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**REPORT AND RECOMMENDATION OF THE PRESIDENT**

TO THE EXECUTIVE BOARD ON A PROPOSED

**TECHNICAL ASSISTANCE GRANT**

FOR A

**PROGRAMME OF ACTION TO ASSIST IFAD PROJECTS TO REACH RURAL  
WOMEN IN NEAR EAST AND NORTH AFRICAN COUNTRIES**



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## **ABBREVIATIONS AND ACRONYMS**

CTA	Chief Technical Advisor
GTZ	German Agency for Technical Cooperation
M&E	Monitoring and Evaluation
NENA	Near East and North Africa
NGO	Non-Governmental Organization
PY	Project Year
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
WFP	World Food Programme



**REPORT AND RECOMMENDATION OF THE PRESIDENT OF IFAD  
TO THE EXECUTIVE BOARD FOR FUNDING A TECHNICAL ASSISTANCE GRANT  
FOR A  
PROGRAMME OF ACTION TO ASSIST IFAD PROJECTS TO REACH RURAL  
WOMEN IN NEAR EAST AND NORTH AFRICAN COUNTRIES**

I submit the following Report and Recommendation on a proposed technical assistance grant to support a Programme of Action to Assist IFAD Projects to Reach Rural Women in Near East and North African Countries, in the amount of USD 944 000 for a five-year period.

**I. BACKGROUND**

1. Experiences in IFAD operations in the Near East and North Africa (NENA) indicate that projects may not be achieving the desired impact with respect to benefits for rural women. For reasons of tradition and culture, opportunities to reach women and work with them tend to be restricted. Local institutions dedicated to assisting rural women are limited in number and in resources. Building on the experience of the other regional divisions in IFAD, namely the Latin America and Caribbean Division and the Africa II Division, to strengthen the gender focus of IFAD projects in their regions, the Near East and North Africa Division, with funding from the Dutch Trust Fund, undertook a desk and field study of the current project portfolio with respect to: (i) analysis during project design of the constraints affecting women and the opportunities open to them; (ii) selection of investments and activities in the light of that analysis; (iii) ability of projects to implement selected activities successfully; and (iv) impact of activities implemented.

**II. RATIONALE AND OBJECTIVES**

2. The study showed that, despite a clear effort in recent years to follow IFAD policies on women and gender, insufficient attention has been paid to overcoming constraints that inhibit the provision of support services to women corresponding to their roles and responsibilities in agriculture. Special programmes for women have been inadequately linked to other relevant project components. Some have focused on the development of certain stereotyped skills that neither reflect the real tasks of women nor correspond to real market opportunities to raise income. Weaknesses in design of “women’s components” are intensified during implementation, often despite clear feedback from women beneficiaries. Although monitoring and evaluation (M&E) systems sometimes do provide data disaggregated by gender, these are not analysed adequately or used as a management tool for decision-making.

3. The overall goal of the proposed programme is to enable both women and men who belong to the target group of IFAD projects in the NENA region to enjoy reduced poverty and increased household food security. In order to achieve this goal, it is necessary that ongoing projects improve their performance with respect to reaching rural women and that future projects are better designed, taking fully into account gender-related differences in needs, constraints and opportunities. The two main specific objectives of the proposed programme are: (i) greater ability of concerned IFAD, government and project-level staff to analyse and address gender-related constraints and opportunities in the design and implementation of projects; and (ii) increased access by women members of the target group to resources required to increase economic productivity.



4. A total of ten countries and about 18 projects will be phased in gradually over the life of the programme; emphasis will be given to the newer projects. (See Appendix I for the implementation schedule, including countries expected to be involved.)

### III. PROGRAMME COMPONENTS

5. **Gender mainstreaming.** The activities will start at IFAD Headquarters. An orientation briefing for IFAD staff within the Near East and North Africa Division will be undertaken to internalize the programme objectives and activities. The briefing will clarify terminology and related concepts and will outline why and how more can be done to reach women through “gender mainstreaming”. On the basis of discussions during this briefing and the ongoing work at the Western Asia Regional Office of the United Nations Development Fund for Women (UNIFEM), a glossary of terms and concepts will be compiled in three languages: Arabic, English and French. The glossary will promote a common vocabulary and understanding of concepts among NENA staff, consultants, counterpart organizations and project staff.

