
Approach paper for the thematic evaluation of IFAD's support to gender equality and women's empowerment

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Action: The Evaluation Committee is invited to review the approach paper for the thematic evaluation of IFAD's support to gender equality and women's empowerment.

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Executive summary

1. As indicated in the work programme and budget of the Independent Office of Evaluation of IFAD (IOE) for 2022, as approved by the Executive Board at its 134th session (December 2021), IOE is conducting a thematic evaluation (TE) to assess the development effectiveness, results and performance of IFAD-funded operations in relation to their contribution to gender equality and women's empowerment (GEWE). The TE will generate lessons and recommendations to enhance IFAD's future policies, strategies and interventions.
2. Following a corporate-level evaluation on GEWE conducted by IOE in 2010, IFAD approved a gender policy in 2012 and a gender action plan in 2019. Gender equality is one of the five principles of engagement in the IFAD Strategic Framework 2016-2025. The TE will cover IFAD's role as a catalyst for policy advocacy, partnerships and knowledge management on GEWE, and the performance of IFAD-supported country programmes and projects, grants and supplementary funds. The evaluation will assess efforts to build GEWE capacity among implementing partners and government institutions. It will also examine IFAD's internal structure – resources, systems and diversity balance – with respect to supporting equality objectives.
3. The TE will cover the period 2016-2022, during which IFAD underwent many organizational changes, and implemented and reported results on efforts to promote gender-transformative approaches and integrate various mainstreaming themes across IFAD operations (gender, climate, nutrition, youth, persons with disabilities and Indigenous Peoples). The evaluation will take stock of the contribution of IFAD's ongoing programming and portfolio to GEWE, prioritizing interventions designed after the approval of the gender policy in 2012. It will also assess recent changes in processes that may influence gender performance, specifically the move to promote gender-transformative results.
4. The evaluation will have a summative component where it will assess the added value IFAD brings to its target group (poor rural women and men) when it comes to promoting GEWE, and will present key trends in results. For the formative component, the TE will question how IFAD's GEWE focus aligns with IFAD's transformational agenda and other contextual changes. In sum, the TE will assess whether IFAD is adequately equipped and living up to its stated ambition.
5. Detailed design for the evaluation will conclude in late April 2023 and the final evaluation report will be submitted to the Executive Board in December 2023.

Approach paper for the thematic evaluation of IFAD's support to gender equality and women's empowerment

I. Background and rationale for evaluation

1. In recent decades, much progress has been made in gender equality and the empowerment of women and girls. For instance, more laws have been adopted to advance gender equality across the world and more women have taken political office.¹ Despite the progress made, however, more needs to be done in rural areas to ensure equality of opportunities and to remove the root causes of inequalities. Globally, it is estimated that a quarter of employed women work in the agricultural sector,² many in subsistence agriculture and affected by food insecurity.³
2. The 2030 Agenda included Sustainable Development Goal (SDG) 5 on gender equality and empowerment with targets and indicators especially relevant to IFAD's mandate. In addition, many of the 232 SDG indicators require disaggregation by sex or attention to gender equality issues. However, the 2022 SDG report highlights the difficulties in assessing gender equality and women's empowerment (GEWE) progress globally due to a lack of data and the slow pace of change, jeopardizing the possibility of achieving SDG 5 by 2030.⁴
3. According to IFAD's website on gender, the organization has been at the forefront of gender equality in rural communities, with a focus on transformative and long-lasting results.⁵ The IFAD Strategic Framework 2016-2025 calls for inclusive and sustainable rural transformation, and has a strong focus on youth, women and Indigenous Peoples, with gender equality as an underlying principle of engagement. Discrimination suffered by certain population groups based on factors that constitute their identities is recognized by IFAD, using an intersectionality lens. IFAD's new President further endorsed mainstreaming transformative changes (including GEWE) in his July 2022 speech, echoing the 2030 Agenda and commitments under the Twelfth Replenishment of IFAD's Resources (IFAD12).
4. Much has changed in the world and within IFAD since the last major corporate-level evaluation on gender, conducted by the Independent Office of Evaluation of IFAD (IOE) in 2010. For example, IFAD developed a gender policy in 2012, and began promoting gender-transformative approaches (GTAs) in a systematic way under IFAD10. At this point it is important to take stock of IFAD's gender performance at different levels and assess whether it is adequately equipped and positioned to keep up with its ambitions to promote GEWE in the current challenging global investment environment.
5. As indicated in the IOE work programme and budget for 2022, approved by IFAD's Executive Board at its 134th session held in December 2021, it is timely to conduct a thematic evaluation (TE) on GEWE. The primary audience of the TE at IFAD is Senior Management, directors and staff of regional and technical divisions, partnership officers and members of governing bodies. The TE will also be of interest to government officials, the other Rome-based agencies and other United Nations entities, donors, beneficiary organizations, development practitioners and academics.

¹ World Bank, 2019; UN Women, 2021; United Nations Children's Fund, 2020.

² International Labour Organization, 2019. ILOSTAT Accessed via World Bank [DataBank](#).

³ <https://www.oecd.org/dac/gender-development/46460857.pdf>.

⁴ United Nations, 2022. The Sustainable Development Goals Report.

⁵ IFAD website on gender <https://www.ifad.org/it/gender>, accessed on 14 November 2022.

II. Conceptual framework and theory of change

A. Definitions and concepts

6. This section provides clarification on important terms used in this TE. Appendix I contains further definitions derived from three key IFAD documents (GEWE policy, glossary and action plan).
7. **Gender** refers to the socially based expectations of the roles and behaviours of men and women, which are learned and vary over time and within and between locations. **Gender equality** implies that women and men have equal rights, freedoms, conditions and opportunities to access and control resources and enjoy the same status within a society. **Gender equity** refers to fairness of treatment for women and men according to their respective needs, and often requires measures to rectify imbalances.⁶
8. **Women's empowerment** refers to the expansion of women's ability to make strategic life choices in a context where this ability was previously denied to them.⁷ Supporting women's empowerment requires facilitating processes whereby women can reflect on their situation, articulate their priorities and subsequently play an active role in promoting their interests.⁸ **Gender mainstreaming** was endorsed by United Nations Member States as the global strategy for gender equality following the Fourth World Conference on Women in 1995. Implementation of gender equality strategies was called for in all areas of development.⁹

Box 1

United Nations Economic and Social Council (ECOSOC) definition of gender mainstreaming

The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation (M&E) of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Source: [ECOSOC Agreed Conclusions, 1997](#).

9. Gender mainstreaming has been questioned from the point of view of its capacity to produce transformation, with some arguing that it implies a model where existing masculine norms remain the standard, without further transformation.¹⁰ GTAs aim to adjust power dynamics and structures that serve to reinforce gendered inequalities. Such approaches strive to address the social norms, attitudes and behaviours that result in gender inequalities, and tackle the social systems that underlie them.¹¹

B. Theory of change

10. The theory of change for this TE is presented in appendix II, figures 3 and 4. The root causes of gender inequality in rural settings are related to contextual and institutional factors, which affect access to opportunities and resources by women and girls (and sometimes men and boys). Inequalities can prevent individuals and rural households from reaching food and nutrition security and building resilience to climate shocks.
11. In order to contribute to GEWE change at various levels, IFAD requires: (i) an IFAD-wide GEWE strategic direction along with a conducive internal organizational culture (which requires better review and monitoring, knowledge management and accountability systems that systematically include GEWE learning and results in all programming); (ii) adequate financial resources allocated to GEWE, including both

⁶ IFAD glossary on gender, 2021.

⁷ Kabeer, 2001.

⁸ UN Women, 2015.

⁹ UN Women, 2022.

¹⁰ Walby, 2004.

¹¹ Hillenbrand et al. 2015; Wong et al, 2019; Lau et al, 2021.

internal and supplementary funds mobilized through partnerships; and (iii) sufficient and competent human resources to provide consistent input and support to IFAD non-gender experts and implementing partners. An understanding of incentives that encourage individuals to act on GEWE is also important to facilitate change.

