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REPORT AND RECOMMENDATION OF THE PRESIDENT

TO THE EXECUTIVE BOARD ON A PROPOSED

TECHNICAL ASSISTANCE GRANT

TO THE

CORPORATION FOR REGIONAL RURAL DEVELOPMENT TRAINING (PROCASUR)
FOR THE

**REGIONAL PROGRAMME TO CONSOLIDATE GENDER-MAINSTREAMING
STRATEGIES IN IFAD-FINANCED PROJECTS OF LATIN AMERICA AND THE
CARIBBEAN (PROGENDER)**



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ABBREVIATIONS AND ACRONYMS

APWB	Annual programme of work and budget
CC	Consultative committee
CDB	Caribbean Development Bank
CIARA	Foundation for Training and Applied Research in Agrarian Reform
DFID	Department for International Development (United Kingdom)
FIDAMERICA	Internet-Based System of Information Exchange for IFAD Programmes throughout Latin America
M&E	Monitoring and evaluation
NGOs	Non-governmental organizations
PREVAL	Programme for Strengthening the Regional Capacity for Monitoring and Evaluation of Rural Poverty Alleviation Projects in Latin America and the Caribbean
PROCASUR	Corporation for Regional Rural Development Training
PROMER	Rural Microenterprise Support Programme in Latin America and the Caribbean
PROSGIP	Programme for the Strengthening of Gender Issues in IFAD Projects
RUTA	Regional Unit for Technical Assistance
TAG	Technical assistance grant



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I submit the following Report and Recommendation on a proposed technical assistance grant (TAG) to the Corporation for Regional Rural Development Training¹ (PROCASUR) to support the Regional Programme to Consolidate Gender-Mainstreaming Strategies in IFAD-Financed Projects of Latin America and the Caribbean (PROGENDER), in the amount of USD 850 000 for a three-year period.

I. BACKGROUND

1. **Background.** The Latin America and the Caribbean Division executed the Programme for the Strengthening of Gender Issues in IFAD Projects (PROSGIP) between December 1997 and June 1999. Implemented in four phases, each one focused on a distinct sub-region of Latin America and the Caribbean and aimed at supporting the efforts of all IFAD-financed projects in the region to develop gender awareness among their technical staff and management. The four subregional activities were carried out in collaboration with ongoing regional IFAD-supported technical assistance programmes (i.e., the Regional Unit for Technical Assistance (RUTA), the Foundation for Training and Applied Research in Agrarian Reform (CIARA), and the Corporation for Regional Rural Development Training (PROCASUR)). Activities in the Caribbean were implemented with the support of the Department for International Development (DFID) (United Kingdom) and the Caribbean Development Bank (CDB). The overall PROSGIP initiative was supported by a grant from Japan, and the Dutch Trust Fund.

2. **Programme achievements.** PROSGIP's achievements comprise: (i) gender sensitization of key technical staff and the management of IFAD projects; (ii) commitment on the part of project-level management to make operational a gender approach in project implementation; and (iii) concrete actions taken towards achieving gender equity in ongoing investment activities. The programme also led to the recognition of existing weaknesses in gender mainstreaming and to the identification of suitable ways and means to eliminate these constraints, primarily with regard to training, extension and monitoring and evaluation (M&E). Each PROSGIP phase materialized in the formulation of a subregional action plan, consisting of clearly outlined short and medium-term activities, all aiming at ensuring gender equity and consolidating gender-sensitive actions at the project level. The principal and recurrent demands from field staff, as reflected in the action plans, included: gender training; support for the development of gender-sensitive baseline studies; and technical assistance for the construction of gender-sensitive M&E systems.

¹ This institution is implementing the second phase of the IFAD-financed Technical Assistance Grant for the Regional Rural Development Training Programme.



