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Investing in rural people

Mainstreaming Gender-transformative Approaches at IFAD – Action Plan 2019-2025

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Abbreviations and acronyms

ARRI	Annual Report on Results and Impact of IFAD Operations
CSN	country strategy note
GAP	Gender Action Plan
GEWE	gender equality and women's empowerment
GTA	gender-transformative approach
ORMS	Operational Results Management System
COSOP	country strategic opportunity programme
RIDE	Report on IFAD's Development Effectiveness
SDG	Sustainable Development Goal
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

Mainstreaming Gender-transformative Approaches at IFAD – Action Plan 2019-2025

I. Mainstreaming Gender-transformative Approaches at IFAD

1. The 2030 Agenda for Sustainable Development¹ – Transforming our world – emphasizes the need for structural transformation. This requires addressing the root causes generating and reproducing economic, social, political and environmental problems and inequities, and not just addressing their symptoms.
2. According to the 2018 Global Gender Gap Index, there has been global progress on women’s empowerment. However, the world has a long way to go towards gender parity in political and economic leadership.² Approximately 1.7 billion women and girls live in rural areas – where the majority of the world’s poor people live. While women make up 43 per cent of the agricultural labour force in developing countries and more than 50 per cent in sub-Saharan Africa,³ the plots they manage are between 20 per cent and 30 per cent less productive than plots managed by men.⁴ This is often due to discriminatory social institutions, formal and informal laws, social norms and practices. These barriers prevent rural households from overcoming constraints to food production, security and nutrition.
3. It is broadly recognized that providing women and girls with equal access to assets, opportunities, services, decent work and representation in political and economic decision-making processes is important for achieving equity and justice, and essential for sustainable rural transformation.
4. To heighten its contribution to the 2030 Agenda and its mandate, IFAD is committed to enhancing the impact of its programming on gender equality and women’s empowerment (GEWE) through measures including a revised Gender Action Plan (GAP) for 2019 to 2025 in line with the IFAD Strategic Framework.
5. Building on achievements of the previous GAP: Gender Mainstreaming in the Tenth Replenishment of IFAD's Resources (IFAD10),⁵ which concluded on 31 December 2018, this GAP will address commitments to IFAD11 linked to GEWE (see table 1 below). Unlike the previous GAP, this action plan operationalizes action areas 1, 2, 3, and 5 of IFAD’s 2012 Gender Equality and Women’s Empowerment Policy, which are directly linked to the design and implementation of its programmes (action area 4 is directly and comprehensively addressed in the 5 R Action Plan to Improve Gender Parity in IFAD 2017-2021). In addition, this GAP takes into account three new considerations:
 - (i) the bold and transformative steps needed to achieve the 2030 Agenda by adopting an integrated approach to gender, youth, nutrition, environment and climate for maximum impact;⁶
 - (ii) IFAD’s enhanced business model (involving decentralization, a culture of results and innovation) by enhancing support for social inclusion and cascading action plans down to country programmes through regional divisions and sub-regional hubs; and

¹ [Transforming our World: The 2030 Agenda for Sustainable Development](#).

² World Economic Forum: [Global Gender Gap Report 2018](#).

³ FAO: [The Role of Women in Agriculture](#).

⁴ Ibid.

⁵ [The previous GAP](#) covered 2016-2018.

⁶ The GAP was developed concurrently with the IFAD Strategy and Action Plan on Environment and Climate Change, Nutrition Action Plan and Youth Action Plan. A framework is being developed to integrate all of these mainstreaming themes and ensure that activities around each theme are implemented in a complementary manner.

- (iii) relevant commitments related to GEWE as contained in the IFAD11 Consultation Report by strengthening implementation of gender-transformative approaches (GTAs).

Table 1
IFAD11 commitments related to gender and IFAD10 commitments and achievements

Commitments									
IFAD11	<ol style="list-style-type: none"> 1. Review and strengthen IFAD's GAP to: <ul style="list-style-type: none"> • achieve a GTA (25 per cent of projects to be gender transformative); and • implement relevant provisions of the United Nations System-wide Action Plan on GEWE (UN-SWAP) 2.0. 2. Provide a report that analyses IFAD's GTA using appropriate qualitative and quantitative methodologies. 3. Revise IFAD's operational guidelines on targeting. 4. Develop a framework for implementing transformative approaches to IFAD's mainstreaming themes, including attention to horizontal integration and interlinkages. 5. Report on progress across the four mainstreaming themes in the Report on IFAD's Development Effectiveness (RIDE). 								
Commitments	Achievements ⁷								
IFAD10	<table border="0"> <tr> <td>Meeting or exceeding all 15 UN-SWAP indicators</td> <td>13 out of 15 met or exceeded</td> </tr> <tr> <td>Design target 90 per cent rated as partial gender mainstreaming (moderately satisfactory = 4) or better</td> <td>97 per cent</td> </tr> <tr> <td>Implementation target 90 rated as partial gender mainstreaming (moderately satisfactory = 4) or better</td> <td>93 per cent</td> </tr> <tr> <td>Completion target 90 per cent of projects rated as partial gender mainstreaming (moderately satisfactory = 4) or better</td> <td>88 per cent</td> </tr> </table>	Meeting or exceeding all 15 UN-SWAP indicators	13 out of 15 met or exceeded	Design target 90 per cent rated as partial gender mainstreaming (moderately satisfactory = 4) or better	97 per cent	Implementation target 90 rated as partial gender mainstreaming (moderately satisfactory = 4) or better	93 per cent	Completion target 90 per cent of projects rated as partial gender mainstreaming (moderately satisfactory = 4) or better	88 per cent
Meeting or exceeding all 15 UN-SWAP indicators	13 out of 15 met or exceeded								
Design target 90 per cent rated as partial gender mainstreaming (moderately satisfactory = 4) or better	97 per cent								
Implementation target 90 rated as partial gender mainstreaming (moderately satisfactory = 4) or better	93 per cent								
Completion target 90 per cent of projects rated as partial gender mainstreaming (moderately satisfactory = 4) or better	88 per cent								

6. In IFAD, GTAs are programmes and interventions that create opportunities to: actively challenge the root causes of inequalities between women and men; promote positions of social and political influence for women in communities; and address power inequities between women and men.⁸

II. Gender Action Plan preparation process

7. The revision of the 2016-2018 GAP aimed at aligning it with the IFAD11 gender commitments. This 2019-2025 GAP was developed through a participatory and consultative process. It started with a review of the 2016-2018 GAP and its implementation progress, and included consultations with IFAD staff at headquarters and in the field, as well as key partners. After developing the first draft, consultations were also held with IFAD Executive Board Members.

III. Theory of change and results framework

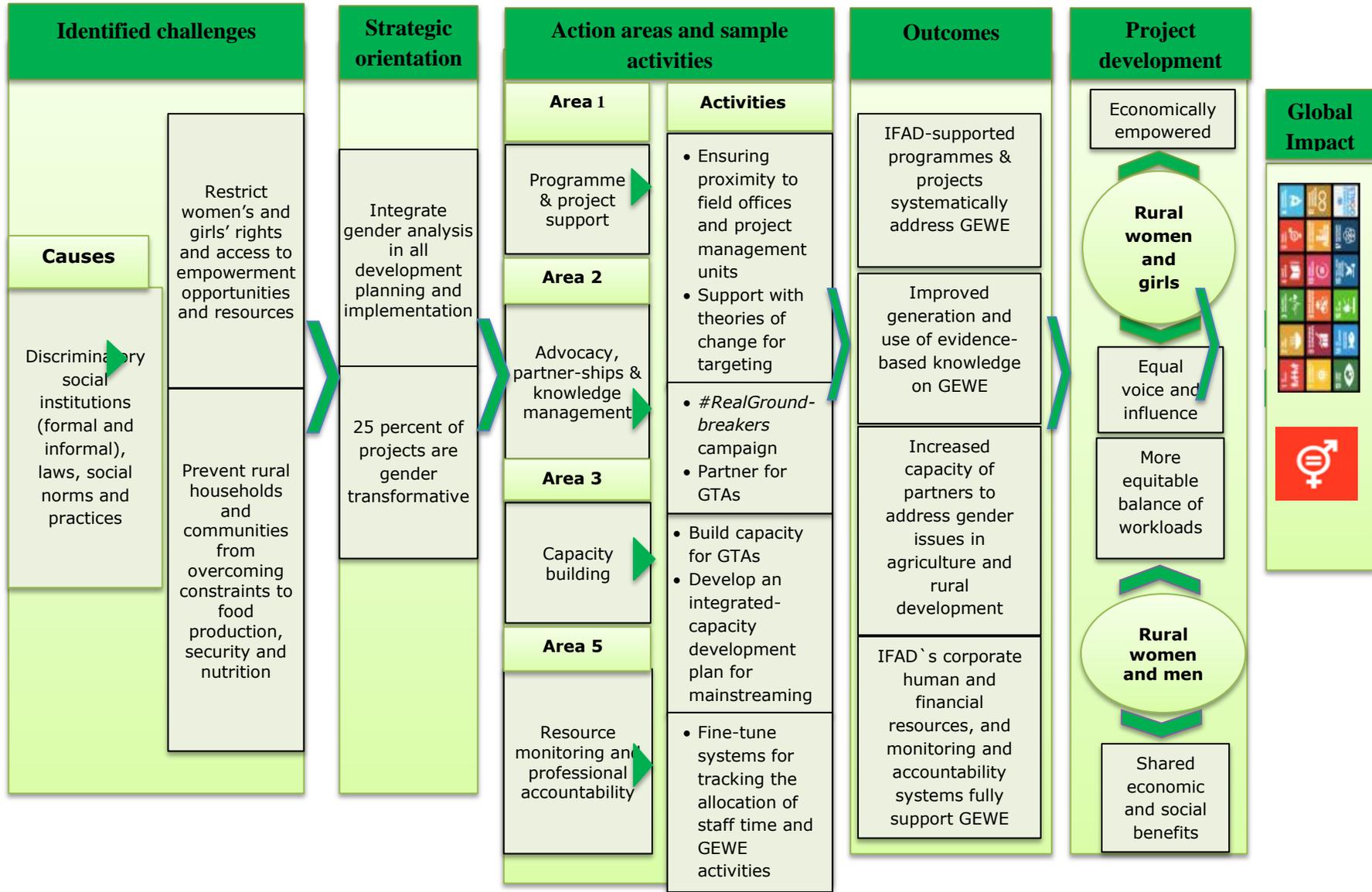
8. The theory of change⁹ below articulates a vision for GEWE at IFAD. It illustrates the mutually reinforcing pathways and activities to sustainably reduce inequalities between women and men in rural areas, with a focus on: greater impact of IFAD's investments; and a new target for gender-transformative projects of 25 per cent.

⁷ See the 2018 RIDE.

⁸ This definition is based on that of the Independent Office of Evaluation of IFAD and the growing consensus among institutions committed to gender transformation.

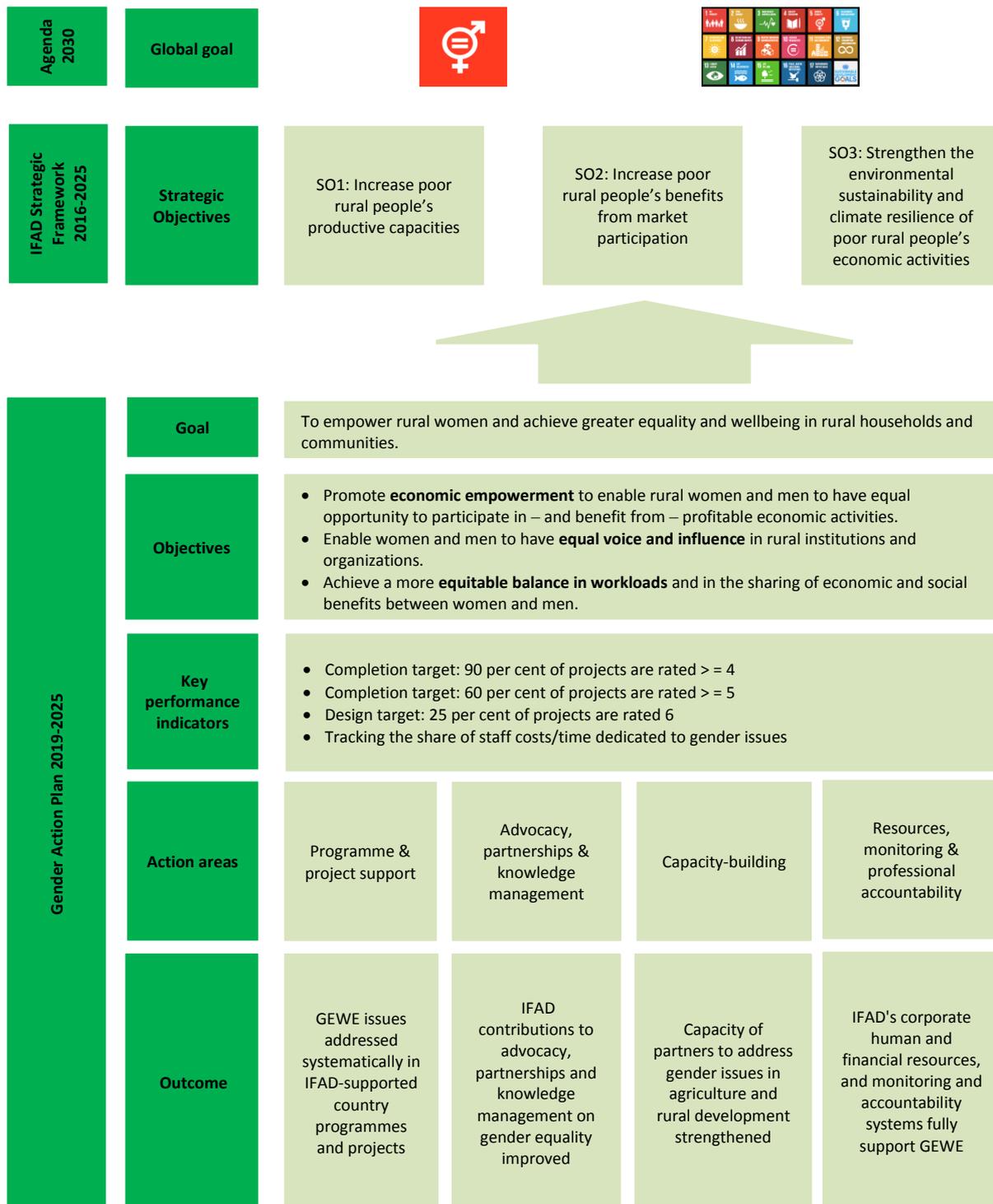
⁹ A common theory of change on gender transformation in agriculture will be developed as part of the European Union-funded Rome-based Agency joint programme.

Figure 1
Theory of change for IFAD investment projects



9. IFAD's results framework for GEWE comprises four levels. At the global level, IFAD's gender mainstreaming and gender-transformative efforts are contributing to the 2030 Agenda for Sustainable Development, particularly Sustainable Development Goal (SDG) 5: Achieve gender equality and empower all women and girls, and indirectly all the other SDGs since GEWE is integral to all SDGs and runs across all dimensions of inclusive and sustainable development.
10. At the level of IFAD's Strategic framework, GEWE contributes to IFAD's Strategic Objectives 1, 2 and 3. Supported investments include those: closing the gender gap in agricultural productivity, providing women with opportunities, information and skills to increase their benefits from market participation; and investing in gender-sensitive technologies and innovations.
11. At the level of development results, IFAD has committed to going beyond the target of reaching 50 per cent of women through its investments. Pursuing its commitment to go beyond gender mainstreaming, in IFAD11 the Fund has raised the bar to 25 per cent of its projects being gender transformative from 15 per cent in IFAD10. This is expected to contribute to deeper impact and strengthen sustainability.
12. The fourth level of the results framework corresponds to the overall objective of this action plan: to increase IFAD's impact, empower rural women and achieve greater equality and well-being in rural households and communities.

Figure 2
IFAD's results framework for GEWE



IV. Principles of engagement

- An important target of the action plan is to ensure that 25 per cent of projects are gender transformative and that transformative approaches are included in design documents, implemented and monitored.

V. Action areas

- To achieve the GAP objectives and operationalize IFAD's Gender Policy, IFAD will work through four mutually supportive action areas of the gender policy. Each area's outcomes and indicators are summarized in table 2 below.

Table 2
Action areas of the GAP, ¹⁰ their outcomes¹¹ and indicators

Action area 1: IFAD-supported country programmes and projects	
Outcome	Indicators
GEWE issues addressed systematically in IFAD-supported country programmes and projects	<ul style="list-style-type: none"> • Design target: 90 per cent of projects are rated > = 4 • Design target: 25 per cent of projects are rated 6 • 100 per cent of new COSOPs and CSNs are gender mainstreamed • Increase proportion of loans and grants with gender-specific objectives, supported by clear budget allocations¹²
Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge management	
Outcome	Indicators
IFAD contributions to advocacy, partnerships and knowledge management on GEWE improved	<ul style="list-style-type: none"> • Increase in IFAD inputs on gender issues in international forums and publications* • Number of corporate events focused on gender^{**13} • Inclusion of references to GEWE in key IFAD policy documents and knowledge products* • Increased focus on gender issues in policy dialogue and scaling up* • Increase in joint gender-related initiatives with other development agencies* • Increase in number of substantive references to gender issues in agricultural and rural development by IFAD Management in public forums and the media*
Action area 3: Capacity-building of implementing partners and government institutions	
Outcome	Indicators
Capacity of partners to address gender issues in agriculture and rural development strengthened	<ul style="list-style-type: none"> • Completion target: 90 per cent of projects are rated > = 4 • Completion target: 60 per cent of projects are rated > = 5 • Percentage of women reporting improved quality of their diets • Number of training tools developed or revised, including IFAD Operations Academy^{**} • Number training events for implementing partners on GEWE^{**}
Action area 5: Resources, monitoring and professional accountability	
Outcome	Indicators
IFAD's corporate human and financial resources, and monitoring and accountability systems fully support GEWE	<ul style="list-style-type: none"> • Increase in scores on the annual review of IFAD's performance on GEWE* • Amount of additional funds supporting implementation of the GAP • Increase in human and financial resources from IFAD's core budget invested to support GEWE*

¹⁰ Action area 4 is excluded since it is covered by the 5 R Gender Action Plan to improve gender parity in IFAD.