12. A key element of IFAD's work on gender is articulated through gender analyses of the development contexts during the identification and design of strategies and programmes, such as country strategic opportunities programmes (COSOPs) and country strategy notes and projects. These analyses cover social norms, attitudes and changes required at individual and community level, within institutions and sometimes at national policy level. IFAD as an organization requires: (i) mainstreaming gender in all IFAD operations (COSOPs, investment projects, grants and policy dialogue) and, more recently, integrating gender with mainstreaming nutrition, youth, climate and environment; (ii) the promotion of GTAs in a subset of interventions; (iii) improved capacities of IFAD staff, experts on supporting missions and implementing partners including government officers, to deliver the GEWE corporate agenda on the ground; and (iv) partnerships to pilot GTAs, and monitor and disseminate results and lessons that inform policies and promote scaling up of good practices. The results chain promoted by IFAD operations is depicted in figure 4 of appendix II,¹² which is accompanied by a set of assumptions.

III. IFAD support to GEWE

13. This section highlights the evolution of IFAD's strategic approach to promote GEWE (see also appendix III), and a preliminary review of IFAD activities to deliver gender results (see additional information in appendix IV).

A. Key corporate gender documents, staffing and resources

14. IFAD endorsed gender mainstreaming with the action plan in 2003, aiming to integrate gender into all initiatives, yet still combine mainstreaming with targeted interventions to support women. The emphasis was on expanding women's access to and control over capital, land, knowledge and technologies; strengthening their decision-making role in community affairs and representation in local institutions (agency); and improving women's well-being and alleviating their workload.
15. IFAD developed a gender policy in 2012, following the recommendation of the IOE 2010 corporate-level evaluation on gender.¹³ The policy covers both the business of IFAD (the loans and grants portfolio, knowledge management, communication and capacity-building) and the promotion of gender equality within the organization. Three pillars/objectives feature in the policy, which is still in use.

¹² For the results chain at the level of projects, the TE will use the GEWE practices identified in the [IOE Synthesis published in 2017](#) (see figure 4 in appendix II), clustered in those which contribute to economic empowerment, voice and representation, equitable workloads and enhancing women confidence and changing gender norms.

¹³ Table 6 in appendix III summarizes the main recommendations and Management response.

Figure 1
The three pillars of IFAD's gender policy



Source: [Poverty targeting, gender equality and empowerment, 2017](#).

16. Since 2016, IFAD has strategically moved towards employing GTAs in its portfolio, striving to assess, understand and act on the root causes that generate inequalities. GTAs had already been promoted by some donors and service agencies that work with IFAD (e.g. CARE, the Swedish International Development Cooperation Agency [SIDA], Oxfam, Hivos and PROCASUR). IFAD itself has been experimenting with household-focused methodologies (HHMs) since 2007,¹⁴ although GTAs were not explicitly defined in IFAD strategic documents during that period. It was not until IFAD10 (2016) that the midterm review of the gender policy indicated that IFAD was moving towards achieving gender-transformative impact.¹⁵ IFAD was already using the six-point United Nations gender marker system to grade the level of gender integration across the cycle of investment projects, and further developed descriptors (see table 1 below and table 7 of appendix III for details).

Table 1
Gender marker in the project cycle

Rating: 1, HU	Rating: 2, U	Rating: 3, MU	Rating: 4, MS	Rating: 5, S	Rating: 6, HS
Gender blind	Gender neutral	Gender aware	Partial gender mainstreaming	Gender mainstreaming	Gender transformative
No attempts to address gender concerns or mainstream gender into project activities	Focus on gender issues was vague and erratic	Some limited measures to strengthen gender focus, some efforts to facilitate the participation of women	Efforts to facilitate the participation of women, they accounted for a significant number of beneficiaries	Significant contribution to addressing gender needs and achieving GEWE, addressing all three gender policy objectives	Significant contribution to gender transformation, addressing all three gender policy objectives and engaging in policy dialogue

Source: Presentation by the IFAD gender team, 2014.

HU: highly unsatisfactory, U: unsatisfactory, MU: moderately unsatisfactory, MS: moderately satisfactory, S: satisfactory, HS: highly satisfactory.

17. **IFAD's Strategic Framework 2016-2025** endorsed the need for transformative impact with gender equality as one of the five principles of engagement.

¹⁴ HHMs seek to address gender injustices through a participatory process, initiating a process of challenging inequalities in the household. One such methodology is the Gender Action Learning System (GALS).

¹⁵ Paragraph 18 of the midterm report (EB 2016/118/R.9). A brief summarizing gender mainstreaming in October 2016 confirmed this move.

Meanwhile, in 2017, an IOE-led synthesis report on GEWE reviewed gender practices and results supported by IFAD, including those contributing to transformative GEWE results. The exercise found that IFAD was already implementing bundles of GEWE practices that together could potentially lead to transformative change. GTAs were further defined in the IFAD 2017 glossary on gender issues ([re-edited in 2021](#))¹⁶ and IFAD's gender action plan 2019-2025, entitled Mainstreaming Gender-transformative Approaches.¹⁷ In parallel, there are ongoing efforts to improve the measurement of women's empowerment, to ensure activities around gender, youth, nutrition, environment and climate are implemented in a complementary manner, and to improve IFAD's targeting approach (see table 5 in appendix III for a list of guidelines, tools and methodologies).¹⁸

18. IFAD Management reports a considerable increase in IFAD's core budget to support GEWE since 2012, calculated as staff time.¹⁹ However, the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) assessments indicate that the IFAD gender architecture is barely coping and that the gender team is overstretched.²⁰ Social inclusion and gender experts are now expected to support projects from design to completion in relation to targeting and gender in addition to nutrition, youth, Indigenous Peoples and persons with disabilities.
19. In relation to gender within IFAD, the percentage of female representation in the workforce as a whole is above gender parity (56 per cent), but women continue to be over-represented in General Service (administrative) positions. At senior level (grades P-5 and above), the baseline before the approval of the gender policy was already better than comparators and has improved further, from 28 per cent in 2013 to 37.5 per cent in 2022.²¹

B. Performance of IFAD activities to deliver gender results

20. According to the editions of the Report on IFAD's Development Effectiveness (RIDE) produced since 2013, all COSOPs have mainstreamed gender and included a gender situation assessment.²² The current results management framework dashboard indicates that IFAD has met its target of 90 per cent of completed projects achieving a GEWE rating 4+, but the target of 5+ has not been met.²³ According to IFAD Management ratings in the RIDEs, completed projects in 2013-2021 follow a relatively stable trend in terms of the share of projects rated as 4+. GEWE ambition has been increasing in IFAD across the years, fuelled by replenishment commitments. For instance, the percentage of gender-transformative designs increased from 15 per cent (IFAD10) to 25 per cent (IFAD11) to 35 per cent (IFAD12) (see appendix IV, part A).
21. Using IFAD Management ratings, calculations for this evaluation confirm that most project investment designs after 2013 at least partially mainstreamed gender (rating 4+). Projects with higher ratings at design were concentrated in the Latin America and the Caribbean (LAC) and East and Southern Africa (ESA) regions. An analysis of the 29 projects completed since the approval of the gender policy shows

¹⁶ Containing 130 and 144 terms, in Arabic, English, French and Spanish.

¹⁷ GTAs 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.

¹⁸ IFAD and the World Bank research paper (2017) on using an abbreviated version of the women's empowerment in agriculture index (WEAI) (Alkire et al., 2012).

¹⁹ Ranging from 6 to 10 per cent of staff costs (see figure 6 in appendix III).

²⁰ The gender team has been spearheaded by two Professionals and two headquarters-based consultants, complemented by consultants and focal points in project management units and IFAD divisions.

²¹ See figures 7-9 in appendix III.

²² For 2013 to 2021: between 77 and 91 per cent of loans by value rated 4+ (34 to 58 per cent for those rated 5+), and 67 to 79 per cent for grants.

²³ <https://www.ifad.org/en/rmf-dashboard> accessed on 11 November 2022.

that projects with weak rating at design are likely to maintain a low gender rating at completion, with some exceptions. Examining the gender ratings of IOE project-level evaluations, half of the top performer countries are located in the LAC and Asia and the Pacific regions. Since 2013, GEWE has been among the highly ranked evaluation criteria by IOE, with a downward trend noted in the 2017 Annual Report on Results and Impact of IFAD Operations (ARRI) (covering projects completed in 2013-2015).²⁴ GEWE performance of projects follows an inverted U-shaped trend showing steady improvement since the ARRI 2013, peaking with the ARRI 2016 (covering projects completed in 2012-2014), and a continuous decline until ARRI 2020, with a slight improvement in ARRI 2021 and the Annual Report on the Independent Evaluation of IFAD (ARIE) 2022. A comparison of IOE and project completion report ratings shows the highest disconnect on the GEWE criterion in ARRI 2021, but this disconnect decreased in the ARIE 2022 (see appendix IV, part B).