II. RATIONALE/RELEVANCE TO IFAD

3. IFAD's strategy for improving project quality, impact and sustainability in the Latin America and Caribbean region, combines country lending with grant-funded training, knowledge-generation and dissemination activities. This regional intervention strategy, *inter alia*, also focuses on strengthening gender awareness, institutional linkages and beneficiary participation in project design and implementation. These activities will be undertaken at the level of individual projects and will be coordinated within the expanding subregional thematic networks (rural development training, M&E and rural finance) that were established under IFAD's Latin America and the Caribbean Division's regional TAG programme. Consolidation of an emerging regional gender network is also contemplated in this strategy.

4. **Rationale and relevance to IFAD.** The implementation of PROSGIP revealed the importance of these type of actions in introducing a concept of gender in the mainstream of rural development strategies and operations. This is particularly true when dealing with gender, a concept that is socially difficult to work with, as it emerged from case studies presented at the different workshops. The PROSGIP highlighted gender in project discussions and operations, and allowed the identification of success stories that could be replicated. However, PROSGIP was also a means for identifying and assessing the degree and nature of the persistent weaknesses within the projects' execution and coordination units, as well as within the technical teams. This experience also helped profile the need to enhance gender awareness of consultants participating in project formulation and appraisal missions.

5. The initiative taken by the Latin America and the Caribbean Division's proposal for the formulation and financing of the Regional Programme to Consolidate Gender-Mainstreaming Strategies in IFAD-Financed Projects of Latin America and the Caribbean is founded on lessons drawn from the PROSGIP experience and on the detailed assessment of needs carried out by this programme. This proposal is also justified by: (i) the convergence that exists between the programme's objectives and the Fund's Corporate Strategy, primarily as to the institutional commitment to obtain effective participation of men and women beneficiaries in project design, implementation and evaluation; (ii) the Fund's concern for the establishment of relevant M&E and learning systems, and for the development of knowledge networks on rural poverty and gender in order to create a recognized knowledge organization; and (iii) the training and technical advisory nature of the proposed initiative, which is being designed to have a direct impact on IFAD's ongoing and forthcoming projects.

III. THE PROPOSED PROGRAMME

6. **Goals and objectives.** The overall objective of the proposed programme is to consolidate and support the implementation of subregional action plans and project-based gender strategies and activities that individual projects have formulated as a result of PROSGIP. Specific programme objectives at the subregional and country levels are: (i) to provide follow-up and support to the execution of the individual project action plans for gender-mainstreaming; (ii) to support ongoing IFAD-financed projects in the identification and construction of gender-sensitive monitoring indicators and M&E systems that will measure the impact of targeted gender actions; (iii) to support the incorporation of gender concepts and approaches in the baseline studies, logframes and M&E systems of forthcoming projects; (iv) to develop and put into practice a methodology that will facilitate evaluating the impact that gender-oriented actions may have at the household and community levels; (v) to establish effective communication and punctual advisory channels with the IFAD projects in order to resolve specific problems that may arise with operationalization of gender aspects; (vi) to sensitize IFAD's Latin America and the Caribbean Division consultants who participate in formulation/appraisal missions; and (vii) to update, improve and increase the existing



training materials and case studies on gender matters, while establishing mechanisms for the electronic and printed dissemination of such material.

7. **Programme components and key activities.** Programme components include: (i) technical assistance and training; (ii) communication and networking; (iii) knowledge management and specialized studies; and (iv) programme management and M&E².

IV. EXPECTED OUTPUTS/EXPECTED BENEFITS

8. **Outcomes and outputs** include: (i) gender strategies and actions consolidated at the subregional, country and project levels; (ii) gender-sensitive M&E systems developed; (iii) gender-sensitive logframes, baseline studies, annual operational plans and M&E indicators included in the development and implementation cycle of new projects; (iv) guidelines developed for mainstreaming a gender approach transversally in all components and activities; (v) studies conducted of the impact of gender actions at the household and community levels; (vi) methodologies, electronic and printed publications and training material developed and distributed; (vii) methodology for measuring gender impact developed and distributed to all projects in a CD-Rom format; and (viii) web page and subregional and country-level institutional and thematic networks created and functioning.

