issues involving gender, targeting and social inclusion, and consultants involved in IFAD-supported operations; and

    *   External partners: gender experts and other resource people from international organizations, academia and research centres, policymakers, donors and other actors involved in gender, targeting and social inclusion.

2. **PTA gender desk staffing.** Since 2005, the dedicated PTA gender desk at IFAD headquarters has comprised two professional staff (P-5 and P-4), and one General Service staff position, which was reduced by 50 per cent in 2013.[20] In addition, the gender desk usually includes two consultants who are paid from the administrative budget or grant and supplementary funding, when available.[21] The desk regularly draws upon a pool of consultants, particularly for knowledge management, capacity-building and mission support. The allocation from the administrative budget to support desk activities has fallen slightly in the last two years from US$357,500 in 2014 to US$324,700 in 2015; additional support has been available through supplementary funds (US$170,000 in 2014 and US$131,000 in 2015).[22]

3. The gender and targeting desk in PTA is responsible for reviewing and supporting all projects and results-based country strategic opportunities programmes (COSOPs) from the perspective of gender and targeting, including participation in country programme management teams, quality enhancement and field missions. This support function aims to: (i) strengthen the poverty focus in line with the IFAD Targeting Policy (2006); (ii) improve the gender-related performance of IFAD's projects in line with the Gender Policy (2012); and (iii) strengthen capacities at the regional and country levels in order to meet IFAD's commitments in the Results Measurement Framework. With the support of a temporary professional officer, the desk is also responsible for implementing activities under the supplementary-funded joint programme on Rural Women's Economic Empowerment (RWEE) in Ethiopia, Kyrgyzstan, Niger and Rwanda, implemented with the Food and Agriculture Organization of the United Nations (FAO), UN Women and World Food Programme. In addition, the desk supports gender mainstreaming throughout the organization – in line with the UN-SWAP mechanism – including budget tracking, promoting gender parity in staffing, gender analysis of the global staff survey and preparation of the annual reports on gender and UN-SWAP. The gender desk organizes corporate events such as gender breakfasts and the regional gender awards, and co-hosts Rome-based agency events. It develops training materials, knowledge products, a website, webinars, newsletters, and strengthens the gender dimensions in corporate M&E (including Results and Impact Management System

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[20] In both 2014 and 2015, the PTA gender desk required additional short-term administrative support because the workload to support special events was too heavy for the half-time General Service staff.
[21] While the nature of the work requires continuity, the nature of funding demands a series of short-term contracts for the consultants. Because of funding uncertainty and unpredictability, it is difficult to plan this additional capacity properly. Presently, one consultant is employed as a temporary professional officer with funds from the joint programme RWEE.
[22] This does not include flow-through funds for RWEE.

indicators and the WEAI). Finally, it participates in United Nations, IFI and inter-agency gender mechanisms such as the gender teams in the Rome-based agencies, United Nations Inter-Agency Network on Women and Gender Equality, the Multilateral Development Banks Working Group on Gender, and the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) Network on Gender Equality.[23]

4. The reform of the quality enhancement process has shifted the bulk of PTA's support from desk reviews at headquarters towards greater participation in country programme management teams and field missions during both design and implementation. The change in the IFAD business model to direct supervision has also entailed the greater involvement of technical advisers in project implementation, monitoring and evaluation. Consequently, the core workload has increased since the policy came into effect.

5. **Regional gender coordinators.** Two regional divisions have full-time outposted regional gender coordinators (the East and Southern Africa Division in Nairobi and the West and Central Africa Division in Dakar). The posts were originally supported by supplementary funds and then formally established as national positions. The other three regions did not use the supplementary funds for designated posts and do not have regional coordinators.[24] Over time, additional responsibilities for youth have been added to the regional coordinators' job descriptions, which are complementary to targeting and social inclusion.

6. The regional coordinators play an important role in project design and supervision, contributing to portfolio and midterm project reviews from a gender perspective, identifying local gender expertise for country programme managers and PMUs, and occasionally developing and managing grants. Besides building the capacity of PMU staff to implement gender-sensitive projects (both on-site and remotely), the coordinators offer peer-learning events at national and regional meetings, support country and regional networks, and are increasingly sought out by PMUs, governments and organizations like the African Development Bank for their knowledge, national-level policy advocacy and practical expertise. They contribute to IFAD's visibility and to scaling up successful gender equality initiatives, and work with other IFAD thematic experts to strengthen the links between gender and youth, climate change and nutrition.