22. A review of the scope of 12 gender grants between 2012 and 2022 shows a concentration of grants in LAC and ESA and a focus on specific recipient organizations from 2016 onwards; for example, the Consultative Group for International Agricultural Research entities. The number of grants mobilized per year has been stable (up to three) and they ranged in value from US\$1.5 million to US\$3.8 million. IFAD has been collaborating with other organizations and testing new approaches through joint programmes funded through supplementary funds totalling up to US\$46 million (see appendix IV, part C). The gender team at IFAD also manage small pots of supplementary funds.

IV. Evaluation framework

A. Objectives and scope

23. The TE on GEWE will: (i) provide evidence of the development effectiveness, results and performance of IFAD-funded operations in relation to their contribution to GEWE; and (ii) generate lessons and recommendations to enhance IFAD's future policies, strategies and interventions.
24. The TE will focus on the various GEWE work areas identified in the theory of change: (i) IFAD as a catalyst for policy advocacy, partnerships and knowledge management, including IFAD's global role in influencing GEWE and GTAs; (ii) the GEWE performance of IFAD-supported country programmes and projects, and the results of grants and supplementary funds; (iii) IFAD's efforts to build GEWE capacity among implementing partners and government institutions; (iv) the adequacy of human and financial resources and systems to provide minimum standards and oversight to ensure the corporate GEWE agenda is adapted to project contexts; and (v) gender and diversity balance within IFAD and supporting corporate culture.
25. The TE will cover the period 2016-2022, to capture recent organizational changes (including decentralization, mobility and the integration of mainstreaming themes). As the most recent gender action plan was only approved in 2019, it will be premature to assess its results. The evaluation will therefore assess changes in processes that may influence gender performance and the action plan results. Regarding gender results of project investments, grants and other non-lending interventions, the evaluation will prioritize those designed after the approval of the IFAD gender policy. The evaluation will cover the whole gender portfolio, and will offer lessons on recent efforts on GTAs. Since the scope encompasses all countries where IFAD works, the TE will focus on identifying GEWE issues common across multiple contexts.

²⁴ The ARRI/ARIE uses cohort analysis based on a three-year rolling period by project completion. There is a two-year lag in reporting, so that the projects covered in the ARRI 2021 are those completed in 2017-2019.

B. Evaluation priorities and questions

26. Three strategic and overarching questions have been devised (box 2 below), covering different evaluation criteria and embracing gender along with social justice and intersectionality as outlined in IFAD's Evaluation Manual (2022). Further questions are proposed in the evaluation matrix in appendix V.

Box 2

Evaluation overarching questions

1. How relevant are IFAD gender corporate documents to the 2030 Agenda; how adaptive are they to changing environments, and how do they align with IFAD's transformational agenda and other contextual changes? (relevance, coherence)
2. What added value does IFAD bring to its various stakeholders, including poor rural women and men, when it comes to promoting GEWE? (relevance, effectiveness, impact, sustainability)
 - a. What are key outcomes (and trends) arising from the promotion of GEWE in IFAD interventions?
 - b. What are the characteristics of IFAD gender-transformative interventions and the key drivers of sustainable GEWE results in different contexts?
3. To what extent is IFAD adequately equipped and living up to its ambition in terms of GTA promotion and complementarity of GEWE with other themes? (efficiency, environment and natural resources management, climate change adaptation)

C. Evaluation methodology and limitations

27. The TE will follow a theory-based approach, adopting mixed methods in data collection. Qualitative and quantitative methods will be used, drawing from a range of tools available for use in social research and triangulating across data sources. Systems thinking will examine the interdependent factors and interactions among relationships or elements that are required to achieve GEWE results at different levels. Both primary and secondary sources of information will be used.
28. The review of the literature on gender concepts and the GEWE approaches used by other international organizations²⁵ will help to position IFAD gender work within international and contemporary GEWE theory and practice. The analysis of key IFAD strategic gender-related documents and the analysis of GEWE information reported by IFAD Management and IOE allowed the team to identify areas where additional primary data is required (see figure 17 in appendix VI). Such data will be collected through country case studies, of which five will include field visits and exchanges with rural communities (both women and men). A further two case studies will be developed utilizing ongoing IOE evaluations combined with a desk review and virtual interviews. A pilot field country mission to Cambodia in January 2023 helped to fine-tune data-collection tools.

Box 3

Sampling criteria to choose country case studies

- **Factors affecting gender performance:** existence of a country portfolio with project investments with high and low GEWE performance (using ratings as the proxy).
- **Distinctive features of gender-transformative projects:** countries with cases of gender-transformative interventions recently approved.
- **Assessing the leverage effects of gender grants and supplementary funds:** experience with household methodologies or other GTAs tested (funded by IFAD).
- **Integration of IFAD mainstreaming themes:** presence of projects in which various mainstreaming themes are integrated from design or through midterm.
- **Association of key implementing partners for gender results and/or policy dialogue:** countries where grass-roots organizations with social inclusion expertise or ministries of women's affairs have engaged or been associated with implementation.

29. Building on the IFAD GEWE practices identified in the IOE 2017 evaluation synthesis (see figure 4 in appendix II), the TE will use qualitative comparative

²⁵ CARE, Oxfam, SIDA, Global Affairs Canada, the United Nations Development Programme, the Food and Agriculture Organization of the United Nations, the World Bank, the African Development Bank, the Bill & Melinda Gates Foundation, the Green Climate Fund, the Global Environment Facility and the Adaptation Fund.

analysis to investigate the combination of causal conditions leading to diverse GEWE outcomes for projects already completed and approved after the gender policy.²⁶ Based on desk reviews and virtual interviews, some of these projects will be further analysed and presented as country case studies. Three deep dives will complement the analysis: one focused on HHMs, one on new gender-transformative project designs and one on the integration of climate and gender. The ways in which 25 IFAD country strategies (COSOPs)²⁷ have integrated gender issues will also be examined.

30. In addition, the TE will conduct: (i) an assessment of IFAD gender architecture and staffing, corporate operational and business processes, accountability structures and available budget data; (ii) key informant interviews (IFAD operations staff, members of the Executive Board, other donors, implementing partners); and (iii) an electronic survey to capture the views of IFAD staff and project managers.
31. The following limitations and mitigation measures have been identified to date:

Table 2

Evaluation limitations and mitigation measures identified

<i>Limitation</i>	<i>Mitigation measure</i>
Data limitations. Although GEWE has been reported in IFAD Management and IOE reports since 2011, the level of detail and analysis varies substantively.	A focus on primary data collection on aspects identified as poorly reported (budget allocated to GEWE in projects, how rural women influence project design and implementation, the capacities of implementing agencies and service providers to deliver GEWE results).
Introduction of GTAs is recent at IFAD. The application of a structured framework to GTAs in IFAD programming is too recent to assess results.	The evaluation will capture lessons from implementation of older projects contributing to gender transformation, analyse the distinctive features in gender-transformative project designs in relation to past practice and lessons from joint programmes on GTAs.
Inconsistent rigour in corporate business processes and complexities of measuring GEWE. The rigour in rating projects for GEWE has not always been optimal, with guidance evolving over the years.	Contextualize the results of each project in the period they were designed and implemented, engaging with IFAD technical experts and project teams; triangulating with other sources.
Compliance culture may be a risk with project gender ratings not portraying the reality on the ground. Ratings may respond to corporate pressures for reporting on good performance, rather than an honest assessment and learning from failure.	In-depth interviews with key informants and field visits to triangulate reported gender performance.
Less than optimal time in the field due to budget constraints, inability to visit more than one country per IFAD region and for a maximum of two-week visits.	To the extent possible, make use of recent and ongoing IOE evaluations and conduct virtual or distance interviews with institutional actors.
Potential distortion due to the COVID-19 pandemic. Currently no travel restrictions are in place, but certain key gender activities could have been affected during 2020, affecting results on the ground.	Contextualize the results of each project in the period they were designed and implemented.

Source: thematic evaluation team.