9. **Programme benefits and beneficiaries.** Direct beneficiaries include IFAD projects' staff and management (50 ongoing projects and approximately 15 new projects to be formulated over the next three years). Indirect beneficiaries comprise the expanding network of institutions in the region that are concerned with gender matters, non-governmental organizations (NGOs) and private-sector organizations participating in project implementation. Programme benefits will result in enhanced human capacities throughout the region and better-executed and gender-balanced projects. Ultimate beneficiaries of the proposed programme are the rural men and women of all the region's countries.

V. IMPLEMENTATION ARRANGEMENTS

10. **Programme organization and implementation arrangements.** Programme activities will be implemented in a decentralized manner by four subregional institutions, while the overall administration of the programme will be the responsibility of the grant recipient and executing agency: the Corporation for Regional Rural Development Training. Subregional activities will be the responsibility of: (i) the RUTA in Mexico, Central America and Panama; (ii) the CIARA in Brazil, Colombia, the Dominican Republic, Ecuador, Haiti and Venezuela; and (iii) the PROCASUR in Argentina, Bolivia, Chile, Paraguay and Peru. In collaboration with the CDB, IFAD will identify a regional institution for the Caribbean countries, including Belize and Guyana.

11. **Key linkages.** The implementing institutions will designate a person to coordinate programme activities in their respective subregion, and to coordinate actions with other regional programmes, i.e., the Programme for Strengthening the Regional Capacity for Monitoring and Evaluation of Rural Poverty Alleviation Projects in Latin America and the Caribbean (PREVAL), the Internet-Based System of Information Exchange for IFAD Programmes throughout Latin America (FIDAMERICA), the Rural Microenterprise Support Programme in Latin America and the Caribbean (PROMER), and IFAD's development partners and NGOs. A consultative committee (CC) will be established with the responsibility for the review and approval of the overall annual programme of work and budget (APWB); it will follow up and monitor its execution. The CC will also coordinate all umbrella activities, such as those of the communication and networking component. The CC will be composed of the subregional TAG coordinators, the coordinator of PROCASUR, the gender technical adviser of IFAD, the gender focal point and the Director of the Latin America and the Caribbean Division of

² A detailed description of the programme components is attached in Appendix I.



IFAD. The latter will act as committee chairperson. The interaction of the CC will be held through electronic telecommunication.

12. **Programme sustainability.** From the outset of programme activities, explicit action will be taken to guarantee a sustainable level of key activities at the end of the investment phase. These will include the payment of selected training and technical assistance services by client entities. Moreover, operational agreements will be established between the executing agency and the subregional programmes and the IFAD-financed projects.

13. **Implementation follow-up and M&E.** A tailor-made M&E system will be established to track programme implementation and results, and offer feedback and lessons learned from its experience. Programme reporting, accounting and auditing will be undertaken in a systematic manner and in accordance with IFAD requirements and established international standards. The programme will submit biannual progress reports to IFAD. The Fund will carry out a mid-term review 18 months after effective start-up, and a completion report at the end of the programme. IFAD will supervise the programme.

VI. INDICATIVE PROGRAMME COSTS AND FINANCING

14. **Programme cost summary.** Total programme cost over three years is tentatively estimated at USD 986 000 (inclusive of contingencies and overhead costs). IFAD will provide a grant in the amount of USD 850 000. IFAD projects will contribute USD 84 000 and the implementing organizations USD 52 000³. The programme shall be completed three years from date of effectiveness.

VII. RECOMMENDATION

15. 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, the Regional Programme to Consolidate Gender-Mainstreaming Strategies in IFAD-Financed Projects of Latin America and the Caribbean (PROGENDER), for three years, commencing in July 2000, shall make a grant not exceeding eight hundred and fifty thousand United States dollars (USD 850 000) to the Corporation for Regional Rural Development Training (PROCASUR) 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

³ Tables of programme costs per year and per source of financing are detailed in Appendix IV.