6. At individual country level, the programme will seek to identify existing activities to increase awareness and sensitivity to gender-related project-implementation issues among IFAD counterparts in central government functions. The programme will then assist counterparts to participate in such activities as necessary.

7. At individual country level, gender-analysis training will be organized. The timing of these workshops will be linked to preparation of the annual workplan so that the principal output of the training will be a gender-sensitive workplan, agreed with project management, for the following year. International and local technical advisors will provide assistance in identifying solutions to potential technical, social and organizational problems related to gender barriers and constraints.

8. **Technical assistance to rural women’s activities.** The activities will be determined by the results of the gender analysis and the workplan prepared for the gender-mainstreaming component. In the review of 18 projects carried out prior to programme design, probable areas for technical assistance were identified. They included: (i) support to marketing of outputs produced by women; (ii) women’s access to and use of rural financial services; (iii) crop and livestock-production skills; and (iv) functional literacy. Also, all projects were found to be in need of assistance to make the design and operation of their M&E systems more gender-sensitive.

9. Through local technical assistance, the programme will provide support in the form of coaching and regular training to individual projects on-site in planning and implementing activities in these and other areas that they may identify as most important for improving their ability to assist women beneficiaries. The programme will also provide projects with access to a small technical support fund for undertaking a limited number of activities not foreseen in project financing plans.

10. **Knowledge-building.** Two types of activities are concerned with knowledge-building: one is management of the knowledge that is acquired during programme implementation; the other is M&E of the programme itself. In knowledge management, the programme will identify and document successful strategies and activities. It will also summarize, document and disseminate information arising from workshops, specific training modules, technical assistance missions and studies undertaken among IFAD partners in the region. Documentation will be disseminated to partners within the region in printed form and through selected websites. The programme will contribute to the development of electronic databases and to information exchange in the region, including a *list serve* e-mail network among IFAD projects, to stimulate dialogue and the interactive dissemination of information, training materials and ideas directly among projects.



#### **IV. EXPECTED OUTPUTS/EXPECTED BENEFITS**

11. The major outputs and benefits of the five-year programme are expected to be:
- heightened awareness, new skills and knowledge, and better perception of NENA staff achieved with regard to gender analysis and gender mainstreaming in IFAD projects;
  - a multilingual (Arabic, English, French) glossary of gender terminology appropriate to regional and in-country needs and including checklists developed and published;
  - core training materials for training of project and counterpart staff in gender analysis and mainstreaming developed by the first project year (PY1), with country and project-specific modules;
  - skills and knowledge and better perception acquired by project and counterpart staff and staff of collaborating organizations, in ten countries and at least 18 projects, with regard to gender analysis and mainstreaming in their projects;
  - widespread access of rural women to productive assets, including technology, achieved and agricultural and financial services offered in at least 18 IFAD projects;
  - improved M&E systems, tracking project results and impact by gender, functioning as effective project management tools in at least 18 IFAD projects;
  - knowledge acquired by IFAD documented and shared with others throughout the region on gender issues, solutions to gender-related problems, and availability of relevant resources;
  - participating projects readily able to access knowledge acquired by the programme and by fellow projects;
  - an estimated 15 new projects in NENA designed by IFAD using gender analysis, with the result that gender-related issues fully taken into account in mainstream project activities.