¹¹ These are outputs of the 2012 Gender Policy and outcomes of the GAP 2019-2025.

¹² Indicators marked * are indicators of the gender policy. While there are no targets, these indicators are tracked and reported on in the RIDE.

¹³ Indicators marked ** are new indicators. Baselines will be established and targets set during 2019.

VI. Resource mobilization

15. Delivering on IFAD's gender commitments will require stepping up efforts at resource mobilization.
16. Supplementary funding from the Governments of Canada, Norway and Sweden has played an important role in supporting IFAD's capacity in GEWE. Additional funds will be sought to fully implement the GAP 2019-2025.
17. The potential of grants to complement gender-transformative investments (through research on key knowledge gaps, piloting of innovative approaches to be scaled up by investment projects and capacity-building) will also be explored in order to ensure the most strategic use of IFAD's grant financing.
18. The Executive Board Gender Network of the Rome-based Agencies will continue to provide updates on progress and achievements, and facilitate resource mobilization.

VII. Implementing the action plan

19. IFAD's Senior Management and Executive Board members have committed to supporting the mainstreaming of GTAs. Achieving the targets set out in this action plan will require the commitment of all responsible departments and divisions both at headquarters and in the field.
20. To ensure accountability, implementation progress will be tracked midway through the GAP period and regularly through a dashboard established for monitoring IFAD projects using the Fund's gender marker. Progress will be reported in the RIDE.

Annex I: Results Framework

SDG (2030 Agenda for Sustainable Development)	SDG 5: Achieve gender equality and empower all women and girls GEWE is integral to all SDGs		 
Strategic Objective (IFAD Strategic Framework 2016-2025)	Gender equality is a principle of engagement SO1: Increase poor rural people’s productive capacities SO2: Increase poor rural people’s benefits from market participation SO3: Strengthen the environmental sustainability and climate resilience of poor rural people’s economic activities		
Development results/outcomes (IFAD11 and IFAD12)	By 2021: 25 per cent of projects are rated as being gender transformative 90 per cent moderately satisfactory (= 4) rating or above on GEWE at completion 60 per cent satisfactory (= 5) rating or above on GEWE at completion By 2025: 35 per cent of projects are rated as being gender transformative ¹⁴		
Gender Action Plan 2019-2025			
Goal	To empower rural women and achieve greater equality and well-being in rural households and communities.		
Objectives	<ul style="list-style-type: none"> • Promote economic empowerment to enable rural women and men to have equal opportunity to participate in, and benefit from, profitable economic activities. • Enable women and men to have equal voice and influence in rural institutions and organizations. • 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			
Outcome	Indicator	Means of verification	
- GEWE issues addressed systematically in IFAD-supported country programmes and projects	<ul style="list-style-type: none"> - Design target: 90 per cent of projects rated > = 4 - Design target: 25 per cent of projects rated 6 - 100 per cent of new COSOPs and CSNs are gender mainstreamed - Increase proportion of loans and grants with gender-specific objectives supported by clear budget allocations^{15*}¹⁶ 	<ul style="list-style-type: none"> - Operational Results Management System (ORMS) - project completion reports - COSOP and CSN reviews - Minutes of project design team and quality assurance meetings 	

¹⁴ The target for 2025 is tentative and will be revised based on results achieved at the end of IFAD11 and discussions towards IFAD12.

¹⁵ Measured as the amount of resources (human and financial) earmarked for GEWE in IFAD-supported projects and country programmes.

¹⁶ Indicators marked * are indicators of the Gender Policy. While there are no targets, these indicators are tracked and reported on in the RIDE.

Output	Indicator	Means of verification
<ul style="list-style-type: none"> - Comprehensive guidelines and procedures in place to mainstream gender into all stages of the project cycle with a focus on the interlinkages with environment and climate, youth and nutrition - Capacity of IFAD Management and staff – in the field and at headquarters – strengthened to address GEWE in order to improve project performance and measure project impact on GEWE, including gender-transformative changes - Adequate technical expertise for designing and implementing support missions provided - Explicit theories of change to underpin targeting strategies developed for each IFAD investment - Indicators to measure project impact on GEWE, including gender-transformative changes 	<ul style="list-style-type: none"> - Number of comprehensive guidelines and procedures to mainstream gender developed/updated**¹⁷ - Number of IFAD Management and staff trained in GEWE (disaggregated by gender)** - Number projects with gender and social inclusion experts participating in design, supervision and implementation-support missions** - Number of new projects with core indicators on GEWE included in their logframes** 	<ul style="list-style-type: none"> - Guidelines and procedures included in COSOP and CSN reviews - Reports from learning management systems - Minutes of project design team and quality assurance meetings - ORMS - Training event reports
Activity		
<p>Design:</p> <ol style="list-style-type: none"> 1. Develop a shared understanding of GTAs. 2. Provide technical support on analysis and design. 3. Identify gender specialists to join design missions. 4. Provide checklists to assist in design and strengthen linkages among subcomponents. 5. Provide guidance on the development of explicit theories of change to underpin targeting strategies. 6. Assist in developing gender-specific indicators. <p>Implementation:</p> <ol style="list-style-type: none"> 7. Provide technical inputs for start-up workshops. 8. Provide technical inputs for supervision and implementation-support missions. 9. Identify gender specialists to join supervision and implementation-support missions. 10. Promote a gender balance in supervision and implementation-support missions. 11. Provide technical support to gender specialists/gender focal points in project management units. 		

¹⁷ Indicators marked ** are new indicators. Baselines will be established and targets set during 2019.

<p>12. Provide technical backstopping to regional hubs, IFAD Country Offices and project management units.</p> <p>13. Provide guidance on the collection and use of gender-disaggregated data to measure project impact on GEWE, including gender-transformative changes (such as the Women's Empowerment in Agriculture Index).</p> <p>14. Facilitate regional/sub-regional/country capacity-building events.</p> <p>15. Identify good practices and share knowledge and lessons learned, including learning routes and South-South exchanges.</p> <p>General:</p> <p>16. Update guidelines and procedures to mainstream gender into all stages of the COSOP, programme and project cycles.</p> <p>17. Update IFAD's operational guidelines on targeting.</p>		
Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge management		
Outcome	Indicator	Means of verification
<ul style="list-style-type: none"> - IFAD contributions to advocacy, partnerships and knowledge management on gender equality improved 	<ul style="list-style-type: none"> - Increase in IFAD inputs on gender issues in international forums and publications* - Number of corporate events focused on gender** - Inclusion of references to GEWE in key IFAD policy documents and knowledge products* - Increase focus on gender issues in policy dialogue and scaling up* - Increase in joint initiatives on gender-related activities with other development agencies* - Increase in number of substantive references to gender issues in agricultural and rural development by IFAD Management in public forums and the media* 	<ul style="list-style-type: none"> - IFAD website - IFAD Research Series - Rural Solutions Portal - Regional implementation workshops - Internal and external blogs - Project and country programme evaluations - Stocktaking on policy engagement - Partnership progress report
Output	Indicator	Means of verification
<ul style="list-style-type: none"> - Communication and advocacy strategy developed and implemented to advance the economic empowerment of rural women, including the integration of gender perspectives into IFAD's advocacy on thematic priority areas - Gender-disaggregated results from IFAD's operations and pilot activities systematically monitored, measured, documented and shared for advocacy, capacity development of partners and scaling up 	<ul style="list-style-type: none"> - Number of communication and advocacy strategies developed** - Number of gender-focused knowledge-management products developed** - Number of policy briefs developed** - Number of cofinanced investment projects in agricultural and rural development with a gender focus** 	<ul style="list-style-type: none"> - IFAD website - IFAD Research Series - Rural Solutions Portal - Regional implementation workshops - Internal and external blogs - Project and country programme evaluations - Stocktaking on policy engagement - Partnership progress report - ORMS

<ul style="list-style-type: none"> - Contributions to national-level policy platforms and global forums on gender issues in agriculture and rural development improved 		
Activity		
<p>Knowledge management and advocacy:</p> <ul style="list-style-type: none"> 18. Develop a communication and advocacy strategy. 19. Develop and disseminate knowledge products. 20. Enhance gender dimensions of country policy engagement. 21. Organize and maintain knowledge-sharing and advocacy events, knowledge sources and tools, and a roster of experts. 22. Design and manage grants for innovation. 23. Organize regional gender awards for IFAD-supported operations. <p>Partnerships:</p> <ul style="list-style-type: none"> 24. Represent IFAD and participate in international and regional forums. 25. Create and strengthen thematic networks/communities of practice for mainstreaming and scaling up innovations at the global and regional levels. 26. Work with inter-agency initiatives. 27. Co-organize and participate in joint gender activities with the other Rome-based agencies. 		

Action area 3: Capacity-building of implementing partners and government institutions		
Outcome	Indicator	Means of verification
<ul style="list-style-type: none"> - Capacity of partners to address gender issues in agriculture and rural development strengthened 	<ul style="list-style-type: none"> - 90 per cent of projects are rated as moderately satisfactory (= 4) on GEWE at completion - 60 per cent of projects are rated as satisfactory (= 5) on GEWE at completion - Percentage of women reporting improved quality of their diets - Number of training tools and instruments developed or revised, including IFAD Operations Academy** - Number training events for implementing partners on GEWE ** 	<ul style="list-style-type: none"> - ORMS - Training reports - IFAD website - Project completion reports
Output	Indicator	Means of verification
<ul style="list-style-type: none"> - Capacity in key government institutions to address gender inequality in agricultural and rural development increased - Skills of implementing partners strengthened, including those of project management units to address gender issues in design and key thematic 	<ul style="list-style-type: none"> - Number of government representatives and other implementation partners trained (disaggregated by gender)** - Number of downloads of IFAD's how-to-do notes on gender for design and implementation - Number of regional and national gender experts trained (disaggregated by gender)** - Increase in the number and quality of initiatives to 	<ul style="list-style-type: none"> - Training reports - IFAD website

<p>areas, and those for the delivery of agricultural and rural development initiatives</p> <ul style="list-style-type: none"> - Regional and national capacity of gender experts to support the design and implementation of gender-sensitive agricultural and rural development programmes developed 	<p>support GEWE undertaken by government institutions*</p>	
Activity		
<p>28. Prepare capacity development plan for country programme managers, IFAD Country Office staff, gender focal points, consultants and project management unit staff.</p> <p>29. Develop and deliver training on gender and targeting in the project cycle at the headquarters, regional, sub-regional and country levels.</p> <p>30. Develop mandatory basic e-learning on gender for all staff.</p> <p>31. Provide orientation on gender and targeting in context of IFAD's portfolio for staff at training events and regional workshops, Senior Management and consultants.</p> <p>32. Develop capacity on GTAs (e.g. household methodologies) and integrated approaches.</p>		
Action area 5: Resources, monitoring and professional accountability		
Outcome	Indicator	Means of verification
<ul style="list-style-type: none"> - IFAD's corporate human and financial resources, and monitoring and accountability systems fully support GEWE 	<ul style="list-style-type: none"> - Increase in scores on the annual review of IFAD's performance on GEWE* - Amount of additional funds supporting implementation of the GAP - Increase in human and financial resources from IFAD's core budget invested to support GEWE * 	<ul style="list-style-type: none"> - Corporate analyses - Annual Report on Results and Impact of IFAD Operations (ARRI) - UN-SWAP reports - IFAD website
Output	Indicator	Means of verification
<ul style="list-style-type: none"> - Responsibility for advancing gender equality articulated at all levels of the Fund - Responsibility for GEWE ensured throughout IFAD - Reporting on GEWE policy implementation and results through corporate reporting systems improved - Systems for periodic tracking of staff time allocations and activities devoted to GEWE developed - UN-SWAP requirements met 	<ul style="list-style-type: none"> - Senior Management gender champion appointed - Number of systems developed for periodic tracking of the allocation of staff time and activity devoted to gender** - Meeting or exceeding UN-SWAP 2.0 indicators 	<ul style="list-style-type: none"> - Corporate analyses - ARRI - UN-SWAP reports

Activity

Accountability and monitoring:

33. Appoint Senior Management gender champion.
34. Report progress on gender targets in the Strategic Framework for IFAD11, annual gender report for RIDE and UN-SWAP on gender mainstreaming (15 indicators).
35. Ensure gender considerations are mainstreamed into IFAD documents, global engagement and corporate communications.
36. Ensure gender dimension is included in corporate documentation, guidance notes and operational templates.
37. Conduct annual reviews of evaluation studies.

Resources:

38. Fine-tune methodology for gender-sensitive audits.
39. Conduct gender-sensitive audits.
40. Fine-tune systems for periodic tracking of staff-time allocations and activities devoted to gender.
41. Conduct gender analysis of IFAD's regular budget.
42. Ensure financial resource allocation.

Annex II: Gender Glossary

Empowerment	The process of increasing people's opportunity to take control of their own lives. It refers to people living according to their own values and being able to express preferences, make choices and influence – both individually and collectively – the decisions that affect their lives. Empowerment of women or men includes: developing self-reliance; gaining skills or having their own skills and knowledge recognized; increasing their power to make decisions and make their voices heard; and negotiating and challenging societal norms and customs.
Gender	Refers to culturally based expectations of the roles and behaviours of women and men. The term distinguishes the social construct from the biologically determined aspects of being female and male. Gender roles, behaviours and the relations between women and men are dynamic and can change over time.
Gender and diversity	An organizational approach that embraces diversity in gender, age, nationality, ethnicity, culture, beliefs, attitudes, language and social circumstances.
Gender equality	Achieved when women and men have equal rights, freedoms, conditions and opportunities to access and control socially valued goods and resources, and enjoy the same status within a society. It does not suggest that women and men are the same, but rather that they have equal value. This not only applies to equality of opportunity, but also to equality of access to the impact and benefits arising from economic, social, cultural and political development.
Gender equity	Fair treatment for women and men according to their respective needs. A gender-equity goal often requires measures to rectify the imbalances between women and men, particularly to compensate for women's historical and social disadvantages. Equity can be understood as the means while equality is the end. Equity leads to equality.
Gender mainstreaming	The process by which reducing the gaps in development opportunities between women and men, and working towards equality between them become an integral part of an organization's strategy, policies and operations. At IFAD, it is reflected, along with other core priorities, in the mind-sets of Management and

staff, and in the Fund's values, resource allocations, operational norms and procedures, performance measurement, accountabilities, competencies and learning processes. In IFAD's development activities, gender mainstreaming implies assessing the implications of any planned action on women and men, including legislation, and ensuring that both women's and men's concerns and experiences are taken into account in the design, implementation, monitoring and evaluation of all development activities. The aim is to develop interventions that overcome barriers preventing men's and women's equal opportunity to access – and benefit from – the resources and services they need to improve their livelihoods.

Gender-transformative approaches (GTAs)

Programmes and interventions that create opportunities for individuals to actively challenge gender norms, promote women's social and political influence in communities, and address power inequities between persons of different genders.

Household methodologies

Methodologies that enable family members to work together to improve relationships and decision making, and achieve more equitable workloads. Their purpose is to strengthen the overall well-being of households and all their members.

Mainstreaming Gender-transformative Approaches at IFAD: Action Plan 2019-2025

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Abbreviations and acronyms

ADM	Administrative Services Division
APR	Asia and the Pacific Division
ARRI	Annual Report on Results and Impact of IFAD Operations
AUO	Office of Audit and Oversight
BOD	Office of Budget and Organizational Development
CFS	Committee on World Food Security
COM	Communications Division
CSD	Corporate Services Department
CSN	country strategy notes
CPM	Country Programme Manager
CSW	Commission on the Status of Women
ECG	Environment, Climate, Gender and Social Inclusion Division
ERG	External Relations and Governance Department
ESA	East and Southern Africa Division
ETH	Ethics Office
FAO	Food and Agricultural Organisation of the United Nations
FSU	Field Support Unit
GEM	Global Engagement and Multilateral Relations Division
GENDERNET	Development Assistance Committee Network on Gender Equality
GEWE	gender equality and women's empowerment
GFP	gender focal point
HHMs	Household Methodologies
HRD	Human Resources Division
HQ	headquarters
ICO	IFAD Country Office
ICT	Information and Communication Technology Division
ILO	International Labour Organization
IOE	Independent Office of Evaluation of IFAD
IFAD	International Fund for Agricultural Development
IFAD10	Tenth Replenishment of IFAD's Resources
IFAD11	Eleventh Replenishment of IFAD's Resources
IFAD12	Twelfth Replenishment of IFAD's Resources
IFI	International Financial Institution
IFPRI	International Food Policy Research Institute
KM	knowledge management
LAC	Latin America and the Caribbean Division

LEG	Office of the General Counsel
MDB	Multilateral Development Bank
M&E	monitoring and evaluation
NGO	non-governmental organization
OECD	Organisation for Economic Co-operation and Development
OPR	Operational Policy and Results Division
OPV	Office of the President and Vice President
PBAS	Performance-Based Allocation System
PMD	Programme Management Department
PMI	Sustainable Production, Markets and Institutions Division
PMU	project management unit
PRM	Partnership & Resource Mobilization Office
QAG	Quality Assurance Group
RBA	Rome-based agencies
RB-COSOPs	Results-Based Country Strategic Opportunity Programmes
RFI	Rural Financial Institution
RIA	Research and Impact Assessment
RIDE	Report on IFAD's Development Effectiveness
RWEE	Rural Women's Economic Empowerment
SDG	Sustainable Development Goal
SEC	Office of the Secretary
SSTC	South-south and triangular cooperation
SKD	Strategy and Knowledge Department
ToC	Theory of Change
UCCs	Unrestricted Complementary Contributions
UNSD	United Nations Statistics Division
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
WCA	West and Central Africa Division
WEAI	Women's Empowerment in Agriculture Index
WFP	World Food Programme

Mainstreaming Gender-transformative Approaches at IFAD: Action Plan 2019-2025

Executive summary

A. Introduction and context

1. Globally, there has been **progress against spheres of women's empowerment**. According to the 2018 Global Gender Gap Index 2018¹⁸, with the average (population-weighted) distance completed to parity at 68.0%, a marginal improvement over last year. When it comes to gender parity in **political and economic leadership**, the world still has a long way to go. Across the 149 countries assessed in the Global Gender Gap Report, there are just 17 that currently have women as heads of state, while, on average, just 18% of ministers and 24% of parliamentarians globally are women. Similarly, women hold just 34% of managerial positions across the countries where data is available. **In terms of broader economic power**, gaps in control of financial assets and in time spent on unpaid tasks continue to preserve economic disparities between men and women.
2. About **1.7 billion women and girls live in rural areas** and the majority are poor. Women make up 43% of the agricultural labour force in developing countries and more than 50 per cent in sub-Saharan Africa¹⁹. **Discriminatory social institutions, formal and informal laws, as well as social norms and practices** is holding them back. These result in: (i) restrictive rights as well as limited access to empowerment opportunities and resources; (ii) rural households being unable to overcome constraints around food production, security and nutrition; (iii) limits on the type and level of participation women may have in producer organizations²⁰; (iv) higher labor burden for rural women than for men; and lastly (v) greater incidence of gender based violence in rural communities.
3. It is broadly recognized that **providing women and girls with equal access** to assets, opportunities services, decent work, and representation in political and economic decision-making processes is not only important from the point of view of equity or justice, but **is also essential for sustainable rural transformation**. Increasing gender equality can: deliver strong economic growth, help cut down on extreme poverty, reduce chronic hunger, lead to longer-lasting peace, benefit entire families and empower all those who face discrimination²¹.
4. IFAD is **committed to enhancing the impact of its programming on Gender Equality and Women's Empowerment (GEWE)**. It does so through a set of complementary initiatives including the updating, strengthening and implementation of the Gender Action Plan (GAP). This action plan builds on the achievements of the previous GAP - "IFAD10 Gender mainstreaming" - and outlines the steps to address IFAD's key priorities linked to GEWE including IFAD11 gender related commitments.