PROGRAMME COMPONENTS AND KEY ACTIVITIES

1. **Technical assistance and training.** This component will seek to furnish ongoing IFAD projects with the instruments and methodologies to enable them to prepare and implement gender-sensitive and coherent APWBs. It will also assist them in the identification of relevant gender M&E indicators. Technical assistance will be provided on the basis of needs and demands identified by the projects, taking into consideration the particular socio-cultural characteristics of the targeted populations. Expanding the technical capacity of IFAD project staff will also be the focus of this component, which, *inter alia*, will promote: (i) continued gender training to the technical staff of projects; (ii) gender seminars in the context of project start-up workshops, in which the first year's APWB could be formulated in a participatory manner, while making a survey of training needs and establishing a formal training agreement between the project and the PROGENDER programme; and (iii) sensitize the consultants involved in IFAD's Latin America and the Caribbean Division's field missions.
2. **Communication and networking.** This component will promote Internet-based dissemination and gender-thematic networking initiatives. Its objective is to maintain a close interaction among the activities of the four subregional gender programmes and to facilitate the exchange of experiences and technical support among projects and other initiatives in the region. Key activities will include the regular dissemination of information and the organization of electronic conferences, etc., involving key partners in development, such as specialized NGOs and other TAG-funded regional programmes, in collaboration with the FIDAMERICA programme. This component will set the basis for a regional Internet-based operative network on gender matters.
3. **Knowledge management and specialized studies.** Activities under this component will seek to elicit the degree and nature of the impact that gender-oriented activities promoted by IFAD projects may have on the target population. Four projects with baseline studies and M&E gender indicators will be selected for in-depth studies. The ultimate objective is to develop a suitable methodology to be applied and replicated in other projects.
4. **Project management and M&E.** Project management, implementation follow-up, administration and M&E activities will be undertaken and tailored to the subregional nature of the initiative and the multiple implementing and collaborating institutions.