#### **V. IMPLEMENTATION ARRANGEMENTS**

12. IFAD has reviewed the options for partner institutions for grant implementation and has had discussions with several of them. However, no institution was found to have a combination of the three basic criteria required to implement the grant: (i) regional presence; (ii) organizational mandate; and, (iii) technical capacity to undertake the full range of activities required. A number of agencies with a regional presence were approached about working with IFAD in this effort including: the Arab Centre for the Studies of Arid Zones and Dry Lands; the Food and Agriculture Organization of the United Nations; the German Agency for Technical Cooperation (GTZ); the United Nations Children's Fund (UNICEF); the United Nations Development Programme; UNIFEM; and the World Food Programme (WFP). Although none of these institutions would be a suitable grant recipient for the programme, each could bring potential benefits as an associated partner in programme implementation. UNIFEM and WFP have expressed an interest in assisting with training and technical assistance activities. Similarly, GTZ and UNICEF are interested in associating projects in their field programmes with the effort.

13. On the basis of the above, it was decided that it would be most suitable for IFAD to coordinate the programme implementation in-house, much as is being done with similar gender-mainstreaming programmes in IFAD with the Latin America and the Caribbean Division and the Africa II Division. Direct implementation of the programme by IFAD will allow constant consultation with the Near East and North Africa Division's country portfolio managers and the Technical Advisory Division so as to ensure that programme activities are fully in line with all other IFAD implementation follow-up and supervision activities on a project-by-project basis.

14. A chief technical advisor (CTA) gender specialist will manage, coordinate and monitor the implementation of the programme. During the first year, costs will be financed by the IFAD grant, whereas Italian funding will be utilized for the following four years. The CTA will be located in the Near East and North Africa Division and will provide direct technical support to projects in areas related to project management, annual workplans and budgets, and M&E on all issues related to gender. At programme start-up, a detailed implementation strategy will be elaborated. In collaboration with the Near East and North Africa Division and the Technical Advisory Division, the CTA will organize and supervise additional local technical assistance to projects in more specific areas where there are special needs in gender-related matters. Technical assistance will be provided through contracting, whenever possible, to locally-based non-governmental organizations (NGOs). Some additional NGO and IFAD/NGO Extended Cooperation Programme (ECP) grant resources may be mobilized for this, provided funds are available from ECP and the activities to be funded are in line with the programme's objectives. The Near East and North Africa Division and the Technical Advisory Division will assume a co-supervisory role in the programme to provide technical backstopping and to facilitate cross-fertilization from similar IFAD programmes in other regions. The implementation of the programme by IFAD will facilitate the learning process and acquisition of knowledge by the Fund.

15. The logical framework showing the overall structure of the programme is found in Appendix 2.

## VI. INDICATIVE PROGRAMME COSTS AND FINANCING

16. It is estimated that the programme of action will be implemented for a five-year period for a total cost of approximately USD 2 380 000. This sum will cover coordination, supervision and monitoring of the programme; materials; training; publications and documentation; and information-technology operations, including websites. Training of local project staff and beneficiaries, already financed through ongoing projects, is not included in the programme costs as it is assumed that these projects will make existing allocations in project budgets available to rural women's activities.

**Table 1: Cost Summary of the Programme Components  
(USD)**

	Local	Foreign	Total	Foreign Exchange (%)	Base Costs (%)
A. Gender Mainstreaming	119 450	737 050	856 500	86	38
B. Technical Support to Activities for Rural Women	258 600	359 400	618 000	58	28
C. Knowledge Building–Information and Communication	-	763 000	763 000	100	34
<b>Subtotal</b>	<b>378 050</b>	<b>1 859 450</b>	<b>2 237 500</b>	<b>83</b>	<b>100</b>
Physical Contingencies	5 413	17 063	22 475	76	1
Price Contingencies	16 971	102 668	119 639	86	5
<b>TOTAL PROGRAMME COSTS</b>	<b>400 434</b>	<b>1 979 181</b>	<b>2 379 614</b>	<b>83</b>	<b>106</b>

17. IFAD will provide financing for a total of approximately USD 944 000. The Government of Japan has agreed in principle to provide a contribution of USD 212 000. IFAD is currently seeking cofinancing of about USD 1 225 000 from other donors and has approached the Italian Government to use its supplementary resources already earmarked for IFAD.