V. Evaluation process

32. **Evaluation team.** Under the overall strategic direction of Indran Naidoo, IOE Director, and Fabrizio Felloni, IOE Deputy Director, the TE will be led by Monica Lomeña-Gelis, Senior Evaluation Officer, IOE. The team includes Una Murray, senior evaluation consultant, Caroline Ochieng, in charge of country case analysis

²⁶ Out of the 262 projects approved from 2013, 29 projects had a project completion report rating available in the IFAD system as of end July 2022 (cut-off date to be updated for the report). Qualitative comparative analysis is a case-oriented method and technique that employs algorithms to identify complex causal mechanisms leading to the success or failure of interventions (see details in appendix VI). The 29 projects will be analysed to identify the characteristics of projects and bundles or combinations of gender practices (see figure 4 in appendix II) and contextual conditions leading to the success or failure of the interventions (using the GEWE ratings).

²⁷ They cover all countries of the 29 completed projects approved in a COSOP after 2016 and others randomly chosen to have a stratified sample of five COSOPs in each of the five IFAD regions. They represent 36 per cent of all COSOPs approved.

with the support of national consultants, and other experts conducting data collection and analysis. An advisory panel of external partners will provide quality enhancement on the evaluation products and processes. A core learning partnership will be established comprising technical specialists at IFAD, who will strengthen draft versions and promote the dissemination and use of evaluative findings at IFAD and beyond.

33. **Ethical guidelines.** The evaluation team will review principles for evaluation carefully, and power dynamics underlying different populations will be discussed in advance. Considerable care will be given to ethics, data privacy and inclusiveness issues. Protecting the privacy of those who provide information will be ensured to avoid putting participants who engage at risk. Every effort will be made to include the voice of rural men and women and minority groups during field missions. The TE manager will ensure that each team member adheres to the United Nations Evaluation Group ethical principles for evaluation as outlined in IFAD's Evaluation Manual.
34. **Phases and timeline.** The TE will have two main phases: (i) inception, further refinement of the approach paper with data-collection instruments, followed by (ii) data collection, analysis and report drafting. During inception, IOE includes various sessions: (i) a self-assessment seminar focused on a presentation prepared by IFAD Management; and (ii) a workshop to finalize the evaluation design. This will allow the views from several divisions of IFAD to be gathered and will contribute to finalizing the selection of case study countries and themes.

Table 3

Timeline of TE on gender

	<i>Activity</i>	<i>Tentative timing</i>
Inception phase	Preliminary desk review and interviews to refine the approach paper	September 2022 – March 2023
	Internal IOE peer review of the approach paper and IOE advisory panel feedback	Mid-November 2022
	Approach paper sent to IFAD Management for comments	December 2022
	Pilot desk- and field-based case studies	October 2022 – January 2023
	Approach paper sent for the Evaluation Committee discussion	January 2023
	Pilot field mission to test collection tools	January 2023
	Self-assessment workshop with Management	February 2023
	Design workshop	March 2023
	Presentation of the approach paper at the Evaluation Committee	April 2023
Main data collection, analysis consultation and report drafting	Launch of e-survey (for IFAD staff/consultants and governments)	March 2023
	Desk review, interviews and field missions	February – June 2023
	Data and evidence analysis	June – September 2023
	Emerging findings workshop with core learning partnership	October 2023
	IOE peer review and advisory panel review of draft report	October 2023
	Report shared with Management and key governments	November 2023
	Report finalized	December 2023

Gender definitions

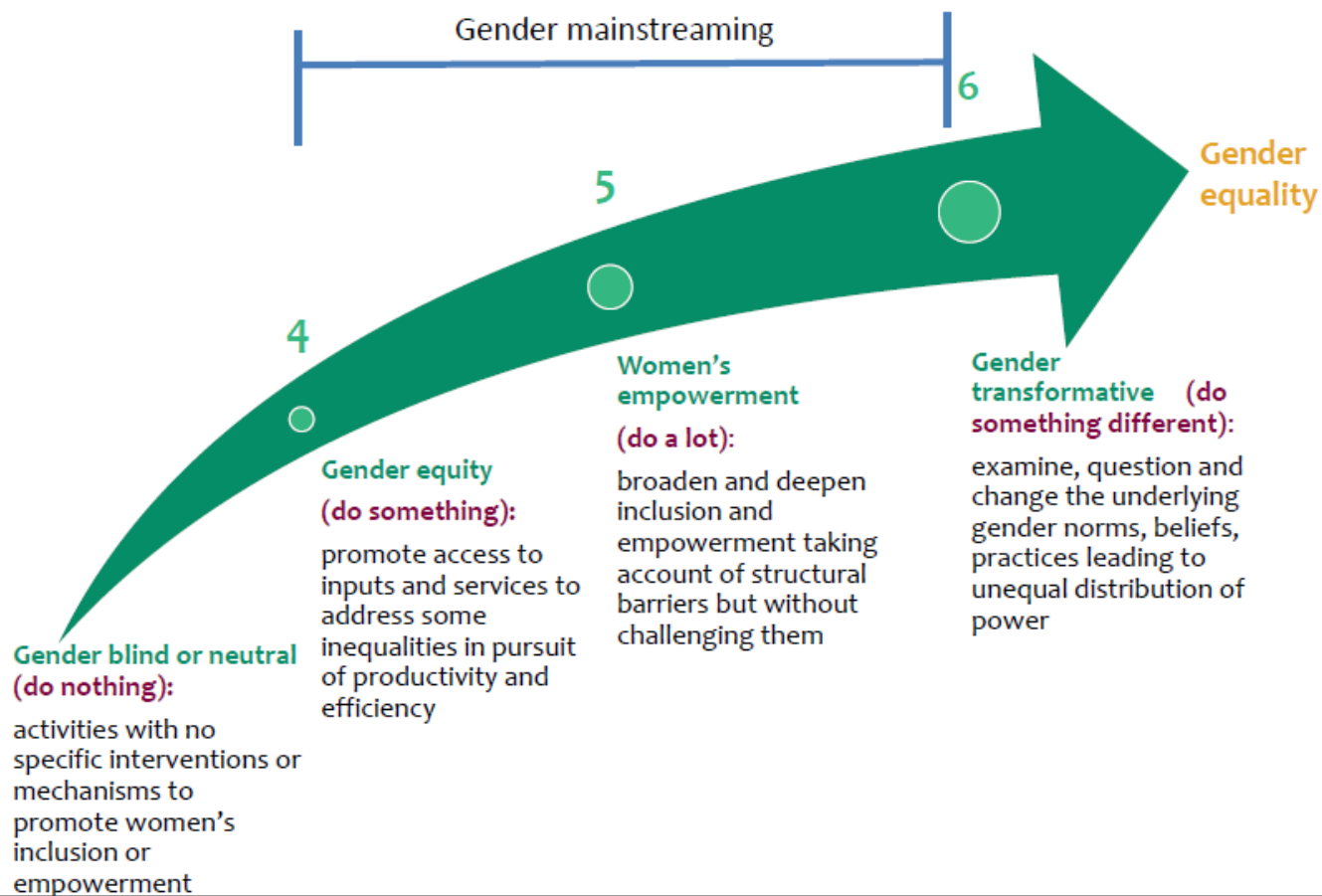
Table 4

Gender related concepts and definitions in key IFAD documents

Concepts	2012 IFAD GEWE Policy	2017 IFAD Gender Glossary (same as 2021 second edition of the glossary)	2019 Gender Action Plan
Gender	<ul style="list-style-type: none"> - Culturally based expectations of the roles and behaviours of women and men - Distinguishes the socially constructed from the biologically determined aspects of being female and male 	<ul style="list-style-type: none"> - same as the policy 	<ul style="list-style-type: none"> - same as the policy
Gender equality	<ul style="list-style-type: none"> - 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 - does not mean that the goal is that women and men become the same - applies not only to equality of opportunity but also to equality of impact and benefits 	<ul style="list-style-type: none"> - same as the policy 	<ul style="list-style-type: none"> - first bullet point, as in policy - does not suggest that women and men are the same, but rather that they have equal value - equality, 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	<ul style="list-style-type: none"> - Means fairness of treatment for women and men according to their respective needs - Equity can be understood as the means, where equality is the end, equity leads to equality 	<ul style="list-style-type: none"> - same as the policy 	<ul style="list-style-type: none"> - same as the policy
Gender Analysis	<ul style="list-style-type: none"> - Gender analysis helps to understand the different roles, interests and priorities of women and men, and tailor policies, projects and programmes accordingly 	<ul style="list-style-type: none"> - Analysis of a social process or phenomenon from the point of view of the roles played by men and women - Key issues include the division of labour (productive and reproductive activities), access to and control over resources and benefits, and social, economic and environmental factors that influence the above 	<ul style="list-style-type: none"> - No definition included
Gender Blind	<ul style="list-style-type: none"> - No definition included 	<ul style="list-style-type: none"> - Failure to recognise that gender is an essential determinant of social outcomes impacting on projects and policies 	<ul style="list-style-type: none"> - No definition included
Gender-disaggregated data	<ul style="list-style-type: none"> - No definition included 	<ul style="list-style-type: none"> - Information differentiated on the basis of what pertains to women and their roles and to men and their roles 	<ul style="list-style-type: none"> - No definition included