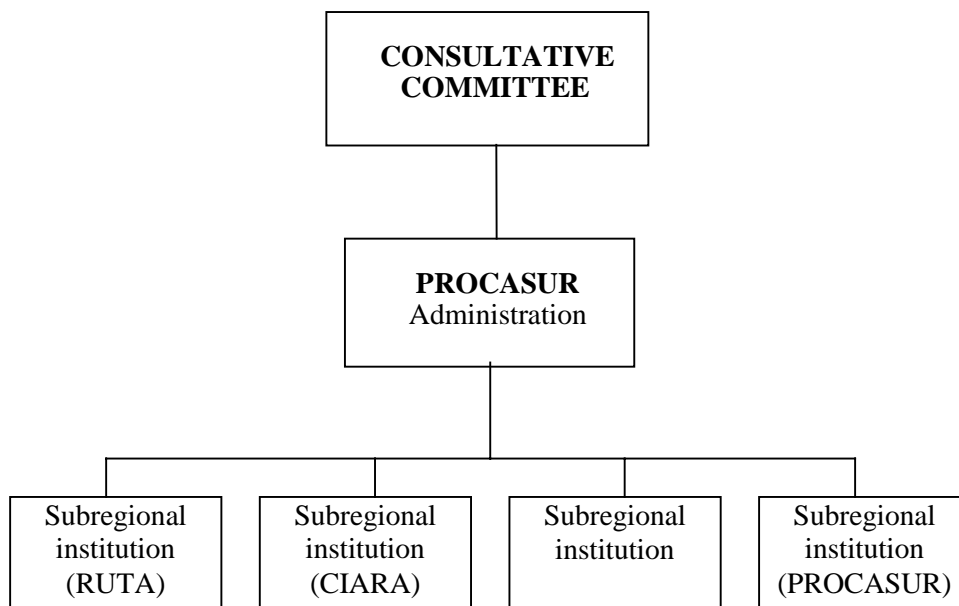
ORGANIZATION AND ORGANIGRAMME OF THE GENDER PROGRAMME

IMPLEMENTING ORGANIZATIONS AND INSTITUTIONS

- PROCASUR
- RUTA
- CIARA
- CDB

COLLABORATING SUBREGIONAL PROGRAMMES

- PREVAL
- FIDAMERICA
- PROMER



LOGFRAME

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS/ RISKS
Learning and Development Goal			
1. Lessons drawn from IFAD's gender mainstreaming experience in the Latin America and the Caribbean Region (LAC) and relevant best practices are disseminated and applied.	<ol style="list-style-type: none"> 1. No. and type of best practices applied, e.g., gender-focused M&E and learning systems established. 2. Methodology for gender-impact studies conducted at household and community levels developed and disseminated. 	<ol style="list-style-type: none"> 1. IFAD Annual Report. 2. IFAD Project Portfolio Performance Report. 3. Records of Web page hits (visitors) due to material made available in IFAD's Intranet and Internet Web page. 	<ol style="list-style-type: none"> 1. That lessons drawn from Latin America and the Caribbean's (LAC) gender-mainstreaming experience at project level and in the context of PROGENDER are timely compiled and submitted. 2. That LAC's regional gender network is established and consolidated.
Programme Purpose			Purpose to Goal
1. Gender awareness is mainstreamed in IFAD projects while their gender strategies and actions plans are consolidated. The objective is that all IFAD projects in LAC follow, explicitly, a gender focus in all phases of the project cycle, and in all project components/activities, leading to the equitable promotion of opportunities/benefits for rural women and men.	<ol style="list-style-type: none"> 1. At least 80% of ongoing and 100% of newly designed IFAD projects apply a gender strategy by the end of PROGENDER's implementation. 2. At least 80% of ongoing projects establish a gender-based M&E system by the end of PROGENDER's implementation. 3. At least four ongoing IFAD projects undertake a gender-sensitive impact evaluation at the end of PROGENDER's implementation. 4. All new IFAD projects establish baseline studies, APWBs and M&E systems with gender focus. 	<ol style="list-style-type: none"> 1. Follow-up/supervision mission reports. 2. PROGENDER's M&E reporting system/ documents. 3. Appraisal reports of new projects. 4. APWBs of IFAD projects. 	<ol style="list-style-type: none"> 1. Willingness exist to staffing the project management units of IFAD projects with gender balance. 2. A culture of gender equity and beneficiary participation is assimilated at project level and at level of beneficiaries. 3. Effective mechanisms are implemented at the project level for execution of gender-related initiatives, e.g., representation of rural women in key project committees.
Outputs/ Results			Output to Purpose
I. Technical Assistance and Training			
<ol style="list-style-type: none"> 1.1. Training and TA to PMU staff, staff of local institutions and representatives of beneficiaries provided. 1.2. Training on the identification of gender indicators, the development of M&E systems and on the formulation of gender-sensitive APWBs provided. 1.3. Gender seminars within project start-up workshops undertaken. 1.4. Training of IFAD consultants on gender matters conducted. 	<ol style="list-style-type: none"> 1.1 No. of support missions fielded by subregional programmes. 1.2 No. of M&E systems created with gender indicators. 1.3 No. of IFAD consultants sensitized/trained on gender matters. 1.4 No. of pipeline projects developed with a gender strategy. 	<ol style="list-style-type: none"> 1.1 Follow-up/ supervision mission reports. 1.2 PROGENDER's M&E reporting system/ documents. 1.3 Appraisal reports of new projects. 	<ol style="list-style-type: none"> 1.1 IFAD projects take advantage of the Regional gender TAG. 1.2 Interaction is established between regional and subregional networks. 1.3 Mechanisms for country-level networking are established and operational involving development partners, local governments, IFAD projects and civil society. 1.4 Cooperating institutions follow up on subregional and project-level action plans.