7. **Gender focal points.** Each regional division without a gender coordinator nominates a GFP and an alternate; other divisions usually nominate one GFP. In 2015, the 17 focal points included five P-5s, three P-4s, eight P-3s and one G-6, comprising 13 women and 4 men. The GFPs based at headquarters communicate individually with the PTA gender desk; their role is largely responsive rather than proactive. When possible, they are included in events and training sessions organized by the gender desk. However, they rarely meet formally as a group, set collective goals or monitor their collective performance. They report feeling that they make a useful contribution to IFAD's performance on gender equality and women's empowerment.

8. **Thematic group on gender and broader community.** The gender desk reaches out to a broader community through: (i) the thematic group on gender, which includes 110 staff drawn from over 20 divisions and 118 country office staff; and

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[23] In 2011, IFAD commissioned a review of its gender architecture, which compared it with the gender architecture investments of two IFIs and four United Nations agencies, taking into account the differences in size. All but the United Nations Conference on Trade and Development (UNCTAD) had a more comprehensive gender architecture than IFAD. The comparator entities were the Asian Development Bank, Caribbean Development Bank, United Nations Educational, Scientific and Cultural Organization, International Labour Organization, United Nations Development Programme and UNCTAD (Kartini International, IFAD Gender Architecture Review, Final Report, 2011).
[24] In 2013, PMD allocated funding to regional divisions to establish three centrally funded regional advisory positions with the suggestion that one should be dedicated to gender issues.

(ii) the wider IFAD community, including 308 project and implementing partner staff, 163 consultants and 964 external partners.

9.   In addition, there are some well-functioning country- and regional-level gender networks convened by IFAD Country Office or PMU staff (e.g. in Central America, India, Nepal and the Philippines), which share good practices and strengthen implementation of the gender policy.

10. Gender consultants. Consultants are an important resource for IFAD in furthering the goals of its gender policy. However, there is little reliable information available about their skills or their deployment.[25] The PTA gender desk created and updates the PTA roster of gender and targeting consultants, and aims to maintain regular contact with them through a newsletter and invitations to events. The regional gender coordinators also establish links with qualified consultants. IFAD is developing a new database in which every consultant will be required to complete designated fields indicating competence in gender and/or targeting.

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[25] For example, while one regional economist stated that all of the region's design missions included a gender specialist, this may be an overestimation. A review of the 2015 spreadsheet on consultant contracts revealed that approximately 1 per cent of every region's consultants had gender or targeting in their work description; this is also likely to be an underestimation.

Gender-related knowledge products 2012-2016

Overview

Gender equality and women's empowerment: IFAD's work and results (2015) [Arabic](#) | [English](#) | [French](#) | [Spanish](#)

Beijing+20: IFAD's work to empower rural women (2015) [English](#)

Scaling up note: Gender equality and women's empowerment (2015) English | French

Gender newsletter: Issue 14 (bi-monthly) [English](#) | [French](#) | [Spanish](#)

Gender equality and women's empowerment (2012) [Arabic](#) | [English](#) | [French](#) | [Spanish](#)

[Factsheet: Rural Women and the Millennium Development Goals (2012)](#) [English](#)

Regional gender and rural development briefs

East and Southern Africa (2015) [English](#) | [French](#)

Gender and rural development briefs: West and Central Africa (2015) English | French

Mercosur (2015) [English](#) | [Spanish](#)

Near East and North Africa (2013) [Arabic](#) | [English](#) | [French](#)

Europe and Central Asia (2013) [English](#)

The Caribbean (2014) [English](#) | [Spanish](#)

Central America and Mexico (2014) [English](#) | [Spanish](#)

Andean countries (2014) [English](#) | [Spanish](#)

South Asia (2013) [English](#)

Southeast Asia (2013) [English](#)

The Pacific Islands (2013) [English](#)

Gender and family farming in Asia and the Pacific (2014) [English](#)

Thematic papers

Changing lives through IFAD water investments: A gender perspective (2015) [English](#)

Promoting the leadership of women in producers' organizations: Lessons from the experiences of FAO and IFAD (2015) [English](#)

Gender in climate smart agriculture, Module 18 for the Gender in Agriculture Sourcebook (2015) (with World Bank and FAO) English

The gender advantage: Women on the front line of climate change (2014) [English](#)

Rural Women's Leadership Programme, Madagascar, Nepal, the Philippines and Senegal: Good practices and lessons learnt (2014) English | French

Toolkits

Household methodologies for gender equality and social inclusion (2014) English French Teaser English | French   How to do note English | French Case studies

Reducing rural women's domestic workload (2016) [Teaser](#) | [How to do note](#) | [Lessons learned](#) | Compendium

Review of UN-SWAP ratings

1.   This annex provides a summary of IFAD's performance on the UN-SWAP indicators. The table demonstrates progress with each indicator over the period 2012-2015; these self-assessment ratings have been verified by UN Women.