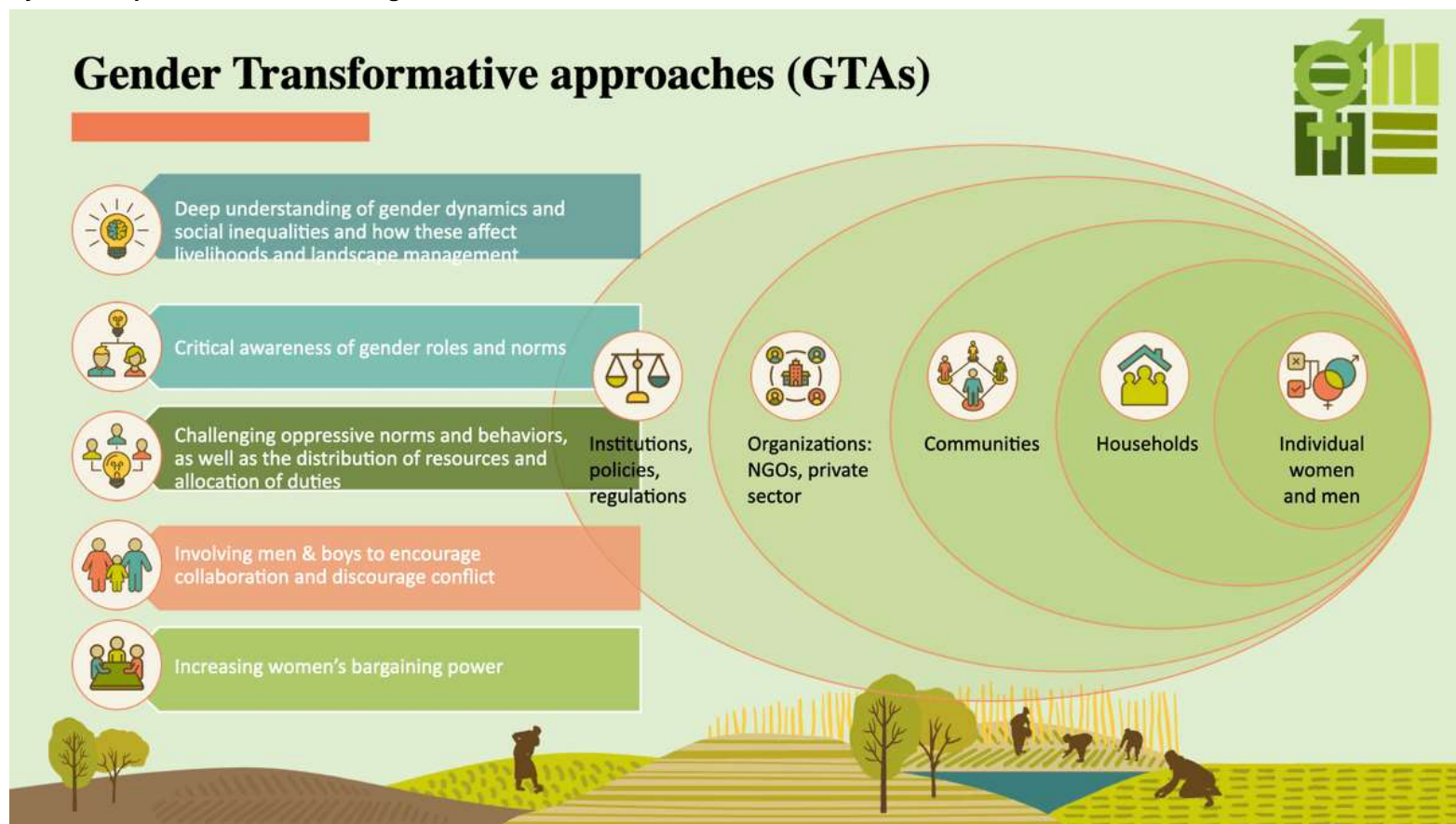
Concepts		2012 IFAD GEWE Policy	2017 IFAD Gender Glossary (same as 2021 second edition of the glossary)	2019 Gender Action Plan
Gender Mainstreaming	-	For IFAD as an institution, GM is the process by which reducing the gaps in development opportunities between women and men and working towards equality between them become an integral part of the organization's strategy, policies and operations	- same as the policy	- same as the policy
	-	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		
Empowerment	-	Process of increasing the opportunity of people to take control of their own lives	- same as the policy	- same as the policy
	-	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 Transformative approaches	-	No definition included	- 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	- same as the glossary
Affirmative action (quotas)	-		- Quota systems have been viewed as one of the most effective special measures or affirmative actions for increasing women's political participation	-

Figure 1
Levels of gender responsiveness, including GT



Source: IFAD gender team.

Figure 2
Systems depiction of GTA according to CIFOR.



Source: [CIFOR on GTA](#)²⁸

²⁸ Accessed on 27 September 2022.