<p>II. Communication and Networking.</p> <p>2.1 Subregional gender programmes/ networks established.</p> <p>2.2 Experience-exchange initiatives among IFAD projects promoted.</p> <p>2.3 Specialized training material and case studies produced/ updated.</p> <p>2.4 Internet-based Web page and network established.</p> <p>2.5 Gender guideline for training extensionists, staff of project management units, staff of local governments, and beneficiaries and leaders of grass-roots organizations produced.</p> <p>2.6 Gender guideline for training IFAD consultants produced.</p>	<p>2. 1. No. of Internet-based dissemination and gender thematic networking activities (e.g., electronic conferences).</p> <p>2.2. No. of best practices disseminated at regional and subregional level.</p> <p>2.3 No. of video, printed materials and CD-ROMs produced.</p> <p>2.4 No. of updates made to Web page.</p>	<p>2.1. Follow-up/supervision mission reports.</p> <p>2.2. PROGENDER's M&E reporting system/ documents.</p> <p>2.3. Records of Web page hits (visitors).</p> <p>2.4 Records of participation in workshops and electronic conferences.</p>	<p>2.1 IFAD projects take advantage of the regional gender TAG.</p> <p>2.2 Interaction is established between regional and subregional networks.</p> <p>2.3 Mechanisms for country-level networking are established and operational, involving development partners, local governments, IFAD projects and civil society.</p> <p>2.4 Cooperating institutions follow up on subregional and project-level action plans.</p>
<p>III. Knowledge Management and Specialized Studies</p> <p>3.1 Methodology for impact evaluation of gender activities developed and disseminated.</p> <p>3.2 In-depth impact studies of gender-oriented actions at project level conducted.</p>	<p>3.1 A workable methodology for impact evaluation with gender focus, developed and disseminated in CD-ROM.</p> <p>3.2 Gender training guidelines developed and in use.</p>	<p>3.1 Follow-up/ supervision mission reports.</p> <p>3.2 PROGENDER's M&E reporting system/documents.</p> <p>3.3 Methodology documentation.</p> <p>3.4 IFAD guidelines.</p>	<p>3.1 IFAD projects take advantage of the regional gender TAG.</p> <p>3.2 Interaction is established between regional and subregional networks.</p> <p>3.3 Mechanisms for country-level networking are established and operational, involving development partners, local governments, IFAD projects and civil society.</p> <p>3.4 Cooperating institutions follow-up on subregional and project-level action plans.</p> <p>3.5 Projects are willing to participate in impact study.</p>
<p>IV. Programme Management and M&E</p> <p>4.1 PROGENDER's M&E system established within the subregional programmes.</p> <p>4.2 Coordination agreement with FIDAMERICA and other regional TAG programmes, established and operative.</p> <p>4.3 PROGENDER's Consultative Committee, established and operative.</p> <p>4.4 Administrative and management co-ordination among PROCASUR and the four subregional entities, established and operative.</p>	<p>4.1. No. of PROGENDER's M&E reports.</p> <p>4.2. No. of Internet-based meetings of consultative committee.</p> <p>4.3. No. of lessons learned and good practices compiled.</p> <p>4.4. No. of cooperation agreements with IFAD projects.</p>	<p>4.1 . Follow-up/supervision mission reports.</p> <p>4.2 PROGENDER'S M&E activity and reports.</p>	<p>4.1 Project staff and all categories of beneficiaries are involved in evaluation and learning processes.</p>