¹⁸ World Economic Forum: [Global Gender Gap Report 2018](#)

¹⁹ FAO: [The role of women in agriculture](#)

²⁰ FAO: [Rural women's participation in producer organizations: An analysis of the barriers that women face and strategies to foster equitable and effective participation](#)

²¹ For example, research shows that improvements in women's status and education contributed to 43 per cent of the reduction in malnutrition. Researchers have also found that child mortality decreases by 9.5 per cent for every additional year a woman has of education. It is estimated that by simply giving women the same access to productive resources as men would increase their farm yields by an estimated 20 to 30 per cent.

5. Similarly to the IFAD10 GAP, this action plan operationalises the four action areas of IFAD's 2012 Gender Equality and Women's Empowerment Policy²² but takes into account three **new key considerations**:
 - (ii) the bold and transformative steps needed to achieve the 2030 Agenda;
 - (iii) IFAD's enhanced business model (decentralisation, a culture of results and innovation); and
 - (iv) relevant commitments related to GEWE as contained in IFAD11 consultation report.

B. Gender mainstreaming and gender transformative approaches at IFAD²³

6. IFAD is the only international financial institution with a specific mandate to reduce rural poverty through investments in rural development and agriculture, home to 1.7 billion of women and girls, most of them poor. Hence, **IFAD is uniquely placed to transform the lives of rural women and their communities.**
7. IFAD has a well-established history of supporting GEWE. Gender equality is central to IFAD's mandate and is an integral part of IFAD's work in fostering inclusive and sustainable rural transformation. In 2012, the organization's Executive Board approved the IFAD policy on GEWE. The gender policy has three strategic objectives:
 - (i) **Promote economic empowerment** to enable rural women and men to participate in and benefit from profitable economic activities
 - (ii) **Enable women and men to have equal voice and influence** in rural institutions and organizations.
 - (iii) Achieve a **more equitable balance in workloads** and in the **sharing of economic and social benefits** between women and men.
8. The strategic objectives of the gender policy are implemented with the support of the Gender Action Plan through four action areas directly linked to programme design and implementation. The Policy's action areas 1 to 3 relate to IFAD's core activities, while action areas 5 relate to the resources, monitoring and accountability for programme delivery. Significant progress has been made in implementing the gender policy in each of the four action areas directly linked to country programmes and the policy is central to the goal of IFAD's Strategic Framework 2016-2025 – Enabling Inclusive and Sustainable Rural Transformation.
9. **Action Area 1: IFAD's supported country programmes and projects** GEWE issues are being addressed systematically in IFAD-supported country programmes and projects. Quality of projects at design has improved from a gender equality perspective, with 81 per cent of projects rated at least moderately satisfactory in 2013 to 97 per cent in 2017. The 2017 evaluation synthesis report "What works for gender equality and women's empowerment – a review of practices and results"²⁴ by the Independent Office of Evaluation of IFAD (IOE) reports that **IFAD has supported transformative change in gender equality and women's empowerment** in a number of projects. IFAD will continue to move beyond

²² For the period 2016-2018 a Gender Action Plan was developed: [Gender mainstreaming in IFAD10](#). The 2019-2025 Gender Action Plan builds on the previous one.

²³ Action Area 4 is excluded as it is covered by the 5 R gender action plan to improve gender parity in IFAD led by Human Resources Division

²⁴ <https://www.ifad.org/web/ioe/evaluation/asset/39823882>

mainstreaming to achieve real transformative gender impact with the scaling-up of transformative approaches.

10. **Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge management.** IFAD contributions to advocacy, partnerships and knowledge management on gender equality have improved. The Fund is recognized at the global level for its advocacy for poor rural women at the United Nations level and among international financial institutions. For instance, the Vice-President of IFAD participated at the high level side-event on "Delivering as One: Achieving SDG with and for rural women and girls" at the 62nd Commission on the Status of Women in March 2018. IFAD has produced a number of knowledge products addressing gender issues along the entire project cycle and on thematic areas. Examples include the Gender in Agriculture Sourcebook in a joint initiative with the Rome-based agencies (RBAs), UN Women, the World Bank and other partners.
11. **Action area 3: Capacity-building of implementing partners and government institutions.** Capacity-strengthening of partners has been carried out with IFAD's partner institutions in countries, governments and project implementation units – through training, webinars and capacity-building on various topics such as Gender sensitive monitoring and impact indicators, livelihoods and gender analysis, how to integrate gender and nutrition-sensitive approaches into IFAD's supported projects. The number of projects rated at least moderately satisfactory at completion increased from 93 per cent in 2013 to 97 per cent in 2017.
12. **Action area 5: Resources, monitoring and professional accountability** Within the Office of Strategic Budgeting (OSB), the resource tracking system shows that 8.9 per cent of total staff costs in 2018 were spent on gender-related activities compared to 8.7 per cent in 2017. The performance of projects closed in 2017 increased 10% to 97% compared to those completed in 2016.

C. IFAD's Gender Action Plan (2019-2025)

13. Following its commitment to GEWE, IFAD has set targets not only to increase the proportion of projects where gender equality is mainstreamed, but also to make its interventions more gender transformative, in line with the Sustainable Development Goal (SDG) Agenda, and with a view to having innovations go to scale. The table below summarizes IFAD's commitments for supporting GEWE and the key deliverables of the GAP 2019 – 2025 for which the period has been set to align with IFAD's Strategic Framework 2016 – 2025.

Commitments

IFAD11

1. Review and strengthen IFAD's gender action plan, to:
 - achieve a gender transformative approach (25 per cent of projects to be gender transformative)
 - implement relevant provisions of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of
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Women (UN-SWAP) 2.0.

2. Provide a report that analyses IFAD's gender transformative approach using appropriate qualitative and quantitative approaches.
3. Revise IFAD's operational guidelines on targeting
4. Develop a framework for implementing transformational approaches to the mainstreaming themes, including attention to horizontal integration and interlinkages.
5. Report on progress across the four mainstreaming themes in the Report on IFAD's Development Effectiveness (RIDE).

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14. To achieve the 2019-2025 GAP objectives directly related to country programmes, IFAD will work through the policy's mutually supportive action areas linked to country programme delivery: (1) IFAD-supported country programmes and projects; (ii) IFAD as a catalyst for advocacy, partnerships and knowledge management; (iii) Capacity-building of implementing partners and government institutions; and (v) Resources, monitoring and professional accountability. The action plan outlines the key priorities supporting GEWE.

Table 1: Outcomes²⁵ and indicators per action area²⁶

Action area 1: IFAD-supported country programmes and projects	
Outcome	Indicators
GEWE issues addressed systematically in IFAD's supported country programmes and projects	<ul style="list-style-type: none"> • Design target of 90 per cent of projects rated > = 4 • Design target of 25 per cent of projects rated 6 • 100 per cent of new COSOPs and CSNs are gender mainstreamed • Increase in proportion of loans and grants with gender specific objectives supported by clear budget allocations *²⁷
Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge management	
Outcome	Indicators
IFAD contributions to advocacy, partnerships and knowledge management on GEWE improved	<ul style="list-style-type: none"> • Increase in IFAD inputs on gender issues in international forum and publications * • Number of corporate events organised on gender **²⁸ • Inclusion in key IFAD policy documents and knowledge products of references to GEWE * • Increase in focus on gender issues in policy dialogue and scaling up * • Increase in joint initiatives on gender-related activities with other development agencies * • Increase in the number of substantive references to gender issues in agricultural and rural development by IFAD Management in public forums and the media *
Action area 3: Capacity-building of implementing partners and government institutions	
Outcome	Indicators
Capacity of partners to address gender issues in agriculture and rural development strengthened	<ul style="list-style-type: none"> • Completion target 90 per cent of projects are rated > = 4 • Completion target 60 per cent of projects are rated > = 5 • Percentage of women reporting improved

²⁵ These are outputs of the 2012 gender policy and outcomes of the GAP 2019-2025

²⁶ Action Area 4 is excluded as it is covered by the 5 R gender action plan to improve gender parity in IFAD led by Human Resources Division

²⁷ Indicators with one * are indicators of the gender policy. There are no targets but these indicators are tracked and reported on in the RIDE.

²⁸ Indicators with two ** are new indicators. Baselines will be established and targets set during 2019

	<p>quality of their diets</p> <ul style="list-style-type: none"> • Number of training tools developed or revised, including IFAD operations academy ** • Number training events for implementing partners on GEWE **
Action area 5: Resources, monitoring and professional accountability	
Outcome	Indicator
IFAD's corporate human and financial resources, and monitoring and accountability systems fully support GEWE	<ul style="list-style-type: none"> • Increase in scores in the annual review of IFAD's performance on GEWE * • Amount of additional funds supporting implementation of the action plan • Increase in human and financial resources from IFAD's core budget invested to support GEWE *

I. Introduction

15. Achieving the 2030 Agenda for Sustainable Development, will require taking on key challenges in rural areas, critical amongst them, gender equality and the empowerment (GEWE) of all women and girls which goes beyond Sustainable Development Goal 5 (SDG5). GEWE is intrinsic to all SDGs and runs across all dimensions of inclusive²⁹ and sustainable development.
16. To contribute to the 2030 Agenda, IFAD is committed to enhancing the impact of its programming on GEWE. IFAD has set targets not only to increase the proportion of projects where gender equality is mainstreamed, but also to make its interventions more gender transformative, with a view to bring innovations to scale.
17. Herein gender transformative approaches are defined as programs and interventions that create opportunities for individuals to actively challenge the root causes of gender inequality, such as structural and social norms, which perpetuate inequalities between women and men; promote positions of social and political influence for women in communities; and address power inequities between women and men.³⁰
18. Building on the achievements of the previous Gender Action Plan, this document outlines the Gender Action Plan from 2019 to 2025 to address IFAD's key priorities linked to GEWE including IFAD11 gender related commitments. Similarly to the previous Gender Action Plan "IFAD10 Gender mainstreaming ", which ended on 31 December 2018, this action plan operationalises the four action areas of IFAD's 2012 Gender Equality and Women's Empowerment Policy³¹ but takes into account three **new key considerations**:
 - (i) **the bold and transformative steps needed to achieve the 2030 Agenda** by adopting an integrated approach to gender and the other cross-cutting themes³², namely Youth, Nutrition and Climate for maximum impact;
 - (ii) **IFAD's enhanced business model** (decentralisation, a culture of results and innovation) by enhancing social inclusion support in the field with additional staff and cascading action plans down to country programmes through regional divisions and sub-regional hubs; and
 - (iii) **relevant commitments related to GEWE as contained in IFAD11 consultation report** by strengthening IFAD's implementation of gender transformative approaches.

Below are IFAD11 commitments related to gender.

²⁹ Social inclusion is defined as the process of improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources, voice and respect for rights. UN, Leaving no one behind, 2016 <http://www.un.org/esa/socdev/rwss/2016/chapter1.pdf>

³⁰ IOE has concluded in The 2017 evaluation synthesis report "What works for gender equality and women's empowerment – a review of practices and results", there is no agreed definition of transformative change in IFAD. The definition above is based on IOE's definition and growing consensus amongst institutions committed to gender transformation. As part of the implementation of this Action Plan, IFAD will develop a shared understanding of gender transformative approaches. See Annex 4 for examples of gender transformative approaches.

³¹ For the period 2016-2018 a Gender Action Plan was developed: [Gender mainstreaming in IFAD10](#). The 2019-2025 Gender Action Plan builds on the previous one.

³² The Gender Action Plan has been developed concurrently with the IFAD Environment and Climate strategy and action plan, the nutrition action plan and the youth action plan. A framework which integrates all these four mainstreaming themes has been developed to ensure a complementary and mutually reinforcing implementation of each theme

Table 2: IFAD11 commitments specific and related to gender

IFAD11	<ol style="list-style-type: none"> 1. Review and strengthen IFAD's gender action plan, to: <ul style="list-style-type: none"> • achieve a gender transformative approach (25 per cent of projects to be gender transformative) • implement relevant provisions of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) 2.0. 2. Provide a report that analyses IFAD's gender transformative approach using appropriate qualitative and quantitative approaches. 3. Revise IFAD's operational guidelines on targeting 4. Develop a framework for implementing transformational approaches to the mainstreaming themes, including attention to horizontal integration and interlinkages. 5. Report on progress across the four mainstreaming themes in the Report on IFAD's Development Effectiveness (RIDE).
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II. The context

A. Gender equality and women's empowerment problem: a global challenge

19. Globally, there has been **progress against spheres of women's empowerment**. According to the 2018 Global Gender Gap Index 2018³³, with the average (population-weighted) distance completed to parity is at 68.0%, a marginal improvement over last year. The progress has differed across regions, with South Asia and the Middle East and North Africa lagging most behind³⁴. Across different spheres of women's empowerment, most progress has been made against indicators of health and education, less in economic empowerment, and least in political empowerment³⁵.
20. When it comes to gender parity in **political and economic leadership**, the world still has a long way to go. Across the 149 countries assessed in the Global Gender Gap Report, there are just 17 that currently have women as heads of state, while, on average, just 18% of ministers and 24% of parliamentarians globally are women. Similarly, women hold just 34% of managerial positions across the countries where data is available, and less than 7% in the four worst-performing countries. In terms of broader economic power, gaps in control of financial assets and in time spent on unpaid tasks continue to preserve economic disparities between men and women. Women have as much access to financial services as

³³ World Economic Forum: [Global Gender Gap Report 2018](#)

³⁴ According to the Global Gender Gap Index 2018, Western Europe records a gender gap of 24%, placing it ahead of North America (gap of 27%), Latin America and the Caribbean (gap of 29%), and Eastern Europe and Central Asia (gap of 29%). The East Asia and the Pacific region ranks ahead of Sub-Saharan Africa, with a remaining gender gap of 32% and 34% respectively, while South Asia, with a gap of 34%, ranks ahead of the Middle East and North Africa (gap of 40%).

³⁵ See Annex 6 for specific statistics and facts on gender equality.

men in just 60% of the countries and to land ownership in just 42% of the countries assessed.

21. Today, around **1.7 billion women and girls** - over one-fifth of total world population - **live in rural areas** – where the majority of the world's poor and hungry are living. Women make up 43% of the agricultural labour force in developing countries and more than 50 per cent in sub-Saharan Africa³⁶, but the plots they manage are 20-30% less productive than male-managed plots³⁷. This is often due to **discriminatory social institutions, formal and informal laws, as well as social norms and practices**. These result in restrictive rights as well as limited access to empowerment opportunities and resources for women and girls.
22. For instance, **these barriers prevent rural households from overcoming constraints around food production, security and nutrition**. More specifically: women tend to be locked out of land ownership, access to credit and productive farm inputs like fertilizers, pesticides and farming tools, support from extension services, and access to markets and other factors essential to their productivity. Access to resources and training does not always translate into equal returns for women farmers. Complementary measures such as strengthened women's land rights or community-based child care centres may be required³⁸. An increasing feminization of agriculture has also been reported, especially in sub-Saharan Africa³⁹ creating a virtuous circle of rural poverty as a result of the gender inequalities mentioned above.
23. **Social and cultural norms also significantly influence the type and level of participation women may have in producer organizations**⁴⁰. Traditional gender roles in many cultures associate men with public sphere, while women's role tends to be seen in the domestic sphere. Therefore, women may be discouraged or prevented from participating in the public sphere and thereby in producer organizations. Another socio-cultural barrier that hinders women's participation and particularly leadership in producer organizations is the frequent perception that men are better leaders. Women are meanwhile perceived as lacking the knowledge or self-esteem to lead.
24. **The labor burden of rural women exceeds that of men**, a significant proportion of which is unpaid household responsibilities related to preparing food and collecting fuel wood and water⁴¹. Rural women spend a significant amount of their time on reproductive and household activities, increasing their daily hours of work (productive and reproductive, paid and unpaid) in comparison to men. Time-use surveys across a wide range of countries estimate that women provide 85–90 percent of the total household time spent on childcare, water and food collection, cooking and other care activities⁴². Additionally, child bearing and breastfeeding responsibilities take up women's time. This limits their ability to participate in on- and off-farm economic activities as well as influence decision making at home, in the community and in institutions.
25. **In the agriculture sector and in rural areas Gender-based violence (GBV) is pervasive and reflects power inequalities between women and men**. Many laws prohibiting a range of gender violence have been ineffective in reducing the prevalence of harmful practices. This is mainly due to the influential role that deeply rooted social norms—one of multiple and sometimes competing normative orders people adhere to—play in determining behavior and outcomes. Statistics

³⁶ FAO: [The role of women in agriculture](#)

³⁷ Ibid.