Theory of change of the thematic evaluation

Figure 3
Broad theory of change for the IFAD thematic evaluation on GEWE

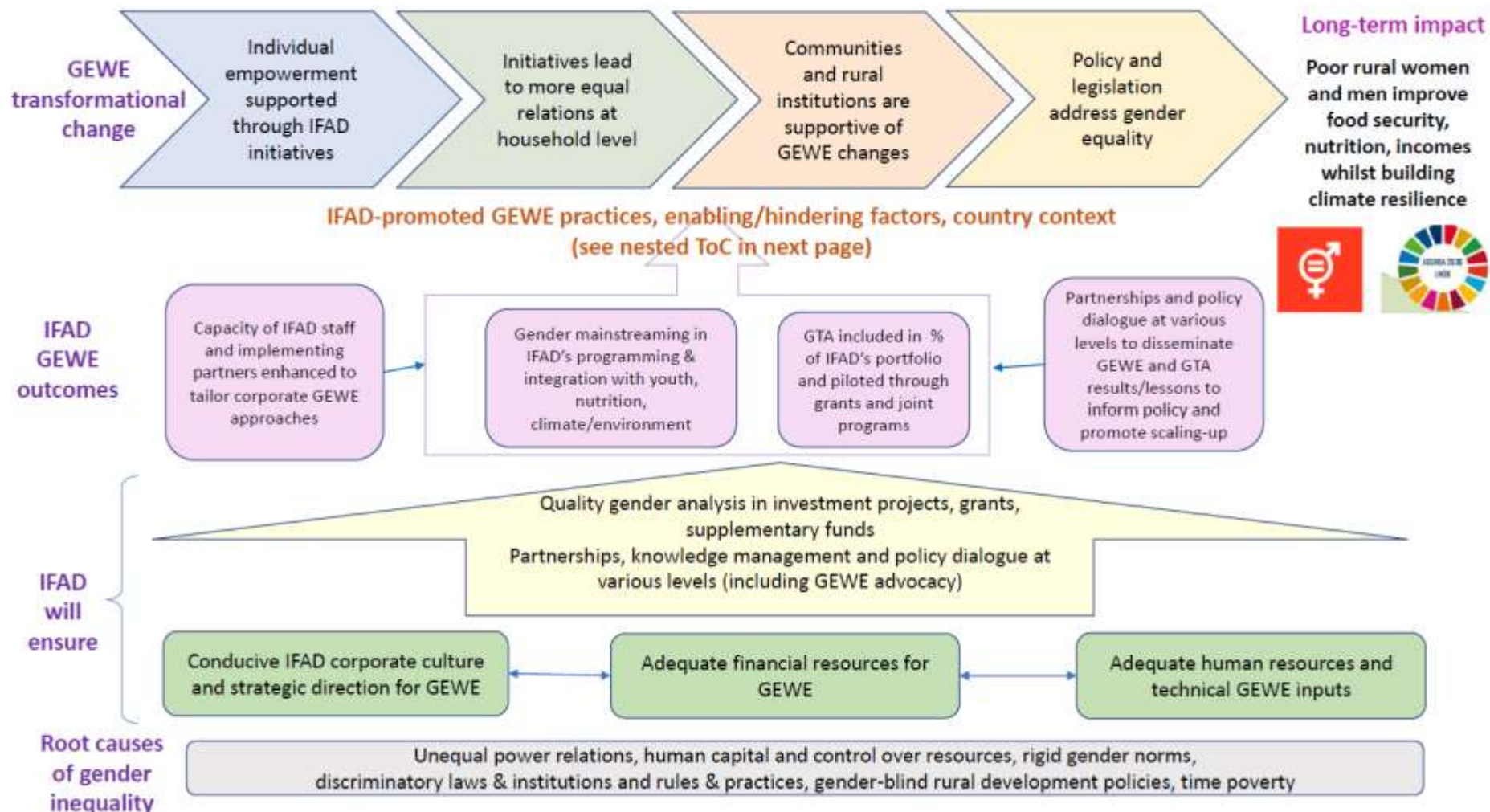
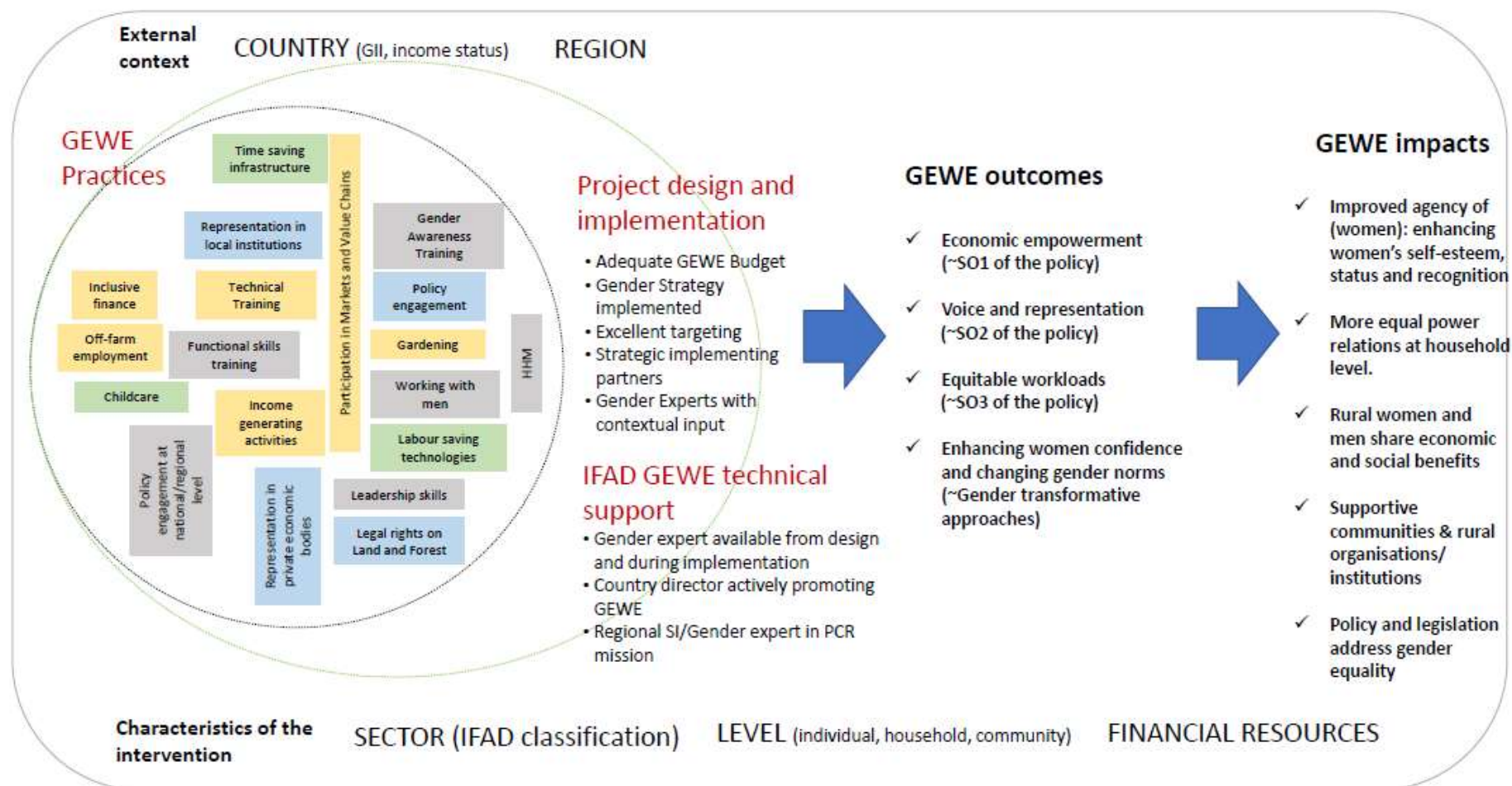


Figure 4
Theory of change for GEWE practices and GEWE results in IFAD-funded operations