Table: IFAD self-assessment based on UN-SWAP gender indicators 2012-2014
Key: A: Approaches   M: Meets   E: Exceeds requirements   Missing

UN-SWAP Indicators	2012	2013	2014	2015
A. Accountability				
1. Policy and plan on gender equality exist	M	M	M	M
2. Responsive performance management on gender equality in place	A	E	E	E
B. Results management				
3. Strategic planning includes gender equality	M	M	E	E
4. Monitoring and reporting on gender equality	E	E	E	E
C. Oversight				
5. Evaluation includes attention to gender equality	M	M	M	M
6. Gender responsive auditing in place	A	A	M	É
7. Programme review systems integrate gender dimensions	E	E	E	E
D. Human and financial resources				
8. Financial resource tracking for gender in place	A	M	M	M
9. Financial benchmark for resource allocation for gender equality and women's empowerment mandate in place	Missing	Missing	Missing	A
10. Adequate gender architecture in place	A	A	A	A
11. Organizational culture fully supports promotion of gender equality and the empowerment of women	E	E	E	E
E. Capacity-building				
12. Entity-wide assessment of capacity of staff at headquarters, regional and country levels in gender equality carried out, and capacity-building plan developed	A	A	A	A
13. Capacity development implemented for all staff	A	A	A	A
F. Knowledge and information management				
14. Knowledge on gender equality and women's empowerment systematically documented and publicly shared	M	M	E	E
15. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women	E	E	E	E
SUMMARY Exceeds (E) Meets (M) Approaches (A) Missing	 5 3 6 1	 5 5 4 1	 7 4 3 1	 8 3 4 0

2.   On indicator 1, the gender policy has clear objectives so that progress in meeting the objectives can be measured at the project or country programme levels. The objectives are aligned with IFAD's mandate and with best practices in building gender equality. The policy has generated positive responses from partners and governments who find it relevant, easy to understand and actionable. The action areas all cover relevant actions for IFAD to support the achievement of policy objectives, and the indicators are aligned with IFAD's mandate, structure and the requirements of the United Nations system. Preparation of the annual progress report on the policy through the Report on IFAD's Development Effectiveness annex presented to the Executive Board meets the requirement for senior-level accountability.

3.   For indicator 2, IFAD's performance management system includes core competencies like "respect for gender equality" and "responsibility for own work/life balance" against which staff performance is assessed. IFAD's regional gender awards recognize excellent performance in this area.

4.   IFAD's RMF (indicators 3 and 4) is at the core of its business, and gender equality results are integrated into the design, monitoring and reporting systems. The work to strengthen RIMS indicators, including those on gender equality, is close to completion.

5.   On oversight (indicators 5, 6 and 7), both IOE and the Office of Audit and Oversight systematically pay attention to gender equality, and the latter's work is providing useful data and recommendations to strengthen IFAD's performance. Both offices have taken steps to ensure that their initiatives align with the policy and the work of the gender desk in terms of the gender marker. IFAD's review systems for quality assurance, annual project and portfolio reviews, RIDE and ARRI have all aligned their criteria for assessing gender-related performance with the policy's goals and objectives. To move towards exceeding the requirements on the evaluation indicator, IOE has agreed to make continued efforts to integrate gender concerns into all types of evaluations by mainstreaming a gender perspective throughout the evaluation process.

6.   IFAD's organizational culture strongly supports the promotion of gender (indicator 11). IFAD's Senior Management creates a supportive and enabling environment for gender mainstreaming, especially with regard to operations. Policies are in place for: maternity, paternity, adoption and family leave; breast-feeding and childcare; and the promotion of work-life balance. Alternative working provisions include flexible working hours, teleworking, part-time work and job sharing; however their application is uneven across the organization. A staff engagement survey is conducted annually and a global staff survey is conducted biennially. The latter is a key organizational tool for gaining staff feedback on a range of organizational issues, including the organizational culture of IFAD with regard to gender equality. Following the 2014 global staff survey, four task forces covering career and staff development, process efficiency, work-life balance and leadership – championed by Senior Management – were set up to review, consult with staff and develop action plans to address these issues.