³⁸ World Bank: [Levelling the Field: Improving Opportunities for Women Farmers in Africa](#).

³⁹ FAO: [The role of women in agriculture](#)

⁴⁰ FAO: [Rural women's participation in producer organizations: An analysis of the barriers that women face and strategies to foster equitable and effective participation](#)

⁴¹ FAO: [The role of women in agriculture](#)

⁴² FAO: ['Running out of time: The reduction of women's work burden in agricultural production'](#)

show that on average one in three women experience physical or sexual abuse in her lifetime⁴³.

26. In the context of the 2030 Agenda, it is broadly recognized that **providing women and girls with equal access** to assets, opportunities services, decent work, and representation in political and economic decision-making processes is not only important from the point of view of equity or justice, but **is also essential for sustainable rural transformation** and ultimately benefits societies and humanity at large.
27. **Increasing gender equality can: deliver strong economic growth, help cut down on extreme poverty, reduce chronic hunger, lead to longer-lasting peace, benefit entire families and empower all those who face discrimination**⁴⁴. When women and girls are given equal opportunities to succeed, they can be powerful agents of change. Women and girls then have the ability to transform their households, their societies and their economies. By addressing gender inequality and removing the underlying barriers for women and girls, we unlock the potential for all people—men, women, boys, and girls—to be equally valued and to lead productive and fulfilling lives.

B. IFAD's contribution to global efforts

28. The 2030 Agenda for Sustainable Development⁴⁵ - Transforming our world - emphasises **the need for 'structural transformation'**. This requires addressing the root causes that generate and reproduce economic, social, political and environmental problems and inequities, and not merely addressing their symptoms.
29. IFAD is a leader in promoting gender equality and women's empowerment in agricultural and rural development. 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), the 2012 Gender Policy approved by the EB in 2012, the annual reporting on gender and equality and the empowerment of women in the UN System-wide Action Plan (UN-SWAP) since 2012, the 2016 Midterm review of the Gender Policy, the 2016 Evaluation synthesis of what works on gender equality and women's empowerment – a review of practices and results, and IFAD's annual report on the gender policy.
30. The gender policy has three strategic objectives:
 - (i) **Promote economic empowerment** to enable rural women and men to participate in and benefit from profitable economic activities
 - (ii) **Enable women and men to have equal voice and influence** in rural institutions and organizations.
 - (iii) Achieve a **more equitable balance in workloads** and in the **sharing of economic and social benefits** between women and men.
31. The strategic objectives of the gender policy are implemented with the support of the Gender Action Plan through four action areas directly linked to programme

⁴³ UN Women: [Facts and figures: Ending violence against women](#)

⁴⁴ For example, research shows that improvements in women's status and education contributed to 43 per cent of the reduction in malnutrition. Researchers have also found that child mortality decreases by 9.5 per cent for every additional year a woman has of education. It is estimated that by simply giving women the same access to productive resources as men would increase their farm yields by an estimated 20 to 30 per cent.

⁴⁵ [Transforming our world: the 2030 Agenda for Sustainable Development](#)

- delivery.⁴⁶ Action areas 1 to 3 relate to IFAD's core activities, while action areas 5 relates to the resources, monitoring and accountability for programme delivery.
32. **IFAD is the only international financial institution with a specific mandate to reduce rural poverty through investments in rural development and agriculture** – the sector on which rural women depend most heavily for their livelihoods. GEWE is given central consideration in IFAD's Strategic Framework 2016 – 2025. It is identified as one of the five principles of engagement together with targeting; empowerment; innovation, learning and scaling up, as well as partnerships. These principles are at the core of IFAD's identity and values, and cut across the delivery of all dimensions of its work, through its investment programmes, knowledge and policy engagement activities, and corporate budgeting and human resources management. IFAD is therefore uniquely placed to transform the lives of rural women and their communities.
 33. **IFAD has solid experience and achievements in field operations, and in the broader policy arena**, in promoting gender equality and women's empowerment. Women's proportional representation in IFAD's overall outreach efforts has been increasing since 2013 and has reached 50 per cent since 2016. Women's outreach in people trained in crop and livestock production practices/technologies, voluntary savers, active borrowers, people trained in community management topics is upward of 50 per cent and has reached 53 per cent, 61 per cent, 65 per cent and 76 per cent respectively.⁴⁷ Concerning IFAD's engagement in the policy arena, the VP participation at the high level side-event on "Delivering as One: Achieving SDG with and for rural women and girls" enriched the deliberations at the Commission Status of Women (CSW) 62 in March 2018 contributed to having "rural women" and IFAD was mentioned in the CSW62 conclusions, while similar attempts failed in 2002.⁴⁸
 34. **Efforts to advance gender equality are embedded in every IFAD-financed project starting at the beginning of the project cycle.** For all countries with active IFAD engagement, either through loan or grant financed operations or non-project activities, or a combination of both, a Results-Based Country Strategies and Opportunity Paper (RB-COSOP) (with the exception of those countries in specific circumstances) is required. The mandatory outline for RB COSOPs includes a section analysing rural poverty and profiling the target groups – including from a gender and youth perspective – and this lays the foundation to contribute to gender equality and women's empowerment in country portfolios.
 35. IFAD is systematically expanding and scaling up successful approaches and meeting the new challenges facing rural women and men in the evolving global economy, such as the increasingly predominant role of women in agriculture, food security and nutrition, the need to address the gender productivity gap, including the necessity to promote equality, empowerment and social inclusion. **Guided by its gender policy, IFAD promotes economic empowerment that enables rural women and men to have an equal opportunity to participate in, and benefit from the activities that it finances.** This is complemented by efforts to reduce the labour burden of rural women and increase their voice in decision-making at household and community levels.
 36. The 2017 evaluation synthesis report "What works for gender equality and women's empowerment – a review of practices and results"⁴⁹ by the Independent Office of Evaluation of IFAD (IOE) reports that **IFAD has supported**

⁴⁶ This action plan will only focus on action areas directly linked to programme s delivery i.e. action areas 1, 2,3, and 5. Acton area 4 in included in the 5 R action plan to improve gender parity in IFAD (2017-2021).

⁴⁷ EB 2018/124/R.13

⁴⁸ rural women's access to financial and political institutions (*Para 15, 36, 44, P and 2, jji*); Decisive language on increasing rural women's right to access resources, technology and expertise can be found in the text (*Para 12, 16*), IFAD is specifically mentioned in para 49

⁴⁹ <https://www.ifad.org/web/ioe/evaluation/asset/39823882>

transformative change in gender equality and women's empowerment in a number of projects. IFAD will continue to move beyond mainstreaming to achieve real transformative gender impact with the scaling-up of transformative approaches such as interventions enabling women to take up a role in value chains and marketing, addressing women's time poverty, financial literacy programmes, and household methodologies – now scaled up in 51 countries.

37. To optimise its contribution to the 2030 Agenda for Sustainable Development and the SDGs, IFAD has enhanced its business model to deliver impact at scale, with a focus on: increasing country presence; mainstreaming in an integrated manner environment and climate, gender, youth and nutrition into IFAD operations; and, embracing a culture of results and innovation. Additional gender and social inclusion staff will be recruited in the field. New capacity development products based on the new integrated approach to the mainstreaming themes will be developed, and gender performance will be monitored at regional and sub-regional levels.
38. While contributing to achieving gender equality and empower all women and girls (SDG5), IFAD will also contribute to eradicating poverty (SDG1) and ending hunger and malnutrition, achieving food security and promoting sustainable agriculture (SDG2). The Fund will do so by promoting economic empowerment that enables rural women and men to have an equal opportunity to participate in, and benefit from, the activities that it finances.

III. Gender mainstreaming of transformative approaches at IFAD

A. Achievements to date

39. Significant progress has been made in implementing the IFAD Policy on Gender Equality and Women's Empowerment in each of its four action areas related to programme delivery. IFAD supported projects have been promoting the economic empowerment of rural women and men with a total outreach of 97.93 million in 2017. The overall proportion of **women receiving services from IFAD's supported projects is 50 per cent**; the outreach of women voluntary savers is 61 per cent (out of 16.14 million) and of women active borrowers is 65 per cent (out of 7.68 million); women trained in crop and livestock production practices/technologies accounts for 53 per cent (out of 2.56 million), and 76 per cent of women are trained in community management topics (out of 1.94 million).⁵⁰ **Increase in women's decision making power and representation have been achieved through collaboration** with local government institutions and the introduction of household methodologies. **The issue of equitable workload balance, is being addressed with investments in labour-saving technologies and practices; infrastructure** such are roads, bore wells, water tanks and housing amenities; and the provision of community child care services in selected projects.
40. **Action area 1: IFAD-supported country programmes and projects**
41. GEWE issues are being addressed systematically in IFAD-supported country programmes and projects. **Gender is one of the most comprehensively monitored dimension in IFAD's results system**. IFAD has targets and reports on the gender dimension at entry, during implementation and at completion. It has a gender-disaggregated monitoring framework for beneficiary related indicators. Gender and social inclusion staff at headquarters and regional levels provide technical support to country programmes and projects. The gender perspective of IFAD's core indicators⁵¹ and impact assessment studies have been strengthened to

⁵⁰ <https://webapps.ifad.org/members/ec/102/docs/EC-2018-102-W-P-7.pdf>

⁵¹ <https://webapps.ifad.org/members/eb/120/docs/EB-2017-120-R-7-Rev-1.pdf>

include key elements of the Women's Empowerment in Agriculture Index (WEAI). As a result, project design has improved from a gender equality perspective, with 81 per cent of projects rated at least moderately satisfactory in 2013 to 95 per cent in 2017 against a target of 90 per cent in IFAD10⁵². Between 2015 and 2017, 88% of projects were assessed as moderately satisfactory or better at completion against a target of 90%.⁵³

42. As mentioned under "IFAD's contribution to global challenges" IOE 2017 evaluation synthesis report confirmed that the Fund has effectively addressed root causes of gender inequality and women's powerlessness, in particular illiteracy, exclusion from access to resources and limited social capital. Although specific targeting strategies are critical to ensure that women benefit equally and that their strategic needs are addressed, the report mentioned that this was not always the case.
43. **Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge management**
44. IFAD contributions to advocacy, partnerships and knowledge management on gender equality have improved. **The Fund is recognized at the global level for its advocacy for poor rural women at the United Nations level and among international financial institutions.** IFAD actively contributes to a number of international fora and global campaigns with the United Nations (Commission on the Status of Women - CSW); the Organisation for Economic Co-operation and Development (OECD), Development Assistance Committee (DAC) Network on Gender Equality (GENDERNET), Multilateral Development Bank (MDB) Working Group on Gender, United Nations Educational, Scientific and Cultural Organization; Food and Agriculture Organization of the United Nations (FAO), World Food Programme (WFP), and UN Women. Since 2012 IFAD is working together with FAO, WFP and UN Women to implement the joint programme on Rural Women's Economic Empowerment (RWEE).

IFAD has produced a number of knowledge products addressing gender issues along the entire project cycle and on thematic areas, such as rural finance, rural employment, leadership in farmers' organizations, as well as on specific country experiences (i.e. 'IFAD in Sudan: Linking rural women with finance, technology and markets', 2018). In the thematic area of environment & climate change adaptation it has issued 'The Gender Advantage - Women on the front line of climate change' in 2014, and the 'How to do note on Design of gender transformative smallholder agriculture adaptation programmes' in 2018, both based on the analysis of gender mainstreaming approaches in the Adaptation for Smallholder Agriculture Programme (ASAP) and developed in collaboration with CARE and CCAFS. These documents have supported IFAD's global engagement strategy at the UNFCCC COP 23. It has also issued "How to Do Notes" on poverty targeting and gender equality and empowerment, and a Gender in Agriculture Sourcebook in a joint initiative with the Rome-based agencies (RBAs), UN Women, the World Bank and other partners. IFAD has undertaken a number of strategic actions in communication on related topics, particularly on household methodologies (HHMs) to improve intra-household gender relations and on strengthening joint strategies to reduce poverty. Internally, the gender breakfast (6 in 2018), gender newsletter (bi-monthly), and gender awards (bi-annual) remain popular initiatives. The Gender Network is well established and effectively works as a Community of Practice. The 2017 IOE evaluation synthesis report, however, noted that gender outcomes and impacts are not well documented.

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

⁵² IFAD10 target: At least 90 per cent of projects are rated as partial gender mainstreaming

⁵³ The assessment for projects between 2016 and 2018 is not yet available and will be provided in RIDE 2019

46. Capacity-strengthening of partners has been carried out with IFAD's partner institutions in countries, governments and project implementation units – through training, webinars and capacity-building on various topics (e.g. Gender sensitive monitoring and impact indicators, livelihoods and gender analysis, how to integrate gender and nutrition-sensitive approaches into IFAD's supported projects,) and in innovative gender approaches (such as the HHMs). Specific emphasis is put on "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. As a result, the number of projects rated at least moderately satisfactory at completion increased from 93 per cent in 2013 to 97 per cent in 2017⁵⁴. However, a more integrated approach to capacity development is required to strengthen implementing partners and government institutions expertise and yield long-term beneficial impacts on project outcomes.
47. **Action area 5: Resources, monitoring and professional accountability**
48. Within the Office of Strategic Budgeting(OSB), the resource tracking system shows that currently 9 per cent of total staff costs are spent on gender-related activities. Gender equality and women's empowerment issues are embedded in corporate communication and public advocacy material and campaigns, including stories from the field, articles and speeches by senior management and blogposts. The majority of IFAD publications have a gender dimension, and President's speeches and statements regularly report on IFAD's gender agenda and/or highlight IFAD's effort and commitment on gender equality and women's empowerment. An amount of approximately US\$ 2 270 000 has been mobilised through supplementary funds. The 2017 report of the UN-SWAP noted that additional work is needed on resource allocation.

B. Implications at the project level

49. **IFAD-supported interventions include a range of practices to improve women's access to economic resources and opportunities**, often used in combination for effective results⁵⁵. **Rural finance** is the most common practice, but evidence shows that the contribution of rural finance interventions to GEWE was mixed. Many projects report large numbers of women beneficiaries, but often this was the result of self-targeting or other factors, rather than deliberate targeting strategies. Financial services that worked with providers specifically serving women were more gender-inclusive.
50. Similarly, the provision of **general infrastructure** has helped improve women's lives in many cases, but this needs to be combined with other practices to make an effective contribution to GEWE. **Functional skills training** is also common and widely reported as useful. Yet some evaluations raised concerns that the types of training provided tended to confirm traditional gender roles and stereotypes and were not sufficiently oriented to women's strategic needs.
51. **Interventions enabling women to take up a role in value chains and marketing can make a significant contribution to GEWE.** Backyard and home gardens can help enhance women's role in household food production and income generation, but were found to be less transformative. Positive examples of promoting women's income-generating activities (IGAs) were still rare in the sample reviewed. Practices addressing women's time poverty were generally found to be effective, but they must be applied more widely.

⁵⁴ IFAD10 target: At least 90 per cent of projects are rated as partial gender mainstreaming.
<https://webapps.ifad.org/members/ec/102/docs/EC-2018-102-W-P-7.pdf>

⁵⁵ The 2017 evaluation synthesis report on gender equality and women's empowerment (GEWE) practices and results produced by the Independent Office of Evaluation of IFAD (IOE) looked into the effectiveness and impact of IFAD-supported interventions.

52. **Projects that used a highly participatory approach to community development were effective in achieving gender-inclusive results.** They reached out to a large number of women and successfully mobilized them for community affairs. There are, however, no gender-transformative outcomes documented. Some evaluations have argued that community-driven approaches may generate substantial benefits for both genders, but are unlikely to transform traditional gender roles if they build on existing power relations, rather than challenging them. Challenging these relations requires additional strategies, for example facilitation through external change agents. Practices aiming to break gender roles and stereotypes and to work with men were found to be highly effective. Practices engaging with policymakers on GEWE at national and local levels are still few, and more attention is needed to building networks and alliances on GEWE beyond the local level.
53. **IFAD has addressed root causes of gender inequality and women's powerlessness, in particular illiteracy,**⁵⁶ exclusion from access to resources and limited social capital. This is linked to the nature of IFAD-supported projects, which emphasizes participatory approaches and community capacity-building, including group formation and functional skills training. As reported in the 2017 evaluation synthesis report on gender equality and women's empowerment (GEWE) practices and results produced by the Independent Office of Evaluation of IFAD (IOE), these had a clear impact on women's self-esteem, status and recognition, and in a number of cases challenged gender roles and power relations, although the latter is not well documented. Measures to protect women from violence have enabled them to claim public spaces, such as markets. In some cases, this was among the enabling factors transforming women's lives. Social mobilization and strengthened leadership have helped women claim political spaces as well. Reducing drudgery and challenging gender norms have led to transformational changes in secluded and marginalized communities.
54. **The most significant changes identified in the synthesis sample were enhanced women's confidence and self-esteem, literacy and functional skills and social capital.** Some changes were also observed in cultural norms and practices, but they require further evidence and more systematic monitoring. Very few examples of formal systemic change were documented, for example in laws, policies and government capacities.

C. Lessons learned and opportunities

55. The 2017 evaluation synthesis report on gender equality and women's empowerment (GEWE) practices and results was produced by the Independent Office of Evaluation of IFAD (IOE) identified a number of lessons learned and opportunities emerging from IFAD's experience:
- Empowering and gender transformative approaches need to be integrated into project design. Evidence shows that interventions directly aiming at transformative changes are more effective for GEWE than general and inclusive approaches to rural poverty reduction.
 - Multiple and complementary activities promoting gender equality and women's empowerment are more likely to facilitate changes in gender roles and relations.
 - Concrete measures to reduce women's workloads must be part of project design, as heavy workloads may prevent women from participating. Provision of firewood and water can reduce workloads, whereas new IGAs may add to

⁵⁶ Illiteracy is an important root cause preventing equal participation and benefits. Through literacy courses several IFAD supported projects enabled women to address unequal power relations by giving them access to other avenues of information, education and informed decision-making. Examples can be found in Burkina Faso and the Syrian Arab Republic.

women's workloads. Providing childcare can enable women to participate in new activities.