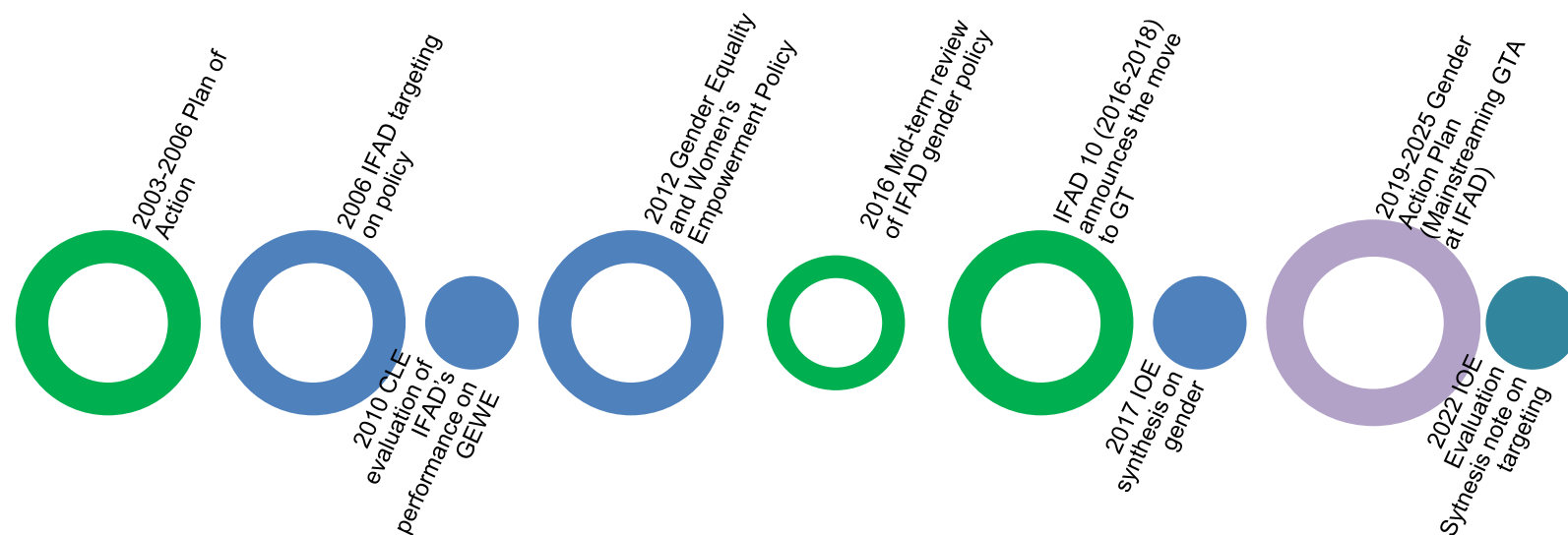
Assumptions

- Particular configurations of GEWE practices and other factors can **overcome inhibiting contextual factors for GEWE** (root causes of gender inequality).
- Key **IFAD technical gender expertise** is sufficient, timely and capable to provide sound advice in different implementation contexts and is a favourable factor to the adoption of GEWE practices and lesson learning beyond the project lifetime.
- IFAD senior management, staff and partners are **aware of key gender policies and strategies and motivated** to implement GEWE approaches (right incentives through staff performance assessment, corporate reporting and GEWE benchmarking, ex. UNSWAP).
- Specific **project-level targeting/gender strategies** to support different groups of women, considering other **dimensions of inequality which intersect** with gender (such as age, ethnicity and others), are necessary for (transformative) gender outcomes.
- The presence of a broader set of **implementing actors, particularly those representing rural women** are critical to the identification, adoption and use of GEWE practices that overcome potential inhibiting contextual factors.
- IFAD staff and implementing partners are continually aware of contextual factors with regard to gender and **adapt IFAD interventions accordingly** (gender analysis adapted during implementation, as needed)
- Positive **GEWE outcomes** are the product of the **interplay** between the particular **set of interventions (or GEWE practices)** implemented and **other elements** relating both to national context and the form of the intervention (sector, level, finance).
- The presence of sufficient **resources** (money, expertise, personnel) **dedicated to GEWE at project design and during implementation** affects the quality of GEWE practices.
- IFAD is able to support efficiently country implementer partners to **capture and measure gender outcomes and impacts**.
- There are **multiple pathways (or result chains)** to GEWE depending on the characteristics of the external context and the interventions, including divers entry points for projects (ex. focus on nutrition yielding GEWE outcomes).
- **GEWE transformative outcomes** require interventions that significantly go beyond the area of improving access to resources and the individual level (targeting both men and women's awareness and gender norms at the household and community level).
- Effective and impactful GEWE results are **effectively shared and positively received by rural communities and institutional partners** leading to **scale-up** (national partners and other donors view IFAD as a pioneer on GTA).
- Transformative GEWE outcomes lead to **long-term GEWE impacts** on women's agency, power relations within household, equity in sharing economic and social benefits, women's inclusion in decision-making and institutions, and the development of policy and legislations addressing gender equity.

Timeline of key IFAD documents to support GEWE and independent evaluations

Figure 5

Timeline of IFAD's gender strategies and policies



Source: elaboration by the evaluation team.

Table 5

Key gender documents and capacity development materials produced by IFAD preliminarily identified.

	IFAD Policy/Action Plan (or key report)	Guidance notes/ how-to-do notes	Specific publication on a Gender approach and training	Independent Evaluations
1992	<ul style="list-style-type: none"> • IFAD report 'Strategies for the Economic Advancement of Poor Rural Women' ²⁹ • 1998-2000 IFAD's first Strategic Framework³⁰ • 2002-2006 Strategic Framework³¹. 			
2003-2006	<ul style="list-style-type: none"> • Plan of Action for Mainstreaming a Gender Perspective in IFAD's Operations³² 	<ul style="list-style-type: none"> • Guidelines for project completion reports (June 2006), evidence of greater "gender equality and empowerment of poor rural people" to be examined. • Internal guidelines for results-based COSOP, appendix contains a checklist for inclusion of gender issues in COSOP formulation (December 2006). 		
2006	<ul style="list-style-type: none"> • Targeting policy (2006) • Internal progress review and self-assessment to take stock of experiences in promoting GEWE 			
2007	<ul style="list-style-type: none"> • <i>Gender Action Learning System (GALS) approach used in IFAD projects</i> 	<ul style="list-style-type: none"> • Project design guidelines (December 2007), GEWE issues to be treated under "poverty, social development and targeting". • Checklist for gender-sensitive design - to support staff and consultants during the design process (December 2007) • Other guidelines for supervision and implementation support stated that "targeting and gender" is one of the special issues to be treated in the supervision process. 	<ul style="list-style-type: none"> • 	
2008			<ul style="list-style-type: none"> • IFAD, FAO and the World Bank, <i>Sourcebook on Gender in Agriculture</i>. 	
2009	<ul style="list-style-type: none"> • IFAD policy on indigenous people (important for gender issues) 			
2010	<ul style="list-style-type: none"> • IFAD8 (2010-2012) results framework included an indicator to measure <i>gender equality</i> for country programmes and project outcomes³³. 		<ul style="list-style-type: none"> • <i>Gender dimensions of agricultural and Rural Development: differentiated pathways out of poverty</i>. Status, trends and gaps, by IFAD, FAO, ILO. 	IOE CLE on Gender (2010)

²⁹ It recommended integrating women into all aspects of IFAD funded operations.

³⁰ GEWE was one of 5 core thrusts.

³¹ Rural poverty is linked to GEWE. Women are 'agents of change' in communities. Gender to be 'mainstreamed' in IFADs work.

³² Outlined definitions for Gender, Gender Equality, Gender Mainstreaming and Empowerment.

³³ No indicator on GEWE in IFADs results-based annual programme of work and budget.

		• A series of briefing notes/policy briefs notes ³⁴		
	IFAD Policy/Action Plan (or key report)	Guidance notes/ how-to-do notes	Specific publication on a Gender approach and training	Independent Evaluations
2012	<ul style="list-style-type: none"> • Policy on Gender Equality and Women's Empowerment Policy (September 2012) • UN-SWAP- self, reporting by IFAD (from 2012 onwards) 	<ul style="list-style-type: none"> • How to do note: Reducing rural women's domestic workload through labour-saving technologies and practices (April 2016) 	<ul style="list-style-type: none"> • 	
2013	<ul style="list-style-type: none"> • Gender began to be tracked more systematically using the gender markers in the ARPP³⁵ and RIDE³⁶ 			Gender began to be tracked more systematically using ARRI
2014		<ul style="list-style-type: none"> • In 2014, a <i>How to do Note on Household methodologies Gender, targeting and social inclusions</i> was developed by IFAD 	<ul style="list-style-type: none"> • IFAD's Gender and Targeting Webinar Series (PowerPoints available from 2014) • A 2014 PowerPoint linked to a <i>short paper on IFAD's gender markers</i> • Case study: Household Mentoring, Uganda October 2014 • Toolkit: Household methodologies: harnessing the family's potential for change October 2014 • Case study: GALS in Ghana, Nigeria, Rwanda, Sierra Leone & Uganda October 2014 	ARRI, reporting on gender / sex disaggregated indicators
2015		<ul style="list-style-type: none"> • GEWE- scaling up note 	<ul style="list-style-type: none"> • Ppt on measuring women's empowerment in agriculture: a streamlined approach (from RIA; research and impact assessment department) • Promoting the leadership of women in producers' organizations - Lessons from the experiences of FAO and IFAD (December 2015) 	

³⁴ Making migration work for women and men in rural labour markets; Breaking the rural poverty cycle: Getting girls and boys out of work and into school (note written by a member of the thematic evaluation team); Agricultural value chain development: Threat or opportunity for women's employment?; Rural women's entrepreneurship is "good business"!; Gender-equitable rural work to reduce poverty and boost economic growth

³⁵ Annual Review of Portfolio Performance.

³⁶ Report on IFAD's Development Effectiveness. A separate annex on gender was included in the RIDE until 2020. After 2019, another annex is included with the four mainstreaming themes.

IFAD Policy/Action Plan (or key report)	Guidance notes/ how-to-do notes	Specific publication on a Gender approach and training	Independent Evaluations
2016 <ul style="list-style-type: none"> • 2016-2025 IFAD Strategic Framework³⁷ (overall framework, not gender specifically) • Mid-term review of IFAD's Gender Policy (August 2016) • Spotlight 5 (GEWE) on the 2016 Rural Development Report 	<ul style="list-style-type: none"> • Toolkit: Reducing rural women's domestic workload through labour-saving technologies and practices (April 2016) 	<ul style="list-style-type: none"> • Gender mainstreaming in IFAD10 October 2016 • 4 page brief - Greater focus on having gender transformative projects under IFAD10 • Lessons learned: Reducing women's domestic workload through water investments (April 2016) • Gender Equality and Women's Empowerment. Policy brief September 2012 Compendium of rural women's technologies and innovations (April 2016) • IFAD's Gender and Targeting Webinar Series (PowerPoints available from 2016) • Gender in climate smart agriculture, Module 18 for the Gender in Agriculture Sourcebook July 2016 	
2017 <ul style="list-style-type: none"> • Consultation on IFAD 11: mainstreaming of climate, gender, nutrition and youth IFAD (October 2017) 	<ul style="list-style-type: none"> • <i>How to do note on Poverty - targeting, gender equality and empowerment during project design</i> • Measuring women's empowerment in agriculture: a streamlined approach (from the RIA Division of IFAD) • Glossary on gender issues (March 2017). IFAD's first glossary of terms related to gender issues. (ENG, ARA, FR, SP) • Toolkit: Poverty targeting, gender equality and empowerment June 2017, various tools available³⁸ • How to do note: Poverty targeting, gender equality and empowerment during project design August 2017 • Advancing rural women's empowerment September 2017 	<ul style="list-style-type: none"> • Grant Results Sheet OXFAM Novib - Community-led value chain development for gender justice and pro-poor wealth creation February 2017 • "Measuring Women's Empowerment in Agriculture: A Streamlined Approach." IFAD Research Series 19. Rome: IFAD December 2017 • The Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women (JP RWEE) pathway to women's empowerment April 2017 • DRAFT Paper on gender transformative change (Anita Kelles-Viitanen) 	<u>Evaluation synthesis on GEWE</u>
2018	<ul style="list-style-type: none"> • (in French): Procédure d'élaboration de programmes d'adaptation de l'agriculture paysanne et transformatrice au genre • How to do note: Design of gender transformative smallholder agriculture adaptation programmes January 2018 	<ul style="list-style-type: none"> • Household methodologies April 2018 • Integrated promotion of gender equality and women's empowerment: economic empowerment, decision-making and workloads April 2018 • Grant Results Sheet: AKF - Mobilizing public private partnerships in support of women-led small business development March 2018 	