7.   IFAD also exceeds requirements for the indicators on knowledge and information management, and interagency mechanisms (14 and 15). There has been a significant effort – led by the PTA gender desk and supported by the Communications Division, some country offices and to a lesser degree by SKD – to document and share IFAD's experiences with promoting gender equality. The gender desk also participates in peer forums that develop and share knowledge on the challenges and benefits of gender mainstreaming in agricultural and rural development initiatives.

8.   The areas where IFAD does not yet meet the UN-SWAP standards include human and financial resources (indicators 8, 9 and 10), and capacity development (indicators 11 and 12). These areas require further action and additional investment if IFAD aims to be in full compliance. All United Nations entities are expected to meet UN-SWAP requirements by 2017, and IFAD has committed to do so in IFAD10. The major challenge is the lack of specialist human resources (including the gender desk, the regional coordinators and the GFP network) and the shortage of time to build capacity among IFAD and its partners in order to better implement the policy. These points and management responses are discussed in the main text.

Five-point pathway for gender mainstreaming for IFAD10

1. Gender equality and women's empowerment issues addressed systematically in IFAD-supported country programmes and projects

   The following activities will contribute to:

   ➢ RMF Level 4: 90 per cent of projects rated moderately satisfactory or better at entry for gender, of which: (i) at least 15 per cent of project designs are gender-transformative (score = 6); and (ii) at least 50 per cent of project designs achieve full gender mainstreaming (score = 5)

   ➢ RMF Level 2: 90 per cent of projects rated moderately satisfactory or better on gender equality at completion

   ➢ UN-SWAP indicator 7: Programme review

   Activities during project design:

   - Participate in country programme management teams for all project design and ensure all project design reports include an appendix on poverty, targeting and gender mainstreaming, and complete gender and targeting checklists.

   - Gender experts (PTA gender staff, regional gender coordinators or consultants) participate in project design missions.

   - Act as lead advisor and participate in missions.

   - Provide comments and attend meetings of operational strategy and policy guidance committees, and quality enhancement/quality assurance committees as requested.

   - Review grant designs.

   - Ensure that the Quality Assurance Group's Quality Assurance Archiving tracking tool records gender-related comments on RB-COSOP, loan and grant design (UN-SWAP indicator 6: Gender-responsive auditing).[26]

   - Analyse the value of loans and grants from a gender perspective (UN-SWAP indicator 8: Financial tracking).

   Activities during project implementation:

   - Ensure all start-up workshops address gender and targeting aspects of project design and implementation.

   - Gender experts (PTA gender staff, regional gender coordinators or consultants) participate in project supervision and implementation support missions, particularly for projects with weak performance on gender and targeting.

   - Provide technical backstopping to regional hubs, IFAD country offices and PMUs.

   - Provide guidance on collection and analysis of sex-disaggregated data in M&E systems (with revised RIMS) to learn lessons for improving project performance and for corporate reporting (UN-SWAP: indicator 4: monitoring and reporting).

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[26] When a UN-SWAP indicator is linked to a specific activity, it is noted next to that activity.

- Continue to work on adapting the WEAI for baseline, advocacy and policy engagement, and impact assessment (UN-SWAP indicator 4: Monitoring and reporting).

- Continue to provide technical support for the delivery of the joint programme RWEE in participating countries, in collaboration with other Rome-based agencies and UN Women.

- Continue efforts to integrate gender concerns into all types of evaluations by mainstreaming a gender perspective throughout the evaluation process (UN-SWAP indicator 5: Evaluation).

2. **IFAD contributions to advocacy, partnerships and knowledge management on gender equality improved**

   The following activities will contribute to:

   ➢ UN-SWAP indicator 14: Knowledge generation and communication

   ➢ UN-SWAP indicator 15: Coherence, peer review

   - Develop and disseminate specific gender products that can enhance the effectiveness of operations, support uptake and scale up good practices.

   - Enhance gender dimensions of country policy engagement.