- Support to women's organizations, e.g. for credit, marketing and community planning is conducive to GEWE because it can provide platforms for mutual support and interest, in particular in conservative contexts. Social mobilization and enhanced leadership may also help women claim political spaces.
- Working with men is critical as they are often the gatekeepers of customary practices that limit women's access to resources or public spaces.
- A rigorous analysis of the socio-economic context is needed for effective strategies to address the root causes of gender inequality and women's powerlessness and to be able to challenge gender roles and power relations.
- Cultural sensitivity is required for discussing and promoting gender equality and women's empowerment with local men and traditional leaders, in particular in challenging contexts.
- Effective project implementation is a necessary condition for having successful gender interventions. Resources for gender-related activities need to be adequately budgeted and used.
- Highly participatory approaches are important for gender-inclusive outcomes, if combined with specific strategies to target women.
- Measures to protect women from violence may enable them to claim public spaces, such as markets. In some cases such interventions were among the enabling factors transforming women's lives.
- Promoting unconventional and new roles for women helps shifting mindsets and commonly held beliefs. For example, supporting IGAs outside the traditional division of labour or training women as extension workers, community or trainers helps create new role models and challenges stereotypes.
- Women's constraints exist at broader policy and macro-economic levels as well as at the project level; while this limits transformative potential at project level, there are opportunities to work alongside policy changes and with organizations at national level to leverage the intended change at project level.
- Policy engagement must be part of a transformative approach, to ensure that positive changes on the ground are sustainable and are brought to the attention of decision-makers for scaling up.
- What "gender transformative change" means depends on the context. Different benchmarks are needed for different contexts, but good contextual analysis is a general prerequisite.

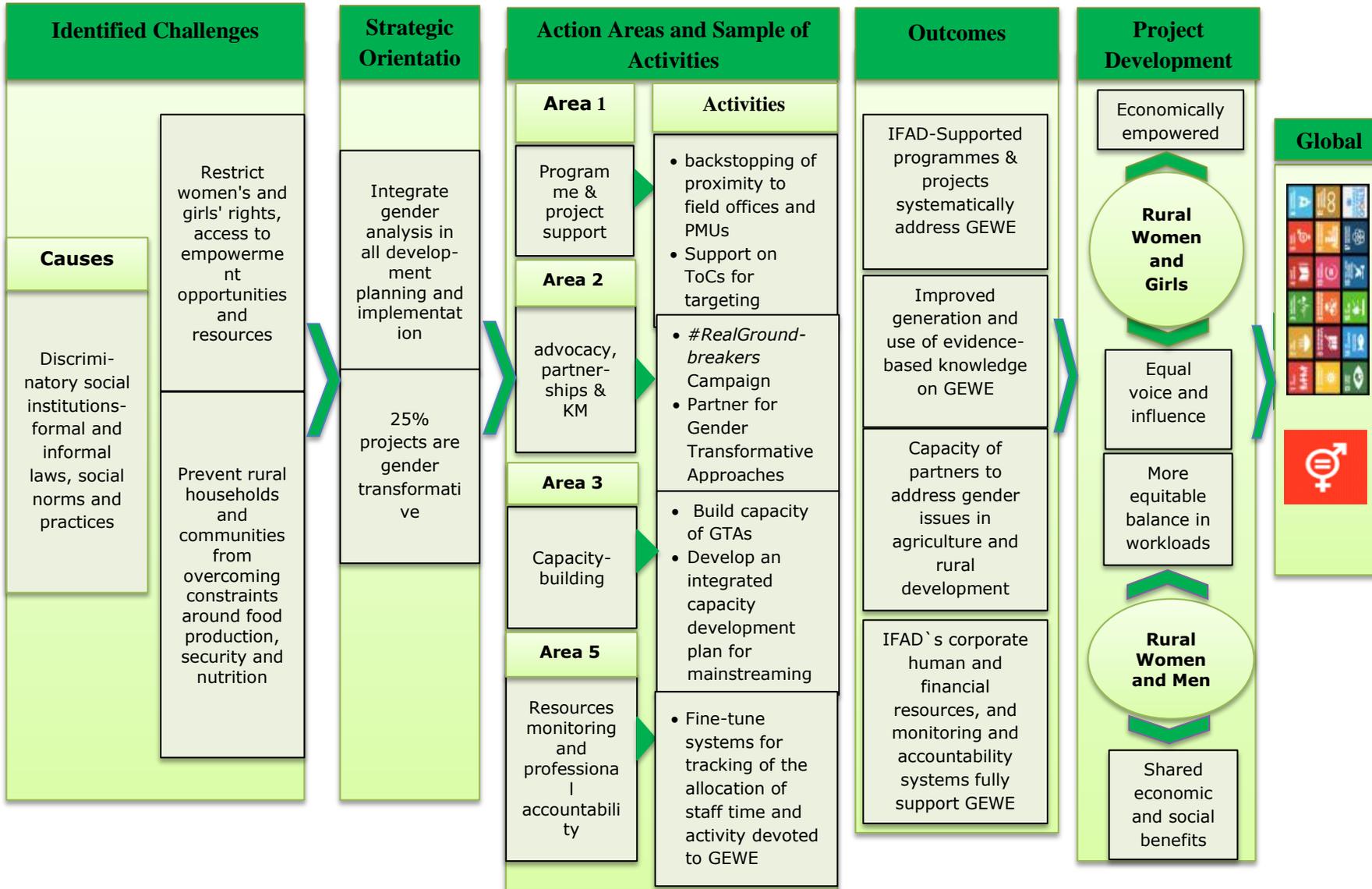
IV. IFAD's Gender Action Plan (2019-2025)

A. Theory of change

56. The Theory of Change (ToC) framework below articulates a vision for GEWE focused on country programmes delivery. It is made up of an illustration that maps the mutually reinforcing pathways and activities to sustainably reduce inequalities between women and men in rural areas. At the extreme left the ToC shows the problem to be addressed, including the underlying causes, in line with IFAD's mandate to invest in rural people and reduce rural poverty through investments in rural development and agriculture. At the extreme right, the ToC

highlights the ultimate impact pursued in line with the SDGs. In between, the ToC identifies a few areas where IFAD could make a difference inclusive of strategies and interventions to be implemented at country level through country project, programmes and grants, regionally and internationally. Unlike the previous GAP, this action plan focuses exclusively on country programmes delivery i.e. action areas 1, 2, 3, and 5 of the IFAD's gender policy. Other key differences include: a greater impact of IFAD's investments and a new target for gender transformative set at 25 per cent. New activities to support these priorities include: the implementation an integrated approach for all mainstreaming themes (gender, nutrition, youth and environment & climate); the establishment of new partnerships to enhance the Fund's capacity to scale up gender transformative approaches; and high profile advocacy activities.

Figure 1: GEWE Theory of change for IFAD investment projects



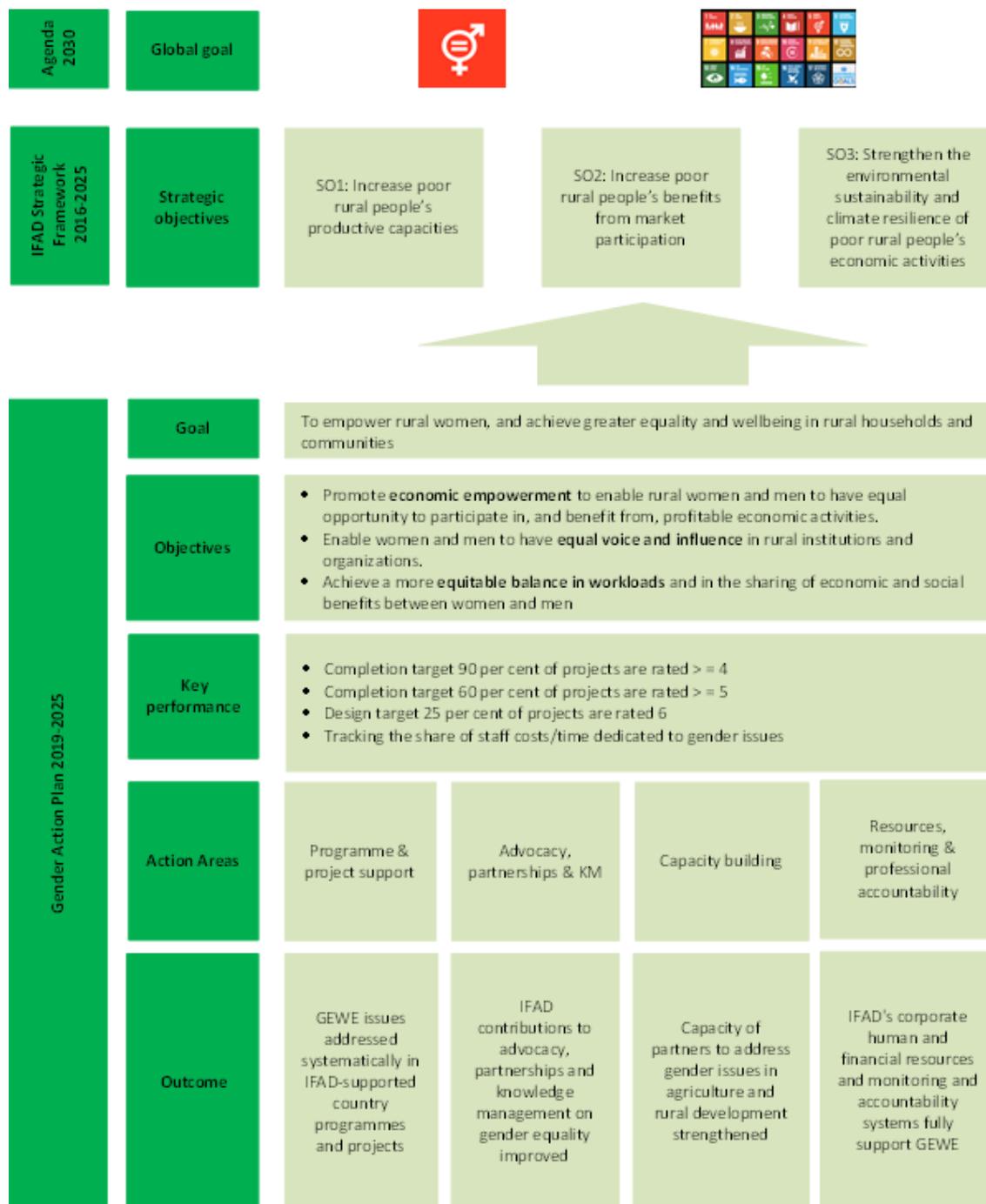
B. Results framework

58. **IFAD's results framework for gender equality and women's empowerment** is made up of four levels. At the global level, IFAD's gender mainstreaming and gender transformative efforts are contributing to the 2030 Agenda for Sustainable Development, directly through SDG5: Achieve gender equality and empower all women and girls and indirectly through all other SDGs as gender equality and the empowerment of all women and girls is integral to all SDGs and runs across all dimensions of inclusive and sustainable development.
59. At the level of IFAD's Strategic framework, gender equality and women's empowerment contribute to IFAD's Strategic Objectives 1, 2 and 3. Closing the gender gap in agricultural productivity will increase women's productive capacities. Providing women with opportunities, information and skills will increase their benefits from market participation. Lastly, gender sensitive technologies and innovations⁵⁷ will strengthen the environmental sustainability and climate resilience of rural women's economic activities. These could include equipment tailored to the relative strength of the user – whether men or women⁵⁸ as well as clean energy investments.
60. At the level of development results, IFAD has committed to go beyond the quantitative target of reaching 50% of women through its investments. Building on the commitment made under IFAD10 to move beyond gender mainstreaming and to sharpen the focus on gender transformative approaches with a target of 15%, IFAD has raised the bar to 25% gender transformative for its supported programmes under IFAD11 for a deeper impact and strengthened sustainability.
61. The fourth level of the results framework corresponds to the overall objective of this action plan: To increase IFAD's impact and empower rural women and achieve greater equality and wellbeing in rural households and communities.
62. The following key performance indicators will be measured:
- Completion target 90 per cent of projects are rated as partial gender mainstreaming (moderately satisfactory = 4) or better
 - Completion target 60 per cent of projects are rated as gender mainstreaming (satisfactory = 5) or better
 - Design target 25 per cent of projects are rated as gender transformative (highly satisfactory = 6)
 - Tracking the share of staff costs/time dedicated to gender issues

⁵⁷ Gender sensitive technologies and innovations are those that take into account the different needs of women and men. Technologies and innovations may affect women and men differently and amplify or create a gender divide as noted in UNCTAD summary workshop notes of available at https://unctad.org/meetings/en/SessionalDocuments/CSTD2018-19_r01_GenderWorkshop_en.pdf .

⁵⁸ <http://www.rtb.cgjar.org/blog/2017/10/15/technology-is-not-gender-neutral/>

Figure 2: IFAD’s results framework for gender equality and women's empowerment



C. Principles of engagement

63. The important target of the action plan related to programmes is **25 per cent of projects are rated as transformational**. The approach taken for the first one will entail close collaboration in planning and delivery between IFAD's Strategy and Knowledge Department (SKD), and Programme Management Department (PMD) to ensure more transformative approaches are included in design documents, implemented and monitored. As a first step, a shared understanding of the concept of "gender-transformative interventions" throughout the organization will be developed.
64. Given that most gender-transformative interventions work with a combination of practices and are highly contextualized, a differentiated, context-specific approach will be followed to identify at design those projects that will be able to bring about gender transformative changes. Countries will be prioritised based on: (i) track record of projects in gender mainstreaming; (ii) willingness to work on social norms change; (iii) existing options for policy engagement; (iv) motivation to facilitate and engage in South-to-South and Triangular Cooperation. To capitalize on the decentralization and prepare for scaling up, strong emphasis will be put on strengthening the capacity of staff in regional hubs, project management units and government representatives. New partnerships, such as OXFAM, CARE and the RBAs⁵⁹, research and knowledge management will play a crucial role. Progress will be monitored using IFAD's gender marker through an internal dashboard.

D. Action areas

65. **Action area 1: IFAD-supported country programmes and projects**
66. **Outcome:** GEWE issues addressed systematically in IFAD-supported programmes & projects
67. **Indicators:**
- Review and strengthen IFAD's gender action plan, to achieve a gender transformative approach (25 per cent of projects to be gender transformative) and gender parity at all levels of IFAD's staffing, in line with United Nations targets⁶⁰
 - 90 per cent of projects are rated as moderately satisfactory (= 4) or above on gender equality at project completion
 - 60 per cent of projects are rated as satisfactory (= 5) or above on gender equality at project completion
 - 100 per cent of new COSOPs and CSNs designed in IFAD11 are gender mainstreamed
 - 100 per cent of project designs are gender mainstreamed
 - Number of new project designs with gender-specific objectives supported by clear budget allocation and dedicated staff with a gender mandate.
 - Number of ongoing projects with an improvement rating on gender.
 - Percentage of women reporting improved quality of their diets
68. IFAD will ensure that gender-focused poverty and livelihoods analysis continues to inform project design and guide the identification of specific gender equality

⁵⁹ EU funded RBA Joint Programme: "Taking gender transformative approaches to scale for impact on SDG2 to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture" (2019-2022).

⁶⁰ IFAD11 target: 25 per cent of projects are rated as being gender transformative. We aim for 35 per cent in 2025.

activities. Gender issues will be systematically addressed throughout the loans and grants programme and project cycle, i.e. during the preparation of the Results-Based Country Strategic Opportunity Programmes (RB-COSOPs) and Country Strategy Notes (CSNs), programme and project design, implementation support and supervision, and M&E⁶¹.

69. The “Key features of gender-sensitive design and implementation” will continue to be used as a tool for strengthening design and implementation – as well as in IFAD’s quality enhancement and assurance processes – and in conjunction with IFAD’s operational guidance on targeting. Staff capacity-development will be critical for ensuring that IFAD remains a leading international organization in supporting GEWE at the field level. Training programmes will take into account the evolution of IFAD’s business model in terms of staff decentralization, mainstreaming in an integrated manner environment & climate, gender, youth and nutrition into IFAD operations and the increasing focus on gender and economic empowerment.
70. Gender strategies that address the three strategic objectives of economic empowerment, representation and workload reduction will be articulated and implemented in country programmes and projects. Proactive measures to ensure and support women’s participation as direct beneficiaries and as active members and leaders in project-related decision-making bodies are often necessary to overcome inherent gender inequalities. Increasing efforts will be made to make interventions more transformative (addressing the economic, political and cultural barriers of gender inequality). Explicit theories of change will be developed to underpin targeting strategies for different groups of women, together with indicators to monitor them at the point of design, and offer tailored interventions based on available good practices.
71. Attention to GEWE must be reflected in project staffing and implementation arrangements, as well as in resource allocation. The project M&E and learning systems are required to collect, analyse and interpret sex-disaggregated data, develop specific indicators as needed – preferably with the participation of rural women and men – and document experiences in order to assess impact and improve performance. With technical backstopping, projects will improve the documentation of GEWE results, in particular outcomes and impacts, using appropriate methodologies for measuring gender-transformative changes within a given context, such as use of the WEAI, case studies and participatory and qualitative research to complement standard M&E data. The lessons learned also contribute to knowledge management and engagement in evidence-based policy dialogue (action area 2). The project performance assessment at mid-term and completion should reflect not only on whether the project has contributed to gender equality and the empowerment of rural women but also on whether improvements in gender equality have enhanced project performance⁶². Technical assistance, improved knowledge management (action area 2) and the capacity-development of implementing partners (action area 3) are essential complements to these procedural measures.
72. **Key deliverables on country programmes and projects include:**
 - Explicit theories of change to underpin targeting strategies developed for each IFAD's investment;
 - Comprehensive guidelines and procedures to mainstream gender concerns into all stages of the RB-COSOP, programme and project cycle - with specific

⁶¹ Annex 7 presents best practice statements demonstrating how gender considerations will be mainstreamed into key thematic areas

⁶² Evidence suggests that strengthening the implementation of targeting principles, including gender, is key for raising the overall performance of IFAD’s portfolio. See IFAD 2018 Annual Report on Results and Impact of IFAD Operations. Independent Office of Evaluation.

attention given to interlinkages with environment & climate, youth and nutrition;

- Capacity of IFAD Management and staff – in the field and at headquarters– to address GEWE for improved project performance and to measure project impact on GEWE, including gender-transformative changes, as well as the impact of gender equality on project performance and sustainability of impact improved; and,
- Indicators to measure project impact on gender equality and women’s empowerment, including gender-transformative changes.