**Table 2: Disbursement Accounts by Financiers  
(USD)**

	<b>IFAD Amount</b>	<b>%</b>	<b>Japan Amount</b>	<b>%</b>	<b>Others Amount</b>	<b>%</b>	<b>Total Amount</b>	<b>%</b>
A. Technical Assistance								
Local Technical Assistance	189 793	80.0	-	-	47 448	20.0	237 241	10.0
International Technical Assistance	142 670	12.1	-	-	1 034 428	87.9	1 177 098	49.5
<b>Subtotal</b>	<b>332 463</b>	<b>23.5</b>	<b>-</b>	<b>-</b>	<b>1 081 876</b>	<b>76.5</b>	<b>1 414 339</b>	<b>59.4</b>
B. Training, Studies and Workshops	611 195	70.0	174 627	20.0	87 314	10.0	873 136	36.7
C. Equipment and Material	-	-	36 536	39.7	55 603	60.3	92 139	3.9
<b>TOTAL</b>	<b>943 658</b>	<b>39.7</b>	<b>211 163</b>	<b>8.9</b>	<b>1 224 793</b>	<b>51.5</b>	<b>2 379 614</b>	<b>100.0</b>

## PART VII - RECOMMENDATION

18. I recommend that the Executive Board approve the proposed technical assistance grant in terms of the following resolution:

RESOLVED: that the Fund, in order to finance, in part, a Programme of Action to Assist IFAD Projects to Reach Rural Women in Near East and North African Countries for five years, shall make a grant not exceeding nine hundred forty-four thousand United States dollars (USD 944 000) upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

Fawzi H. Al-Sultan  
President





## APPENDIX I

**IMPLEMENTATION SCHEDULE**

	PY1	PY2	PY3	PY4	PY 5
Gender mainstreaming component: preparatory activities (NENA orientation, glossary, checklists)	X				
Programme support to selected projects in Jordan and Yemen	X	X			
Programme support to selected projects in Egypt and Tunisia		X	X		
Programme support to selected projects in Morocco, West Bank and Gaza and Syria			X	X	
Programme support to selected projects in Algeria, Lebanon and The Sudan				X	X
Coordination and collaboration with other programmes and other international agencies	X	X	X	X	X
Documentation	X	X	X	X	X
Development of electronic databases and networks	X	X	X	X	X
Coordinating and monitoring impact of programme	X	X	X	X	X



**LOGICAL FRAMEWORK FOR THE PROGRAMME OF ACTION TO ASSIST IFAD PROJECTS TO REACH RURAL WOMEN IN NEAR EAST AND NORTH AFRICAN COUNTRIES**

<b>PROGRAMME DESCRIPTION</b>	<b>PERFORMANCE INDICATORS</b>	<b>LEARNING SYSTEM</b>	<b>ASSUMPTIONS/RISKS</b>
<p><b>STRATEGIC GOAL</b></p> <p>Enable women to benefit equally with men from IFAD-financed investments and activities</p>	<ul style="list-style-type: none"> <li>• Number of women in decision-making bodies during project implementation</li> <li>• Women members of IFAD project target groups experience increases in food security and incomes comparable to those experienced by men in the same target group</li> </ul>	<p>Project evaluation reports Project supervision reports</p>	
<p><b>PROGRAMME OBJECTIVE 1</b></p> <p>Greater ability of concerned IFAD, government and project staff to use gender analysis and address gender-related constraints and opportunities in design and implementation of IFAD projects in NENA region</p>	<ul style="list-style-type: none"> <li>• Project design and project implementation reflect results of gender analysis and address gender-specific problems faced by women</li> </ul>	<p>Appraisal/pre-implementation reports, project reports Portfolio reviews</p>	<p>Project managers and project staff are motivated to implement projects as designed.</p>
<p><b>OUTPUTS for OBJECTIVE 1</b></p> <p>1. Increased level of engagement among NENA staff in making sure that project benefits reach rural women</p>	<ul style="list-style-type: none"> <li>• Consideration of gender-related issues part of all mission terms of reference starting from PY1</li> <li>• All new Near East and North Africa Division projects formulated in PY1 and thereafter are based on gender analysis with activities designed to reach women as part of mainstream investments and activities starting from PY1</li> </ul>	<p>Mission terms of reference Formulation reports</p> <p>President's reports</p>	<p>Sufficient resources are available to finance increased inputs to missions.</p>