   - Organize knowledge sharing and advocacy events, maintain knowledge sources and tools (e.g. the gender website, the bi-monthly e-newsletter, monthly gender breakfasts and the roster of experts).

   - Create and strengthen thematic networks/communities of practice to facilitate peer and technical support, knowledge sharing and learning, mainstreaming and scaling up of innovations (e.g. gender network, Gender Action Learning System (GALS)/household methodologies community of practice).

   - Represent IFAD in international and regional fora to share IFAD's field evidence on gender mainstreaming and transformative approaches for rural women's empowerment.

   - Design and manage grants for innovation on gender mainstreaming and targeting.

   - Organize regional gender awards for IFAD-supported operations (a biennial event) (UN-SWAP indicator 7: Programme review).

   - Work with inter-agency initiatives including the United Nations Inter-Agency Network on Women and Gender Equality, IFIs, OECD/DAC, the global donor platform and Rome-based agency gender teams.

   - Co-organize and participate in joint Rome-based agency gender activities (e.g. International Women's Day, Rural Women's Day, side events at the Committee on World Food Security and the Commission on the Status of Women).

3. **Capacity of partners to address gender issues in agriculture and rural development strengthened**

   The following activities will contribute to:

   ➢ RMF levels 2 and 4 (as noted in pathways 1 and 2 above)

   ➢ UN-SWAP indicator 12: Capacity assessment

   ➢ UN-SWAP indicator 13: Capacity development

   - Undertake needs assessment of country programme managers, IFAD Country Office staff and GFPs, and prepare capacity development plan.

- Develop and deliver training on gender and targeting in the project cycle using PTA toolkits, e-learning tools and other materials at the headquarters, regional, sub-regional and country levels.

- Ensure that basic training on gender is mandatory for all staff (e-learning). Provide orientation sessions on gender and targeting in the context of IFAD-supported loans for IFAD staff in corporate training events. This includes induction, design and supervision training, regional workshops and Senior Management orientation.

- Develop capacity on gender-transformative approaches (e.g. household methodologies) and integrated approaches (e.g. gender and nutrition), especially at regional and sub-regional levels.

- Provide orientation sessions on gender and targeting in the context of IFAD-supported loans for qualified consultants.

4.   Corporate approaches and procedures that support gender and diversity balance strengthened

The following activities will contribute to:

➢   RMF level 5: 35 per cent of women in P-5 posts and above

➢   UN-SWAP indicator 10: Gender architecture

➢   UN-SWAP indicator 11: Organizational culture

- Implement gender parity staffing plan (on recruitment, advocacy, capacity-building, career development, work-life balance, M&E and accountability) to strengthen the recruitment of women, especially at the P-5 level and above.

- Support and coordinate gender focal points with revised terms of reference; inclusion in the performance evaluation system; and training with adequate and itemized budget allocations to fulfil these functions. (In divisions with regional gender coordinators, establish gender liaison points at headquarters.)

- Strengthen the existing learning programme to support staff growth and development for women, and promote gender equality (UN-SWAP indicator 2: Gender responsive performance management).

- Strengthen implementation and track the use of HRD policies on flexible working arrangements; conduct gender analysis of the biennial global staff survey and follow-up recommendations.

- Support initiatives to promote diversity within the workforce.

5.   Corporate human and financial resources, and monitoring and accountability systems fully support gender equality and women's empowerment

- Senior management accountability mechanism on promoting gender equality and women's empowerment (operations and staffing) (UN-SWAP indicator 1: Policy and plan.)

- Associate Vice-President of PMD appointed as Senior Management gender champion.

- Report on progress on gender targets in new Strategic Framework and IFAD10 (UN-SWAP indicator 3: Strategic planning); annual report on gender annexed to the RIDE; and annual UN-SWAP report.

- Ensure that gender considerations are mainstreamed into corporate documents, global engagement and corporate communications (UN-SWAP indicator 14: Knowledge generation and communication.)

- Ensure that the gender dimension is included in corporate documentation, guidance notes and templates regarding operations (e.g. RB-COSOP guidelines, project design report templates, M&E, evaluation.)

- Conduct gender-sensitive audits (UN-SWAP indicator 6: Gender responsive auditing.)

- Conduct gender analysis of the regular budget (UN-SWAP indicator 8: Financial tracking.)

- Financial resource allocation (UN-SWAP indicator 9: Resource allocation.)

- Security briefing for women prior to field missions.