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

74. **Outcome:** IFAD's contributions to advocacy, partnerships and knowledge management on gender equality improved

75. **Indicators:**

- Increase in IFAD's inputs on gender issues in international fora and publications *
- Number of corporate events organised on gender **
- Inclusion in key IFAD policy documents and knowledge products of references to gender equality and women’s empowerment *
- Increase in focus on gender issues in policy dialogue and scaling up *
- Increase in joint initiatives on gender-related activities with other development agencies *

76. To inform and influence policies, laws and practices, IFAD will continue to participate in strategic partnerships and coalitions, drawing on insights and knowledge distilled from the operations it supports. The Fund will continue to cultivate mechanisms for knowledge-sharing that help identify key issues, accelerate innovation and the scaling up of best practices – such as learning routes – and contribute to the evidence base for more effective policies and practices. And it will strengthen its capacity to develop and implement strategies promoting gender issues in policy dialogue and advocacy at the country, regional and international levels. This will include making use of its external communications systems to convey strategic messages and information to key audiences and supporting regional and country-level networking and dialogue among rural women farmers. IFAD will seek to incorporate relevant policy recommendations and products related to gender of the Committee on World Food Security (CFS) into its country strategies and disseminate and apply CFS policy advice as part of country-level policy engagement.

77. Effective means for sharing and applying knowledge are critical for leveraging greater results. To improve its effectiveness in this area, IFAD will also continue to strengthen its own institutional capacity – including the thematic group on gender – by adopting a more focused approach to knowledge management on gender in agriculture and rural development. It will take advantage of new opportunities, such as decentralisation and the setting up of South-South and Triangular Cooperation and Knowledge Management (SSTC&KM) hubs, for generating practical, field-based knowledge through direct supervision and implementation support missions. Internal systems for capturing and sharing insights and lessons learned will be strengthened by linking knowledge events with field operations to learn from what IFAD is accomplishing and ensure that these experiences inform future RB-COSOPs, and project design and implementation. Equally, knowledge will be shared across development organizations and International Financial Institutions

(IFIs) by linking and contributing to external knowledge networks. The newly established SSTC&KM hubs in Brazil, China and Ethiopia will play an important role in this regard.

78. In addition to collaboration for advocacy and learning, IFAD will continue to increase the impact of its activities through alliances with institutions with complementary mandates. Partners will include other IFIs, United Nations agencies, civil society organizations, the private sector, academic and research institutions, as well as apex producer organizations. Special attention will go to strengthening the collaboration with the other RBAs to collectively take gender transformative approaches to scale for impact on SDG2 to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture. Annex 8 captures several proposals for partnerships associated with each action area.
79. **Key deliverables on IFAD as a catalyst include:**
- Communication and advocacy strategy to advance the economic empowerment of rural women, including the integration of gender perspectives into IFAD's advocacy on thematic priority areas, developed and implemented;
 - Gender disaggregated results from IFAD's operations and pilot activities systematically monitored, measured, documented and shared for advocacy, capacity development of partners and scaling up; and,
 - Contributions to national-level policy platforms and global fora on gender issues in agriculture and rural development improved.
80. **Action area 3: Capacity-building of implementing partners and government institutions**
81. **Outcome:** Capacity of partners to address gender issues in agriculture and rural development strengthened.
82. **Indicators:**
- 90 per cent of projects are rated as moderately satisfactory (= 4) on gender equality at project completion
 - 60 per cent of projects are rated as satisfactory (= 5) on gender equality at project completion
 - Amount of resources (human and financial) earmarked for gender and women's empowerment activities in IFAD's supported projects and country programmes ***
 - Number of training tools and instruments developed or revised, including IFAD operations academy **
83. IFAD will continue to work in partnership with key government institutions and donor agencies to build a shared understanding of the relevance of GEWE for agricultural and rural development, contributing its own experience and lessons learned from the field (action area 2). Technical skills will be developed at three levels: first, to mainstream gender concerns into agricultural and rural development initiatives; second, to deliver on aspects of project design and implementation, such as gender-sensitive community mobilization, baseline surveys and impact assessments; and third, to draw on these experiences to participate in evidence-based advocacy and policy dialogue.

84. IFAD will continue to participate in and promote collaborative initiatives to train trainers and develop a cadre of gender experts at the regional and national levels who can provide high-quality and needs-based training and technical assistance in the context of agricultural and rural development programmes and projects (not only funded by IFAD). The experts will be staff from national partner institutions – such as ministries, project management units, farmers’ organizations, NGOs – and independent consultants from the regions. IFAD will also support peer to peer learning and networking among these trainers and experts.
85. **Key deliverables on capacity-building include:**
- Capacity in key government institutions to address gender equality in agricultural and rural development increased;
 - Skills of implementing partners, including project management units, to address gender issues in design and key thematic areas, and delivery of agricultural and rural development initiatives strengthened; and
 - Regional and national capacity of gender experts to support the design and implementation of gender-sensitive agricultural and rural development programmes developed.
86. **Action area 5: Resources, monitoring and professional accountability**
87. **Outcome:** IFAD’s corporate human and financial resources, and monitoring and accountability systems fully support GEWE.
88. **Indicators:**
- Amount of additional funding supporting implementation of the action plan **⁶³
 - Increase in human and financial resources from IFAD’s core budget invested to support gender equality and women’s empowerment *⁶⁴
 - 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 the annual review of IFAD’s performance on Gender Equality and Women’s Empowerment, as part of the annual Report on IFAD’s Development Effectiveness *
89. To deliver on the gender policy, IFAD will invest adequate human and financial resources to support gender-related actions. Institutional responsibilities for GEWE will be defined at all levels – from Senior Management to technical staff – and monitored to ensure successful policy implementation. Out-posted gender and social inclusion advisers will be deployed in all regions.
90. IFAD will continue to undertake an annual gender analysis⁶⁵ of the regular budget to ensure adequate financial resource allocation to support gender mainstreaming. In line with the IFAD Grant Policy, the Fund will continue to provide grant support for capacity-development and research relevant to GEWE (action areas 2 and 3). Additional resources will be mobilized under the rationale that they leverage IFAD’s portfolio and are strategic to enhance a gender transformative approach across the portfolio, by allocating the contribution to IFAD’s program of loans and grants through the Performance-Based Allocation System (PBAS) and other appropriate means. A portion of these resources could be earmarked for new initiatives with potential for scaling up and replication.

⁶³ Indicators with two * are those new indicators. Baselines will be established and targets set in 2019

⁶⁴ Indicators with one * are those of the gender policy. No targets are set but they are tracked.

⁶⁵ The methodology will be further fine-tuned.

91. Management decision-making for improving performance will continue to be informed by systematic learning and reporting on projects performance through the Operational Results Management System (ORMS). IFAD's primary reporting instrument continues to be the annual Report on IFAD's Development Effectiveness (RIDE). The RIDE includes a specific section on gender and reports against the Fund's Results Measurement Framework. The latter contains several IFAD core indicators relevant to GEWE, and indicators on gender balance in staffing. Since 2011, IOE has introduced in all evaluations a specific assessment and rating on GEWE, and the Annual Report on Results and Impact of IFAD Operations (ARRI) will continue to provide an overview of results and lessons learned.
92. **Key deliverables on resources, monitoring and accountability include:**
- Institutional responsibilities for gender equality articulated at all levels;
 - Corporate responsibility for GEWE ensured⁶⁶;
 - Reporting on GEWE policy implementation and results through corporate reporting systems improved;
 - Systems for periodic tracking of the allocation of staff time and activity devoted to gender developed; and
 - The requirements of the UN-SWAP met.

V. Risk and mitigation strategies

93. Delivering on the IFAD's Gender policy and related IFAD11 and IFAD12 commitments will require the involvement and commitment of the entire organization including ongoing communication and monitoring. Furthermore, the corporate Gender Action Plan will have to be cascaded down to divisions, regional hubs and country programmes for IFAD to achieve gender transformative impact under IFAD11 and IFAD12.

⁶⁶ Action on SWAP findings.

Risks	Measures of mitigation
Measuring women's empowerment	
Lack of institutional agreement on how to measure women's empowerment.	<p>Strengthening of the gender markers</p> <p>Reach an institutional agreement on how to measure gender mainstreaming and women's empowerment</p> <p>The grant on assessing the gender impact of rural development projects by the Results and Impact Assessment Division (RIA) and IFPRI</p>
25% of projects are gender transformative by 2021 and 35% by 2025	
Lack of institutional knowledge and agreement on how to define and assess "gender transformative"	<p>Retrofit projects piloting the HHMs, one of IFAD's transformative approaches to include a measure of women's empowerment (WEAI)</p> <p>Include a measure of women's empowerment in new projects</p> <p>The Joint Programme on Gender Transformative Approaches between (FAO, WFP, IFAD, EU)</p>
Pushbacks accompanying gender transformative approaches	<p>Use of HHMs (willingness to change is generated by household members themselves - women and men of all ages)</p> <p>Engaging with leaders and men to promote gender equality and behavioural change.</p>
Accelerated decentralization & greater field presence	
Inconsistent messages and approaches to gender & social inclusion dimensions	<p>Revise and adapt tools and products for a decentralized organization</p> <p>Organize regional capacity building events to align but also to contextualize gender & social inclusion issues (including mainstreaming agenda)</p>
Changing the institutional culture (mind-set)	
A lag between the required skills of staff and existing competencies to deliver in a reorganized institution.	<p>Leadership commitment to GEWE is required at all levels of the organization (gender scorecard)</p> <p>As the culture is changing (innovation, diversity, transparency, results,</p>

	accountability, etc.), changing IFAD's image with a refreshed website, showcasing the Fund's core values and results or commitments.
Adequate budget	
Resource allocation lags behind the other UN-SWAP Performance Indicator.	<p>Share good practices with other UN agencies Discuss opportunities and challenges within IFAD</p> <p>OSB to lead methodology to measure resources allocated to gender and social inclusion issues (lead its implementation).</p>

Annex 1: Result framework

Global Goal (2030 Agenda for Sustainable Development)	SDG5 - Achieve gender equality and empower all women and girls is integral to all SDGs  	
Strategic Objective (IFAD Strategic framework 2016-2025)	'Gender equality' is a principle of engagement SO1: Increase poor rural people's productive capacities SO2: Increase poor rural people's benefits from market participation SO3: Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities	
Development results/Outcomes (IFAD11 and IFAD12)	By 2021: 25 per cent of projects are rated as being gender transformative, 90 per cent moderately satisfactory (= 4) rating or above on GEWE at completion 60 per cent satisfactory (= 5) rating or above on GEWE at completion By 2025: 35 per cent of projects are rated as being gender transformative ⁶⁷	
Gender Action Plan 2019-2025		
Goal	To empower rural women, and achieve greater equality and wellbeing in rural households and communities	
Objectives	<ul style="list-style-type: none"> • Promote economic empowerment to enable rural women and men to have equal opportunity to participate in, and benefit from, profitable economic activities. • Enable women and men to have equal voice and influence in rural institutions and organizations. • 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		
Outcome	Indicator	Means of verification
- GEWE issues addressed systematically in IFAD-supported country programmes and projects	- Design target of 90 per cent of projects rated > = 4	<ul style="list-style-type: none"> - ORMS - Project completion reports - COSOP and CSN reviews

⁶⁷ The target for 2025 is tentative and will be revised based on results achieved at the end of IFAD11 and discussions towards IFAD12.

	<ul style="list-style-type: none"> - Design target of 25 per cent of projects rated 6 - 100 per cent of new COSOPs and CSNs are gender mainstreamed - Increase in proportion of loans and grants with gender specific objectives supported by clear budget allocations ^{68*} ⁶⁹ 	<ul style="list-style-type: none"> - Minutes of PDTs and QA meetings
Output	Indicator	Means of verification
<ul style="list-style-type: none"> - Comprehensive guidelines and procedures to mainstream gender concerns into all stages of the RB-COSOP, programme and project cycle - with specific attention given to interlinkages with environment & climate, youth and nutrition - in place - Capacity of IFAD Management and staff – in the field and at headquarters– to address GEWE for improved project performance and to measure project impact on GEWE, including gender-transformative changes, as well as the impact of gender equality on project performance and sustainability of impact improved; Adequate specialist technical 	<ul style="list-style-type: none"> - Number of comprehensive guidelines and procedures to mainstream gender developed/updated ^{**70} - Number of IFAD Management and staff trained in gender equality and women’s empowerment (disaggregated by sex) ^{**} - Number projects with gender & social inclusion expertise participating in design and supervision/implementation support missions ^{**} - Number of new projects with core indicators on GEWE included in their logframe ^{**} 	<ul style="list-style-type: none"> - Guidelines and procedures produced and released COSOP and CSN reviews - Reports from Learning Management Systems - Minutes of PDTs and QA meetings - ORMS - Training event reports

⁶⁸ Measured through the amount of resources (human and financial) earmarked for GEWE in IFAD’s supported projects and country programmes

⁶⁹ Indicators with one * are indicators of the gender policy. There are no targets but these indicators are tracked and reported on in the RIDE.

⁷⁰ Indicators with two ** are new indicators. Baselines will be established and targets set during 2019.

<p>expertise for design and implementation support missions provided</p> <ul style="list-style-type: none"> - Explicit theories of change to underpin targeting strategies developed for each IFAD's investment - Indicators to measure project impact on gender equality and women's empowerment, including gender-transformative changes. 		
Activity		
<p>Design:</p> <ol style="list-style-type: none"> 1. Develop a shared understanding of gender transformative approaches 2. Provide technical support on analysis and design 3. Identify gender specialist to join design missions 4. Provide checklists to assist in design and strengthen linkages between subcomponents 5. Provide guidance on the development of explicit theories of change to underpin targeting strategies 6. Assist in developing gender-specific indicators <p>Implementation:</p> <ol style="list-style-type: none"> 7. Provide technical inputs for start-up workshops 8. Provide technical inputs for supervision and implementation support missions 9. Identify gender specialists to join for supervision and implementation support missions 10. Promote gender balance on supervision and implementation support missions 11. Provide technical support to gender specialist/gender focal point in PMU 12. Provide technical backstopping to regional hubs, ICOs and PMUs 13. Provide guidance on collection and use of sex-disaggregated data to measure project impact on gender equality and women's empowerment, including gender-transformative changes (such as WEAI) 14. Facilitate regional/sub-regional/country capacity-building events 15. Identify good practices, and share knowledge and lessons learned, including learning routes and south-south exchanges 		

General:		
16. Update guidelines and procedures to mainstream gender concerns into all stages of the RB-COSOP, programme and project cycle		
17. Update of IFAD's operational guidelines on targeting		
Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge management		
Outcome	Indicator	Means of verification
IFAD contributions to advocacy, partnerships and knowledge management on gender equality improved	<ul style="list-style-type: none"> - Increase in IFAD inputs on gender issues in international Forum and publications* - Number of corporate events organised on gender ** - Inclusion in key IFAD policy documents and knowledge products of references to GEWE * - Increase in focus on gender issues in policy dialogue and scaling up * - Increase in joint initiatives on gender-related activities with other development agencies * - Increase in the number of substantive references to gender issues in agricultural and rural development by IFAD Management in public forums and the media * 	<ul style="list-style-type: none"> - IFAD website - IFAD Research Series - Rural Solutions Portal - Regional implementation workshops - Internal and external blogs - Project and country programme evaluations - Stocktaking on policy engagement - Partnership progress report
Output	Indicator	Means of verification
<ul style="list-style-type: none"> - Communication and advocacy strategy to advance the economic empowerment of rural women, including the integration of gender perspectives into IFAD's advocacy on thematic priority areas, developed and implemented - Gender disaggregated results from IFAD's operations and pilot 	<ul style="list-style-type: none"> - Number of communication and advocacy strategies developed ** - Number of gender-focused knowledge management products developed ** - Number of policy briefs developed ** - Number of co-financed investment projects in agricultural and rural development with a gender focus ** 	<ul style="list-style-type: none"> - IFAD website - IFAD Research Series - Rural Solutions Portal - Regional implementation workshops - Internal and external blogs - Project and country programme evaluations - Stocktaking on policy engagement - Partnership progress report - ORMS

<p>activities systematically monitored, measured, documented and shared for advocacy, capacity development of partners and scaling up</p> <ul style="list-style-type: none"> - Contributions to national-level policy platforms and global forums on gender issues in agriculture and rural development improved 		
Activity		
<p>Knowledge management and advocacy:</p> <ol style="list-style-type: none"> 18. Develop a communication and advocacy strategy 19. Develop and disseminate knowledge products 20. Enhance gender dimensions of country policy engagement 21. Organize and maintain knowledge-sharing and advocacy events, knowledge sources and tools, roster of experts 22. Design and manage grants for innovation 23. Organize regional gender awards for IFAD-supported operations <p>Partnerships:</p> <ol style="list-style-type: none"> 24. Represent IFAD and participate in international and regional forums 25. Create and strengthen thematic networks/communities of practice for mainstreaming and scaling up innovations at global and regional levels 26. Work with interagency initiatives 27. Co-organize and participate in joint RBA gender activities 		

Action area 3: Capacity-building of implementing partners and government institutions		
Outcome	Indicator	Means of verification
<ul style="list-style-type: none"> - Capacity of partners to address gender issues in agriculture and rural development strengthened 	<ul style="list-style-type: none"> - 90 per cent of projects are rated as moderately satisfactory (= 4) on GEWE at completion - 60 per cent of projects are rated as satisfactory (= 5) on GEWE at completion - Percentage of women reporting improved quality of their diets 	<ul style="list-style-type: none"> - ORMS - Training reports - IFAD website - Project completion reports