PROGRAMME DESCRIPTION	PERFORMANCE INDICATORS	LEARNING SYSTEM	ASSUMPTIONS/RISKS
<p>2. Multilingual glossary of gender terminology (English, Arabic, French)</p> <p>3. Core training material and project-specific training modules</p> <p>4. Project staff are skilled in gender analysis and understand how women can be part of mainstream project activities and have access to goods and services created by project-financed investments</p> <p>5. Documentation recording knowledge acquired during programme implementation</p>	<ul style="list-style-type: none"> <li>• Cooperating institutions are aware of and act upon the Near East and North Africa Division's commitment to improved performance of projects in reaching women</li> <li>• Multilingual glossary published in PY1 reflecting most current usage of relevant terminology</li> <li>• Training manuals and modules in Arabic finalized by end PY1</li> <li>• Gender-sensitive annual workplans drafted and implemented</li> <li>• Written materials documenting acquired knowledge and documenting programme findings, conclusions and recommendations readily accessible in print and on-line to interested parties</li> </ul>	<p>Supervision reports</p> <p>Glossary</p> <p>Materials and modules</p> <p>Annual workplans Mission reports Reviews and evaluation reports</p> <p>Programme-issued documents and publications</p>	<p>Cooperating institutions have time and financial resources to address relevant issues.</p> <p>Some basic resource materials are available in Arabic from which to develop programme materials.</p> <p>Project managers provide support and there is a commitment of project staff to reaching women. There is political support from government as well as community support. A risk is the possible opposition from conservative social or religious groups.</p> <p>Programme implementation yields generalizable knowledge of interest beyond project context.</p>



PROGRAMME DESCRIPTION	PERFORMANCE INDICATORS	LEARNING SYSTEM	ASSUMPTIONS/RISKS
<p>6. List serve e-mail network among IFAD projects</p> <p>7. Project management materials of the Near East and North Africa Management Training in Agriculture Programme (NENAMTA) (and materials of other IFAD-funded technical assistance grants) covering gender-sensitive approaches to project management and implementation</p>	<ul style="list-style-type: none"> <li>• Information regularly exchanged between programme and projects and among projects</li> <li>• Materials on gender-related dimensions of management and other technical subjects incorporated in standard training or other resource materials used in NENAMTA and in other technical assistance grant programmes</li> </ul>	<p>List serve network</p> <p>Materials and other documents produced by IFAD-funded technical assistance grants working in NENA region</p>	<p>E-mail and Internet are readily accessible by all projects.</p>
<p><b>ACTIVITIES for OBJECTIVE 1</b></p> <p>1. Programme-orientation briefing for NENA staff within three months of programme start-up</p> <p>2. Drafting glossary</p> <p>3. Drafting core training materials and project-specific modules for NENA region</p> <p>4. Orientation/training of central government counterparts for increased awareness of gender-related issues</p> <p>5. Training of project (management, extension and M&amp;E) and counterpart staff and staff of collaborating organizations in gender analysis</p> <p>6. Exchange of materials and information</p>	<p><b>BUDGETED INPUTS</b></p> <ul style="list-style-type: none"> <li>• Briefing materials</li> <li>• CTA input</li> <li>• Facilitator</li> <li>• CTA</li> <li>• Publication and distribution services</li> <li>• CTA</li> <li>• Short-term technical assistance</li> <li>• Fees to attend in-country activities</li> <li>• Local TA provided by NGO</li> <li>• Training activity expenses</li> <li>• CTA</li> </ul>	<p>Programme workplan</p> <p>Programme workplan</p> <p>Programme workplan</p> <p>Programme workplan</p> <p>NGO/ECP Agreement, memorandum of understanding, or contract for services</p> <p>Programme workplan</p>	<p>Scheduling and type of such activities by other donors are suitable for IFAD central government counterparts and phasing of countries into programme.</p>