Activities	Inputs		Activity to Output/Results
COMPONENT I 1.1 Conduct gender-related training activities in four subregions. 1.2 Provide project-level gender-related technical assistance. 1.3 Undertake surveys of gender-related needs. 1.4 Conduct gender seminars within project start-up workshops. 1.5 Promote training activities for IFAD consultants/mission leaders.	1.1 Budget	1.1 Follow-up/supervision mission reports. 1.2 M&E reports.	1.1 Effective demand exists for TA/ training programme. 1.2 Financial and material resources provided on time.
COMPONENT II 2.1 Carry out regional and subregional networking activities. 2.2 Produce training material. 2.3 Promote Web page-based networking activities (with regional and subregional focus). 2.4 Undertake an annual electronic conference (region-wide). 2.5 Undertake dissemination and experience-exchange activities. 2.6 Carry out gender-awareness campaigns and other key initiatives at subregional level.	2.1 Budget	2.1 Follow-up/supervision mission reports. 2.2 M&E reports.	2.1 Effective demand exists for TA/training programme. 2.2 Financial and material resources provided on time.
COMPONENT III 3.1 Develop methodology for impact assessment of gender-related activities. 3.2 Undertake specialized (in-depth) studies. 3.3 Formulate guidelines for the identification of (qualitative/ qualitative) gender indicators. 3.4 Provide specialized consultancies to projects.	3.1 Budget	3.1 Follow-up/supervision mission reports. 3.2 M&E reports.	3.1 Effective demand exists for TA/training programme. 3.2 Financial and material resources provided on time.
COMPONENT IV 4.1 Undertake administrative/ accounting/ auditing activities. 4.2 Undertake management and co-ordination activities (APWB). 4.3 Follow up on the execution of subregional and project action plans.	4.1 Budget	4.1 Follow-up/supervision mission reports. 4.2 M&E reports.	4.1 Staff of proper professional profile is identified/hired. 4.2 Financial and material resources provided on time.



PROGRAMME COSTS

Programme Costs per Year

Cost per Category	2000	2001	2002	Total
Operations				
Technical assistance and services	90 000	100 000	100 000	290 000
Studies on gender impact		42 000		42 000
Start-up workshops	18 000	18 000	18 000	54 000
Consultants training	20 000	8 800		28 800
Web page, electronic conference	3 000	3 450	450	6 900
Training materials	4 500	3 000	3 000	10 500
Publications and distribution		10 000	16 000	26 000
Translations, production of documents		16 000	16 000	32 000
Subtotal	135 500	201 250	153 450	490 200
Technical coordination				
Subregional coordination (4)	97 200	97 200	97 200	291 600
Assistant	18 000	18 000	18 000	54 000
Equipment	10 000	-	-	10 000
Travel and DSA	14 000	14 000	14 000	42 000
Subtotal	139 200	129 200	129 200	397 600
Subtotal	274 700	330 450	282 650	887 800
Programme monitoring	12 000	12 000	12 000	36 000
Contingencies (3.7%)	10 550	12 250	10 600	33 400
Overhead (3%)	8 700	10 700	9 400	28 800
Grand total	305 950	365 400	314 650	986 000

Programme Costs by Financier

Costs per category	Total	Implementing Organizations	IFAD Projects	IFAD
Operations				
Technical assistance and services	290 000	25 000	66 000	199 000
Studies on gender impact	42 000			42 000
Start-up workshops	54 000		18 000	36 000
Consultants training	28 800			28 800
Web page, electronic conference	6 900			6 900
Training materials	10 500			10 500
Publications and distribution	26 000			26 000
Translations, production of documents	32 000			32 000
Subtotal	490 200	25 000	84 000	381 200
Technical coordination				
Subregional coordination (4)	291 600			291 600
Assistant	54 000	27 000		27 000
Equipment	10 000			10 000
Travel and DSA	42 000			42 000
Subtotal	397 600	27 000	-	370 600
Subtotal	887 800	52 000	84 000	751 800
Programme monitoring	36 000			36 000
Contingencies (3.7%)	33 400			33 400
Overhead (3%)	28 800			28 800
Grand total	986 000	52 000	84 000	850 000