	<ul style="list-style-type: none"> - Number of training tools and instruments developed or revised, including IFAD operations academy ** - Number training events for implementing partners on GEWE ** 	
Output	Indicator	Means of verification
<ul style="list-style-type: none"> - Capacity in key government institutions to address gender equality in agricultural and rural development increased - Skills of implementing partners, including project management units, to address gender issues in design and key thematic areas, and delivery of agricultural and rural development initiatives strengthened - Regional and national capacity of gender experts to support the design and implementation of gender-sensitive agricultural and rural development programmes developed 	<ul style="list-style-type: none"> - Number of government representatives and other implementation partners trained (disaggregated by sex) ** - Number of downloads of IFAD's how to do notes on gender for design and implementation - Number of regional and national gender experts trained (disaggregated by sex) ** - Increase in the number and quality of initiatives to support GEWE undertaken by government institutions* 	<ul style="list-style-type: none"> - Training reports - IFAD website
Activity		
<ul style="list-style-type: none"> 28. Prepare capacity development plan for CPMs, ICO staff, gender focal points, consultants and PMU staff 29. Develop and deliver training on gender and targeting in the project cycle at HQ, regional, sub-regional and country levels 30. Develop mandatory basic e-learning on gender for all staff 31. Provide orientation on gender and targeting in context of IFAD portfolio for (i) staff at corporate training events and regional workshops; 		

senior management; and (ii) consultants		
32. Develop capacity on gender transformative approaches (e.g. household methodologies) and integrated approaches		
Action area 5: Resources, monitoring and professional accountability		
Outcome	Indicator	Means of verification
<ul style="list-style-type: none"> - IFAD's corporate human and financial resources, and monitoring and accountability systems fully support GEWE 	<ul style="list-style-type: none"> - Increase in score in the annual review of IFAD's performance on GEWE * - Amount of additional funds supporting implementation of the action plan - Increase in human and financial resources from IFAD's core budget invested to support GEWE * 	<ul style="list-style-type: none"> - Corporate analyses - ARRI reports - UN SWAP reports - IFAD website
Output	Indicator	Means of verification
<ul style="list-style-type: none"> - Institutional responsibilities for gender equality articulated at all levels - Corporate responsibility for GEWE ensured - Reporting on GEWE policy implementation and results through corporate reporting systems improved - Systems for periodic tracking of the allocation of staff time and activity devoted to gender developed - The requirements of the UN-SWAP met 	<ul style="list-style-type: none"> - A Senior Management gender champion - Number of systems for periodic tracking of the allocation of staff time and activity devoted to gender developed ** - Meeting or exceeding UN SWAP 2.0 indicators 	<ul style="list-style-type: none"> - Corporate analyses - ARRI reports - UN SWAP reports
Activity		

Monitoring and professional accountability:

33. Appoint Senior Management gender champion
34. Report on progress on gender targets in strategic framework for IFAD11, annual gender report for RIDE, and UN-SWAP on gender mainstreaming (15 indicators)
35. Ensure gender considerations are mainstreamed into corporate documents, global engagement and corporate communications
36. Ensure gender dimension is included in corporate documentation, guidance notes and templates regarding operations
37. Conduct annual review of evaluation studies

Resources:

38. Fine-tune methodology of gender-sensitive audits
39. Conduct gender-sensitive audits
40. Fine-tune systems for periodic tracking of the allocation of staff time and activity devoted to gender
41. Conduct gender analysis of the regular budget
42. Ensure financial resource allocation

Annex 2: Gender glossary

Gender	Refers to culturally based expectations of the roles and behaviours of women and men. The term distinguishes the socially constructed from the biologically determined aspects of being female and male. Unlike the biology of sex, gender roles, behaviours and the relations between women and men are dynamic. They can change over time and vary widely within and across a culture, even if aspects of these roles originated in the biological differences between the sexes.
Gender and diversity	As an organizational concept means an approach that embraces diversity in gender, age, nationality, ethnicity, culture, beliefs, attitudes, language and social circumstances.
Gender equality	Means women and men have equal rights, freedoms, conditions and opportunities to access and control socially valued goods and resources and enjoy the same status within a society. It does not mean that the goal is that women and men become the same, but rather that they have equal life chances. This applies not only to equality of opportunity but also to equality of impact and benefits arising from economic, social, cultural and political development.
Gender equity	Means fairness of treatment for women and men according to their respective needs. A gender equity goal often requires measures to rectify the imbalances between the sexes, in particular to compensate for the historical and social disadvantages of women. Equity can be understood as the means, where equality is the end. Equity leads to equality.
Empowerment	Refers to the process of increasing the opportunity of people to take control of their own lives. It is about people living according to their own values and being able to express preferences, make choices and influence – both individually and collectively – the decisions that affect their lives. Empowerment of women or men includes developing self-reliance, gaining skills or having their own skills and knowledge recognized, and increasing their power to make decisions and have their voices heard, and to negotiate and challenge societal norms and customs.
Gender mainstreaming	For IFAD as an institution, gender mainstreaming is the process by which reducing the gaps in development opportunities between women and men and working towards equality between them become an integral part of the organization's strategy, policies and operations. Thus, gender mainstreaming is fully reflected, along with other core priorities, in the mind-set of IFAD's

leadership and staff, and its values, resource allocations, operating norms and procedures, performance measurements, accountabilities, competencies and learning processes. In IFAD's development activities, gender mainstreaming implies assessing the implications for women and men of any planned action, including legislation, and ensuring that both women's and men's concerns and experiences are taken fully into account in the design, implementation and M&E of all development activities. The aim is to develop interventions that overcome barriers preventing men and women from having equal opportunity to access, and benefit from, the resources and services they need to improve their livelihoods.

Gender-transformative approach

Programs and interventions that create opportunities for individuals to actively challenge gender norms, promote positions of social and political influence for women in communities, and address power inequities between persons of different genders.

Household methodology

Methodologies that enable family members to work together to improve relations and decision-making, and to achieve more equitable workloads; their purpose is to strengthen the overall well-being of the household and all its members.

Annex 3: Examples of gender transformative approaches

Approaches and practices that have had transformational impacts, according to the 2017 IOE evaluation synthesis report, include:

- Community driven approaches that transform traditional gender roles by challenging existing power relations. Additional strategies, for example facilitation through external change agents, practices aiming to break gender roles and stereotypes and working with men were found to be highly effective.
- Addressing various root causes of gender inequality (illiteracy, exclusion from resources, limited social capital, violence, access to public places such as markets, reducing drudgery, social mobilisation, leadership building, challenging gender norms) linked to participatory approaches and community capacity-building. The key is to address 'root causes' i.e. finding underlying reasons for disparities in access (perceptions, norms and gender roles – aspects of societies' organization which disadvantage women in multiple spheres, and for which reason projects often have multiple entry points when addressing gender disparities).
- Practices to engage with policy makers on GEWE at national and local levels (still few) on legal and policy constraints with more attention to build strategic networks and alliances on GEWE beyond the local level) as well as influencing policies.
- Many activities were found which in combination with other - even conventional interventions - led to transformative changes especially in more traditional communities (access to domestic water and other basic infrastructure in secluded and marginalised communities, training, income-generation, marketing, participation in decision-making, involvement in community affairs). Although some practices may be more transformative than others, it is ultimately the combination of practices that brings about change, the use of multiple and complementary gender practices that facilitate changes in gender roles and relations. For example, practices to improve women's access to resources and opportunities in combination with practices to enhance women's and men's awareness and consciousness were found to be very effective.
- Participatory approaches and capacity-building, including group formation, leadership building and functional skills training, had a clear impact on women's self-esteem, status and recognition, and in a number of cases challenged gender roles and power relations, particularly if addressing change beyond individual capacities enabling formal systemic change (on laws, policies and government capacities).
- Understanding the country context and building an adaptive strategy (with key cultural and socio-economic constraints that women face, as well as with the potential change agents) to respond to context-specific challenges (such as customary beliefs) and opportunities and to monitor emerging change. Also noting that what may be transformative in one context may be the norm already in another context. And the same benchmarks on transformative change cannot be applied in settings with very restrictive gender norms.

Annex 4: Consultation process to date

To ensure the revised Gender Action Plan reflects priorities, expectations, objectives and commitments of those playing a key role in its implementation, the IFAD Gender and Social Inclusion Team gender team has undertaken extensive and participatory consultations to: (a) gather feedback from IFAD staff and get a deeper understanding about in-house needs and opportunities; (b) create a favourable environment for the implementation of the Plan; and (c) ensure a full endorsement of its action steps for real gender transformative impacts in IFAD's development activities, as well as in IFAD as organization.

Initial consultations have been conducted in April and May. These include two focus group discussions with regional gender coordinators, divisional GFPs and alternates have been organized to discuss the implementation of the Gender Policy, review IFAD 10 achievements and define IFAD 11 commitments on gender equality, social inclusion and women's empowerment. The following divisions were represented: COM, SEC, AUO, ICT, APR, ESA, WCA, ECG, RIA, HR and OSB.

These meetings offered an opportunity to reflect on IFAD's current work, anticipate emerging opportunities and challenges. They also voiced the GFPs perspectives on how to achieve gender transformation in IFAD taking into account the on-going decentralization process as well as the horizontal integration of other cross-cutting themes – gender, environment & climate, youth, nutrition and Indigenous People. These discussions have been completed by follow-up meetings (face-to-face /skype/video conference) on specific areas of interest with LAC, HR, COM, and others.

Further consultations were conducted during the months of June and July 2018 and the draft action plan was approved by Senior Management on 5 September 2018. Subsequently, additional changes were made to present the final action plan to the Executive Board for information.

Annex 5: Some statistics and facts on gender equality

Gender Parity

- The Global Gender Gap Index, which benchmarks 149 countries on their progress towards gender parity on a scale from 0 (disparity) to 1 (parity) across four thematic dimensions—Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment reports that there is still a 32.0% average gender gap that remains to be closed (World Economic Forum: The Global Gender Gap Report 2018)

Economic empowerment

- Women make up 43% of the global agricultural workforce – this includes farmers, family workers, casual labourers and employees on large plantations (FAO: The role of women in agriculture)
- Globally, the gender wage gap is estimated to be approximately 20%; in other words, women earn 80% of what men earn (International Labour Organization (ILO): Global Wage Report 2018/19: What lies behind gender pay gaps))There are 122 women aged 25-34 living in extreme poverty for every 100 men in the same age group (UN Women 2018: Turning promises into action: Gender equality in the 2030 Agenda for Sustainable Development)
- The ILO has noted that, without targeted action, at the current rate, pay equity between women and men will not be achieved before 2086. (International Labour Organisation (ILO): Women at Work 2016)
- Women with children in sub-Saharan Africa earn 69 cents to a man's US\$1, and women with children in South Asia earn only 65 cents to a man's \$1. (UN Women: Progress of the World's Women 2015-2016)
- The proportion of married women in developing countries with no say in how their own cash earnings are spent ranges from 2% in Cambodia, Colombia and Honduras to over 20% in the Democratic Republic of the Congo, Liberia, Sierra Leone and Zambia and 42% in Malawi. (United Nations Statistics Division (UNSD): The World's Women 2015, chapter 8, pg. 194)
- Only 2 in 3 married women aged 15 to 49 participate in decision-making on major household purchases in developing countries. (UNSD: The World's Women 2015, chapter 8, pg. 195)

Women's workload

- Globally, women perform the majority of unpaid care work, with an estimated 76.2 per cent of the total of hours provided (ILO 2018: Care work and care jobs for the future of decent work)
- The time spent by women in unpaid care work varies enormously across countries, ranging from a maximum of 345 minutes per day (or, nearly a quarter of a full 24-hour day) for Iraq to a minimum of 168 minutes per day (or 2 hours and 48 minutes) in Taiwan (ILO 2018: Care work and care jobs for the future of decent work)
- The significance and nature of unpaid care varies across countries and differs depending on the availability of basic services and infrastructure. Consequently, women and children living in rural areas performing the most substantial and strenuous tasks (ILO 2018: Care work and care jobs for the future of decent work)
- In developing countries, women spend on average 4 hours and 30 minutes per day on unpaid work, while men only spend 1 hour and 20 minutes. (UNSD: The World's Women 2015, chapter 4 pg. 111)
- The global working-age population is split evenly between men and women, but for every 3 men in wage/salaried work, there are 2 women. For every 4 male

employers, there is only 1 female employer. (Overseas Development Institute: Ten Things to Know about the Global Labour Force)

- 59% of women in Latin America and the Caribbean, 89% of women in Sub-Saharan Africa and 95% of women in South Asia labour in informal work. (UN Women: Progress of the World's Women 2015-2016 chapter 2)
- 663 million people still use unimproved water sources; 2.4 billion are without improved sanitation (SDGs Report 2016 Goal 6)
- An estimated 80% of the people who have to use unsafe and unprotected water sources live in rural areas (WHO 2017: Safely managed drinking water - thematic report on drinking water 2017)
- 1.1 billion people lacked access to electricity in 2016 (International Energy Agency IEA 2017: Energy access outlook 2017 – from poverty to prosperity) – the vast majority of them in rural areas
- In 2014, about 3 billion people – over 40 per cent of the world's population, relied on polluting and unhealthy fuels for cooking (SDGs Report 2016 Goal 7)

Women's influence

- Only 24 per cent of all national parliamentarians were women as of November 2018 (Inter-Parliamentary Union: Women in parliaments)
-) The countries with the highest proportion of women in parliament (lower or single parliamentary house) are Rwanda (61%), Bolivia (53%) and Cuba (53%) (Inter-Parliamentary Union: Women in parliaments)
- 70 countries (or close to one third of all countries with parliaments) have less than 15% participation of women in the lower or single houses of national parliaments. (The World's Women 2015, chapter 5, page 121)

Gender-based violence

- Gender-based violence is relevant to all three objectives because it limits women's freedom of movement and action and harms their health.
- Worldwide, 35% of women have experienced physical and/or sexual violence by an intimate partner or sexual violence by a non-partner at some point in their lives. (UN Stats: Violence Against Women)
- Half of countries in developing regions report a lifetime prevalence of intimate partner physical and/or sexual violence of at least 30%. Its prevalence is highest in Oceania, reaching over 60% in some countries. (UN Stats: Violence Against Women)
- Research has shown that indigenous girls, adolescents and young women face a higher prevalence of violence, harmful practices, and labour exploitation and harassment than other girls and women. (The World's Women 2015, chapter 6, page 149)

Some gaps and caveats

- As women and men often contribute labour at different points in the production of a crop, it is challenging to disentangle statistically the differences in agricultural production. However, some research has documented that women continue to produce significantly less than men because of their limited access to land, labour, knowledge, fertilizer and improved seeds and limited participation in decision making processes (UNDP-UNEP Poverty-Environment Initiative (PEI); UN Women report 2016. In addition, many women have less access to labour, especially male labour, as cultural constraints may prevent women from hiring non-family labour.
- A study in six countries - Ethiopia, Malawi, Niger, Nigeria, Tanzania and Uganda - which together represent over 40% of Sub-Saharan Africa's population found that the productivity gaps between men and women ranged from 13% in Uganda to 25% in Malawi (World Bank 2014: Levelling the field: improving

opportunities for women farmers in Africa). FAO has further estimated that if women worldwide had the same access to productive resources as men, they could increase yields on their farms by 20–30% and raise total agricultural output by 2.5–4% (The State Of Food And Agriculture 2010-2011) There are no clear and consistent global statistics available on women's land use and ownership. The accuracy of widely quoted figures such as " less than 2 percent of the world's land is owned by women" or " Women in the developing world are 5 times less likely than men to own land, and their farms are usually smaller and less fertile" have been questioned by different researchers and stakeholders. (International Food Policy Research Institute (IFPRI) 2013: Gender Inequalities in Ownership and Control of Land in Africa)

- Though the margin of inequalities can vary significantly by country, region, and type of property holding, all available data shows that women are at a disadvantage when it comes to land ownership.
- The statement "women provide the bulk of labour in African agriculture" has been shown to be false (World Bank 2018: Agriculture in Africa: Telling facts from myths)

Annex 6: IFAD best practice statements by thematic area

This annex presents best practice statements demonstrating how gender considerations will be mainstreamed into key thematic areas.

Natural resources – land, water, energy and biodiversity

Support and promote: (i) women's rights to land in order to contribute not only to gender equality but also to poverty reduction, since women are responsible for household subsistence production and welfare, through sensitization campaigns, training, legal support, joint land titling, and policy dialogue activities; (ii) government recognition of women's rights to the benefits from and control over natural resources; (iii) understanding of sustainable natural resource management in a local context, how it affects women as compared with men, as the basis of project identification, design and implementation; (iv) equal access to new technologies, training and credit facilities for enhanced conservation and use of animal/plant genetic resources and food production for both women and men; (v) gender-differentiated knowledge systems (including indigenous) to enhance learning on, and raise awareness of, sustainable uses, management and conservation of natural resources; (vi) strengthened capacity for governance of integrated natural resource management through inclusive approaches such as participatory mapping, decision-making and governance; (vii) learning on, and awareness of, gender-differentiated management of natural resources; (viii) reduction in gender inequalities in community-based users' groups through training and positive actions; and (ix) measures to increase women's voices, alongside men's, in the planning and running of community water schemes.

Climate change adaptation and mitigation

Support and promote: (i) project design and implementation based on an understanding of how climate change affects different categories of poor rural people, and women as compared with men; (ii) provision of training to women and men on key adaptation topics, including adjusting cropping patterns based on climate variability, sustainable agricultural systems for nutrition and high-value-added products, sustainable land management, early warning systems and disaster risk reduction; (iii) gender equality in access to climate change mitigation funds; (iv) increased research on gender-sensitive technologies that are energy- and water-efficient, and promote resilience to changing climatic events and other risks; and (v) solutions to the specific challenges faced by women, men and children in climate change-related policy dialogue, and mainstreaming effective responses into policies, programmes and projects.

Agricultural technologies and production services

Support and promote: (i) crop production practices and technologies that reduce labour needs (in terms of time and intensity), especially those related to women's labour, including adapted mechanization, harvesting, transportation and processing of produce; (ii) gender-sensitive educational and learning programmes to improve the decision-making capacities and adaptive innovations of women and men in the selection of crop varieties and production inputs and in integrated crop, pest, soil, water and farm management practices; (iii) enhanced technologies and knowledge enabling women to better manage water resources for crop irrigation and home consumption; (iv) business enterprises suited to specific gender needs; for example, they could include seed production, nursery management and various post-harvest activities, value addition, transportation and marketing for women; (v)

integration of women's and men's needs into infrastructure projects, including roads and irrigation systems; and (vi) investments in basic infrastructure that are critical to ease women's workload and facilitate their productive activities, such as domestic water supplies and sanitation.