PROGRAMME DESCRIPTION	PERFORMANCE INDICATORS	LEARNING SYSTEM	ASSUMPTIONS/RISKS
<p>between programme and NENAMATA and other technical assistance grant implementing agencies</p> <p>7. Drafting of findings and recommendation from programme implementation experiences</p> <p>8. Contributing to development and updating of websites</p> <p>9. Creation of a list-serve email network among IFAD projects</p>	<ul style="list-style-type: none"> <li>• CTA, programme assistant</li> <li>• NGO inputs</li> <li>• Local technical assistance</li> </ul> <ul style="list-style-type: none"> <li>• CTA, programme assistant</li> <li>• Materials</li> </ul> <ul style="list-style-type: none"> <li>• Short-term headquarters technical assistance</li> <li>• Programme assistant</li> </ul>	<p>TAG workplan</p> <p>Programme workplan</p> <p>Programme workplan</p> <p>Programme workplan</p>	
<p><b>PROGRAMME OBJECTIVE 2</b></p> <p>Increased access of rural women to resources intended to increase productivity, reduce poverty and contribute to greater household food security</p>	<ul style="list-style-type: none"> <li>• Investments and activities in all participating projects explicitly provide means for women to participate by end of first year of inclusion in programme</li> </ul>	<p>Project annual workplan and budget</p> <p>Project progress reports</p> <p>Supervision reports</p>	<p>Project staff is committed to reaching women; the Government provides political support; and community support is available. There is a risk of possible opposition from conservative social or religious groups.</p>
<p><b>OUTPUTS for OBJECTIVE 2</b></p> <p>1. Increased skills, income and food security among rural women in project area</p>	<ul style="list-style-type: none"> <li>• Number of women recorded as actively participating in project-funded activities newly included in project annual workplan and budget as a result of programme increases by more than 100% over recorded number of women</li> </ul>	<p>Project M&amp;E System reports</p> <p>Progress reports of NGO programme partners</p> <p>Progress reports of programme</p>	<p>Activities and investments selected by projects to reach women lead to net improvements in women's productivity, income and food security.</p> <p>Projects included in programme are</p>

PROGRAMME DESCRIPTION	PERFORMANCE INDICATORS	LEARNING SYSTEM	ASSUMPTIONS/RISKS
2.Improved M&E systems in projects	<p>participants in projects prior to programme start-up</p> <ul style="list-style-type: none"> <li>• Project M&amp;E systems producing reports that show project results and impact on both men and women</li> </ul>	<p>Project M&amp;E reports Project progress reports Supervision reports Evaluation reports</p>	<p>well managed and properly supervised.</p> <p>Projects included in programme are well-managed and properly supervised.</p>
<p><b>ACTIVITIES for OBJECTIVE 2</b></p> <p>1.Redesigning current project activities for women</p> <p>2.Implementing new activities and investment studies of alternative sources of credit and technical advise on these</p> <p>3.Analysing and improving M&amp;E systems</p>	<p><b>BUDGETED INPUTS</b></p> <ul style="list-style-type: none"> <li>• NGO, local technical assistance</li> <li>• Project staff</li> </ul> <ul style="list-style-type: none"> <li>• NGO, local technical assistance</li> <li>• Project staff</li> <li>• Project budget</li> <li>• Technical support fund</li> </ul> <ul style="list-style-type: none"> <li>• NGO, local technical assistance</li> <li>• Project staff</li> <li>• Project budget</li> <li>• Technical support fund</li> </ul>	<p>NGO workplan Project annual workplan and budget</p> <p>NGO workplan Project AWPB</p> <p>NGO workplan Project annual workplan and budget</p>	<p>Qualified locally-based NGOs or resource persons are available.</p> <p>Sufficient project budgetary resources exist to cover selected activities.</p>