Financial services

Support and promote: (i) mainstreaming GEWE [as] integral to effective approaches to rural financial services; (ii) regulations that enable rural financial institutions (RFIs) to increase outreach to the village level, and provide the basis for controlling RFI soundness; (iii) an effective supervision system that is capable of protecting poor women and men clients and helping RFIs to maintain or achieve soundness and social responsibility; (iv) capacity-building and greater gender-awareness training of RFI managers and staff; (v) building business linkages between banks and non-bank RFIs, or RFIs operating at various regional levels, to enable poor women and men to have access to a progression of financial services; and (vi) developing financial products and services tailored to women's and men's specific needs.

Value chains and marketing

Support and promote: (i) gender analysis of existing or potential value chains to identify gender-based differences in value chain activities; (ii) the development of value chains that are relevant to women or that have the potential to generate new employment opportunities for women; (iii) women's ability to challenge traditional gender roles and take up new roles as producers and market actors in value chain development; (iv) training and capacity-building activities aimed at strengthening women's agency in terms of value chain governance through participation in farmers' groups and marketing boards, or the formation of women-only groups when appropriate; (v) gender equity in access to, ownership of, and control over resources relevant to value chain development such as land, natural resources and credit; (vi) gender-equitable access and use of information communication technology for market information exchange; (vii) measures to engage with men for gender-balanced value chain development, supporting women's activities at each node of the value chain and avoiding the risk of male or elite capture; (viii) advocacy for promoting gender equity in private-sector development through gender sensitization in order to avoid marginalization or non-recognition of women's role in specific value chains; and (ix) adoption of participatory M&E to assess the location and proportion of women and men in specific value chains and whether male or elite capture is occurring.

Rural enterprise development and non-farm employment opportunities

Support and promote: (i) conducive policy frameworks that focus on removing the constraints that prevent rural women from embarking on small and medium-scale enterprises; (ii) small business support services to be made available to women, bearing in mind their often limited literacy and time; (iii) access to improved livelihood technologies and greater sharing of domestic work among adult family members to free up women's time to engage in entrepreneurial activities; (iv) entrepreneurial activities relevant to the needs of women, avoiding stereotyped approaches; (v) agricultural and non-farm rural enterprises that offer profitable opportunities for wealth creation and equitable employment to poor rural women and men; and (vi) monitoring of women's control over the benefits generated by their enterprises to ensure there is no male or elite capture as businesses become more profitable.

Technical and vocational skills development

Support and promote: (i) women's participation in defining their training and skills development needs during project design and implementation; (ii) development of training packages and approaches that take into account gender-specific constraints including lack of functional literacy and self-esteem, which are critical for empowerment; (iii) scaling up of family-centred approaches to extension, which tackle gender inequalities at the household level and are more effective in increasing agricultural production and income, and enhancing food security; (iv) village-based women trainers and promoters, particularly in contexts where cultural norms restrict women's ability to interact with men who are external to the family; (v) participatory, learning-by-doing methodologies, such as learning routes and farmer-to-farmer exchange visits targeting women alongside men; (vi) leadership skills training, particularly for young rural women, to promote more gender-balanced participation in decision-making bodies; and (vii) an M&E system that tracks not only the number of women and men participating in training activities, but also the impact of the activities on GEWE.

Rural producers' and community-based organizations

Support and promote: (i) the use of tools to identify and address gender inequality issues in institutional analysis during project design and implementation; (ii) gender-sensitive organizational development for both mixed and women-only organizations through the provision of incentives, the application of quotas and the implementation of training and capacity-building measures, in leadership and management, as well as in technical skills; (iii) the formation and strengthening of women-only groups, or women's committees or platforms within mixed organizations, in sociocultural contexts where they are needed to strengthen women's confidence and ability to participate; (iv) gender-balanced participation in leadership positions in rural producers' and farmers' organizations, both formal and informal, with a special emphasis on young rural women; (v) participatory M&E that measures and monitors the impact of programmes, in both qualitative and quantitative terms, on gender equity and women's empowerment within rural organizations; (vi) networking among women's organizations and women members and leaders in mixed organizations; and (vii) the creation of clusters and apex organizations of grass-roots groups.

Livestock and fisheries

Support and promote: (i) understanding of the different roles women and men play in the management and control of livestock when designing livestock-related programmes and policies; (ii) formulation of measures aimed at improving women's

decision-making capacity and control over income by boosting livestock production; (iii) the design of veterinary and other livestock-related services that take account of the local social and cultural norms (i.e. women's limited mobility, safety conditions) that constrain women's ability to access those services or to act as service providers; (iv) negotiations between men and women to ensure that men do not feel threatened when women's control over livestock production and income increases; (v) the formation of gender-responsive resource management bodies at the community level to ensure that women have access to the marine resources needed for aquaculture development; (vi) action to enable marginalized groups of men and women fishers, processors and traders to access new markets; and (vii) identification of alternative livelihoods to reduce reliance of poor fishers on fishing activities that put pressure on fragile and depleting marine resources and coastal ecosystems.

Forestry

Support and promote: (i) sustainable forest management policies and projects and the equitable distribution of benefits among women and men; (ii) activities addressing gender differences in knowledge and roles in forestry when designing and implementing development programmes; (iii) mechanisms to avoid potential conflicts among competing uses of forests and their by-products, and to ensure that women's and men's traditional and indigenous rights to forest use are not diminished with the implementation of new projects and policies; (iv) women's participation and cooperation in community groups or forest resource management committees created for project management; and (v) training of women forestry extension agents and raising their awareness about gender differences in the use of forest resources, including women's particular needs and constraints.

Annex 7: Existing and potential partners with areas of collaboration

Partnership/ Partner organization	Acronym	Main purpose and outcomes	Geographical coverage	Relevance by GAP Action Areas
Development Assistance Committee	DAC	Promote development co-operation and policy dialogue to contribute to sustainable development, including pro-poor economic growth, poverty reduction, improvement of living standards in developing countries	Global	Action area 2
Food and Agriculture Organization of the United Nations	FAO	Improve knowledge and information sharing, coordination and organization of joint initiatives and development programmes	Global, country-specific	Action areas 1 and 2
Inter-Agency Support Group for the Convention on the Rights of Persons with Disabilities	IASG-CRPD	Ensure compliance with the Convention on the Rights of Persons with Disabilities and work to ensure that development programmes are inclusive of and accessible to persons with disabilities	Global	Action areas 2, 3 and 4
Joint Programme on the economic empowerment of rural women (FAO, IFAD, WFP and UN WOMEN)	JP RWEE	Joint efforts and synergies to ensure holistic empowerment of rural women in 7 countries. Leverage each UN agency's comparative advantages and institutional strengths to generate more sustainable and wider-scale improvements in women's livelihoods and lives.	Global, country-specific (Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger, Rwanda)	Action areas 1 and 2

Joint Programme on Gender Transformative Approaches (GTA) between EU, CGIAR, FAO, WFP, IFAD)	JP-GTA	Joint efforts between the collaborating agencies for taking gender transformative approaches to scale for impact on SDG2 to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Global	Action areas 1 and 2
Multilateral Development Bank	MDB	Encouraging rural economic development and reducing economic inequality	Global, country-specific	Action areas 1 and 2
Network on Gender Equality	GENDERNET	Define common approaches in support of gender equality and women's rights, improve collaborations among development co-operation agencies	Global	Action areas 1 and 2
Organisation for Economic Co-operation and Development	OECD	Promote policy dialogue useful to improve the economic and social well-being of rural people and raise visibility about IFAD's work	Global	Action area 2
Oxfam Novib		Promote gender justice and inclusion leveraging on respective comparative advantage sand work to ensure the scaling-up of household methodologies and	Regional (east and southern, west and central Africa), and country-specific	Action areas 1 and 3
RBA Gender Teams Working Group		Leverage each UN agency's comparative advantages and institutional strengths; improve, coordination, foster global visibility and impact on poverty reduction, food and nutrition security	Global and country-specific	All action areas
UN Commission on the Status of Women	UN CSW	Ensure that human rights of rural women and girls are	Global	Action area 2

		recognized and fulfilled		
UN Interagency Network on Women and Gender Equality	IANGWE	Ensure coordination and cooperation on the promotion of gender equality throughout the United Nations system	Global	All action areas
UN Women	UN WOMEN	Improve knowledge and information sharing, coordination and organization of joint initiatives and development programmes	Global and country-specific	Action areas 1, 2, and 3
World Food Programme	WFP	Knowledge and information sharing, coordination and organization of joint initiatives and development programmes	Global and country-specific	Action areas 1 and 2

Annex 8: IFAD commitments on gender

REPL	Commitments	Results Framework/ RIMS Management
IFAD 11	<p>Review and strengthen IFAD's gender action plan, to:</p> <ul style="list-style-type: none"> • achieve a gender transformative approach (25 per cent of projects to be gender transformative); • implement relevant provisions of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) 2.0. <p>Provide a report that analyses IFAD's gender transformative approach using appropriate qualitative and quantitative approaches.</p> <p>Revise IFAD's operational guidelines on targeting</p> <p>Develop a framework for implementing transformational approaches to the mainstreaming themes, including attention to horizontal integration and interlinkages.</p> <p>Report on progress across the four mainstreaming themes in the Report on IFAD's Development Effectiveness (RIDE).</p>	<p>Completion target:</p> <ul style="list-style-type: none"> • 90% of projects rated moderately satisfactory (4) or better for gender equality • 60% of projects rated satisfactory (5) or better for gender equality • Design target 25 per cent of projects are rated as gender transformative (highly satisfactory = 6) • Tracking the share of staff costs/time dedicated to gender issues
IFAD 10	<ul style="list-style-type: none"> • Meeting or exceeding all 15 UN-SWAP 1.0 indicators; • At least 15 per cent of project designs are gender transformative (score of 6) and at least 50 per cent achieve full gender mainstreaming (score = 5) • Conduct review of implementation of the IFAD Policy on Gender Equality and Women's Empowerment • Track share of staff costs/time dedicated to gender issues 	<ul style="list-style-type: none"> • By December 2017, IFAD had met or exceeded 13 of the 15 target indicators (UN-SWAP 1.0) • IFAD exceeds the set targets: 25.6 per cent of the value of loans for investment projects were rated as gender transformative (score of 6) and 52 per cent achieved full gender mainstreaming (score of 5). • 90% of projects rated moderately satisfactory (4) or better at entry; • 90% of projects rated moderately satisfactory (4) or better for gender equality in PCR (Achievement: 97 per cent*) • 60% of projects rated satisfactory (5) or better for gender equality in PCR (N/A) • The midterm review of IFAD's gender policy was submitted to the Executive Board in September 2016. • Tracked

IFAD11/5/INF.2 (January 2018)
IFAD10/3/R.3

Annex 9: IFAD10 - IFAD11 Comparison – Targets and commitments

Targets and commitments	
IFAD 10 – Action Plan 2016-2018	IFAD 11 – Action Plan 2019-2025
Meeting or exceeding all 15 UN-SWAP indicators by 2017 – Not achieved	Meeting or exceeding all 15 UN-SWAP 2.0
Ensuring that at least 90 per cent of project designs are rated as partial gender mainstreaming (moderately satisfactory = 4) or better, that at least 50 per cent achieve full gender mainstreaming (satisfactory = 5) and at least 15 per cent are gender-transformative (highly satisfactory = 6) – Achievement for IFAD 10 - TBD⁷¹	COSOPs: 100 per cent of COSOPs and CSNs are gender mainstreamed Design: - Target 25 per cent of projects are rated as gender transformative (highly satisfactory = 6); - 100 per cent of project design reports are gender mainstreamed.
Ensuring 90 per cent of projects are rated as partial gender mainstreaming (moderately satisfactory = 4) or better on completion – Achievement for IFAD 10 TBD	Completion: - Target 90 per cent of projects are rated as partial gender mainstreaming (moderately satisfactory = 4) or better; - Completion target 60 per cent of projects are rated as gender mainstreaming (satisfactory = 5) or better. - 35 per cent of projects are rated as being gender transformative.
Tracking the share of staff costs/time dedicated to gender issues – Achieved	Tracking the share of staff costs/time dedicated to gender issues

⁷¹ IFAD10 gender related achievements will be reported in the 2019 RIDE.

Annex 10: IFAD10 – IFAD1172 GAP comparison – Sample of new activities

Action areas		IFAD 11 – Action Plan 2019-2025	
		Outcome	Sample of new activities
Action area 1: IFAD-supported country programmes and projects	IFAD-supported programmes & projects systematically address gender equality and women's empowerment		<ul style="list-style-type: none"> - Provide technical backstopping of proximity to sub-regional hubs, ICOs and PMUs through Regional Gender Coordinators/Gender and Social Inclusion Analysts; - Develop a shared understanding of gender transformative approaches; - Identify validated gender and social inclusion experts to join supervision/Implementation support/Mid-term/completion missions; - Promote gender balance on missions; - Provide guidance on the development of explicit theories of change to underpin targeting strategies.
			<ul style="list-style-type: none"> - Develop a communication and advocacy strategy; - Organize regional gender awards for IFAD-supported operations; - <i>Develop and disseminate knowledge products based on the new integrated approach to the mainstreaming themes;</i> - <i>Launch #RealGroundbreakers Campaign and foster visibility of IFAD GEWE activities/results on social media.</i> - <i>Develop partnerships for Gender transformative Approaches</i>
Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge management	Improved generation and use of evidence-based knowledge on gender equality and women's empowerment		<ul style="list-style-type: none"> - Develop capacity on gender transformative approaches (e.g. household methodologies) and integrated approaches; - <i>Develop an integrated capacity development plan for gender, climate, nutrition and youth;</i> - <i>Training and certification of validated experts.</i>
Action area 3: Capacity-building of implementing partners and government institutions	Capacity of partners to address gender issues in agriculture and rural development strengthened		<ul style="list-style-type: none"> - Fine-tune methodology of gender-sensitive audits - Fine-tune systems for periodic tracking of the allocation of staff time and activity devoted to gender. - <i>Peer support among agencies</i>
Action area 5: Resources, monitoring and professional accountability	IFAD's corporate human and financial resources, and monitoring and accountability systems fully support gender equality and women's empowerment		

⁷² The Policy's Action Area 4 is covered by the 5 R gender action plan to improve gender parity in IFAD led by Human Resources Division

Annex 12: IFAD10 – IFAD1173 GAP comparison – Targets and Indicators

Action areas	IFAD 10 – Action Plan 2016-2018		IFAD 11 – Action Plan 2019-2025		
	Targets	Indicators	Outcome	Targets	Indicators
Action area 1: IFAD-supported country programmes and projects	Meeting or exceeding all 15 UN-SWAP indicators by 2017 – Not achieved	Not available	IFAD-supported programmes & projects systematically address gender equality and women's empowerment	Meeting or exceeding all 15 UN-SWAP 2.0	Indicators set by the UN-SWAP 2.0
	Ensuring that at least 90 per cent of project designs are rated as partial gender mainstreaming (moderately satisfactory = 4) or better, that at least 50 per cent achieve full gender mainstreaming (satisfactory = 5) and at least 15 per cent are gender-transformative (highly satisfactory = 6) – TBD			COSOPs: 100 per cent of COSOPs and CSNs are gender mainstreamed Design: - Target 25 per cent of projects are rated as gender transformative (highly satisfactory = 6); - 100 per cent of project design reports are gender mainstreamed.	- Increase in the proportion of loans and grants with gender-specific objectives supported by clear budget allocations, gender-disaggregated monitoring framework, and dedicated staff with a gender mandate. - Improvement in gender ratings for loan and grant design.
	Ensuring 90 per cent of projects are rated as partial gender mainstreaming (moderately satisfactory = 4) or better on completion – TBD			Completion: - Target 90 per cent of projects are rated as partial gender mainstreaming (moderately satisfactory = 4) or better; - Completion target 60 per cent of projects are rated as gender mainstreaming (satisfactory = 5) or better. - 35 per cent of projects are rated as being gender transformative.	
Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge	Activities defined but target not set	Not available	Improved generation and use of evidence-based knowledge on gender equality and women's empowerment	- At least 10 gender-focused knowledge management products developed - GEWE included in IFAD policy documents and at least in the 70% of senior management public speeches and statements	- Increase in IFAD visibility on gender issues in international fora and publications; - Inclusion in key IFAD policy documents and knowledge products of references to GEWE; - Increase in focus on gender

⁷³ The Policy's Action Area 4 is covered by the 5 R gender action plan to improve gender parity in IFAD led by Human Resources Division

management					<p>issues in policy dialogue and scaling up;</p> <ul style="list-style-type: none"> - Increase in joint initiatives on gender-related activities with other institutions agencies and non-governmental organizations (NGOs).
Action area 3: Capacity-building of implementing partners and government institutions	<p>Ensuring that at least 90 per cent of project designs are rated as partial gender mainstreaming (moderately satisfactory = 4) or better, that at least 50 per cent achieve full gender mainstreaming (satisfactory = 5) and at least 15 per cent are gender-transformative (highly satisfactory = 6) – TBD</p>	Not available	Capacity of partners to address gender issues in agriculture and rural development strengthened	<ul style="list-style-type: none"> - Target 25 per cent of projects are rated as gender transformative (highly satisfactory = 6); - 35 per cent of projects are rated as being gender transformative. 	<ul style="list-style-type: none"> - Improvement in gender ratings for loan and grant portfolio at completion. - Resources (human and financial) earmarked for gender and women's empowerment activities in IFAD's supported projects and country programmes - Training tools and instruments developed or revised
Action area 5: Resources, monitoring and professional accountability	<p>Tracking the share of staff costs/time dedicated to gender issues – Achieved</p>	Not available	IFAD's corporate human and financial resources, and monitoring and accountability systems fully support gender equality and women's empowerment	<p>Tracking the share of staff costs/time dedicated to gender issues</p>	<ul style="list-style-type: none"> - Increase in core budget, Unrestricted Complementary Contributions (UCCs) and supplementary funds supporting implementation of the action plan; - Increase in score in annual review of IFAD's performance on GEWE.