³⁷ It proposes **gender** equality as one of the 5 principles of engagement along with targeting, empowerment, and others.

The Strategy Plan envisages IFAD consolidating its leading position on innovative gender practice by moving beyond mainstreaming and scaling up, and achieving real transformative gender impacts.

³⁸ Tool 1 Design: TORs of targeting and gender specialist in PMU; Content of gender-sensitive poverty and livelihood analysis; TORs of targeting and gender specialist in project design mission; Key points in developing the Project Implementation Manual; Checklist for developing gender-sensitive and inclusive trainings and meetings; Assessing gender-sensitivity of logframes and indicators; Assessing targeting and gender performance during implementation support supervision missions.

IFAD Policy/Action Plan (or key report)	Guidance notes/ how-to-do notes	Specific publication on a Gender approach and training	Independent Evaluations
2019 <ul style="list-style-type: none"> • Mainstreaming Gender-transformative Approaches at IFAD Framework for implementing transformational approaches to mainstreaming themes: environment and climate, gender, nutrition and youth • 2019-2025 Mainstreaming Gender-transformative approaches at IFAD-Action Plan³⁹ • IFAD11 Consultation Report which included points / commitments on strengthening implementation of GTAs • IFAD11 took on mainstreaming youth, gender, climate and nutrition⁴⁰ • RIDE separate annex on GEWE replaced with the four mainstreaming themes 	<ul style="list-style-type: none"> • IFAD targeting toolkit: checklist to guide and assess targeting at design • Revised Operational guidelines on targeting • Gender clinics by regions (ppts available on IFAD's intranet) - Ppt in 2019 outlines distinctions between GTA and GM markers 	<ul style="list-style-type: none"> • Stocktake of the use of household methodologies in IFAD's portfolio June 2019 • Gender-transformative adaptation - From good practice to better policy September 2019 • The faces of empowerment - Photo Essay about the beneficiaries of the Joint Programme on Rural Women Economic Empowerment December 2019 • Research Series Issue 44: Gender, rural youth and structural transformation: evidence to inform innovative youth programming December 2019 • Research Series Issue 43: Youth agrifood system employment in developing countries: a gender-differentiated spatial approach December 2019 	
2020 <ul style="list-style-type: none"> • Mid-Term of IFAD11 ⁴¹ • IFAD12: deepening impact and building resilience through mainstreaming⁴² (July 2020) • Framework for implementing transformational approaches to mainstreaming themes (December 2020) 	<ul style="list-style-type: none"> • ESA brief on gender and social inclusion • 'How to do note' on gender and pastoralism • Rural women and girls 25 years after Beijing: critical agents of positive change 	<ul style="list-style-type: none"> • Outline of The Gender Network July 2020 • GTA for food security, improved nutrition and sustainable agriculture – A compendium of fifteen good practices December 2020 	
2021 <ul style="list-style-type: none"> • Quality Assurance Group (GAG) report on mainstreaming themes and targeting • Joint Programme on Gender Transformative Approaches for Food Security, Improved Nutrition and Sustainable Agriculture November 2021 	<ul style="list-style-type: none"> • Detail about gender rating in the Operations manual – project implementation – Annex 1 – Performance Score Descriptors • 2021 How to do note: Securing Women's Tenure Rights • ND: IFAD self-evaluation checklist for analysing gender equality and women's empowerment and youth inclusion in project implementation arrangements • Ppt on mainstreaming the 4 themes 	<ul style="list-style-type: none"> • Rural women and girls 25 years after Beijing - Critical agents of positive change February 2021 • Making agricultural and climate risk insurance gender inclusive: How to improve access to insurance for rural women October 2021 • Enhancing women's resource rights for improving resilience to climate change November 2021 	<ul style="list-style-type: none"> • Thematic evaluation on climate change Adaptation
2022 <ul style="list-style-type: none"> • IFAD is continuing to implement and measure GTAs, including through collaboration with Rome based agencies. • Forthcoming Targeting policy (December 2022) 	<ul style="list-style-type: none"> • Detail about gender rating in the Operations manual – project design – Annex VII: mainstreaming guidelines for social inclusion themes • How to do note: Integrating the Gender Action Learning System (GALS) in IFAD operations 	<ul style="list-style-type: none"> • Behavioural science recommendations for the design of gender transformative IFAD programmes • Research Series 74: Women's empowerment, food systems, and nutrition May 2022 	<ul style="list-style-type: none"> • JP RWEE: Final Evaluation May 2021

³⁹ Gender Action Plan (GAP) developed through a participatory and consultative process ToC for IFAD investment projects, and results framework developed for GEWE linked to Agenda 2030 and IFAD's 3 Strategic Objectives 2016-2025 developed (and included in GAP)

⁴⁰ <https://webapps.ifad.org/members/repl/12/01/docs/IFAD12-1-R-2.pdf>; IFAD11 Operationalises action areas 1,2,3 & 5 of IFAD's 2012 Gender Equality and Women's Empowerment Policy

⁴¹ <https://webapps.ifad.org/members/repl/12/01/docs/IFAD12-1-R-2.pdf>; Performance on track for 2019 delivery on mainstreaming themes with US\$568 million or 34 per cent climate

finance, 34 per cent gender transformative, 76 per cent youth-sensitive and 58 per cent nutrition-sensitive

⁴² Report on the advance on mainstreaming themes at IFAD.

-
- IFAD11 Impact assessment report (use of women's empowerment indicators)
 - IFAD and Evaluation Unit of the Green Climate Fund evidence gap map, interventions for women's empowerment in developing countries
-

Table 6

Key findings and recommendations from 2010 IOE corporate-level evaluation on gender and management response

<i>Evaluation findings</i>	<i>Recommendations</i>	<i>Management Responses</i>
<ul style="list-style-type: none"> - IFAD's corporate strategic approach to gender fragmented across numerous documents. - Synergies with other thematic and corporate policies and strategies are not clearly articulated - IFAD strategic guidance on gender is limited in scope to operational policy and did not integrate corporate business processes 	<ul style="list-style-type: none"> - IFAD to develop an evidence and result-based corporate policy on GEWE to serve as a principal reference document on GEWE for staff, partners and various audiences, - GEWE policy to cover both operational and corporate business processes and RMF for IFAD's gender work⁴³ - GEWE policy to articulate synergies with existing corporate policy 	<ul style="list-style-type: none"> - Overarching evidence- and results-based corporate policy and implementation strategy on gender will be developed by Management and submitted to the EB in 2011, covering both operational and business processes - Development of a better set of indicators to measure impacts and results in GEWE
<ul style="list-style-type: none"> - Interpretations of the terminology and understandings of the topic differ widely, which leading to alternative approaches in COSOPs and project design and implementation - Inadequate attention paid to knowledge management on GEWE - Poor staff training and capacity building on GEWE and related issues at all levels 	<ul style="list-style-type: none"> - Enhance knowledge management, learning and analytic work on GEWE⁴⁴ - Incorporate a gender perspective in training events organized by Project Management Development - include gender perspective in training events and on core competencies as well as in staff induction programmes - Develop attention to gender issues in all training programmes 	<ul style="list-style-type: none"> - IFAD will seek to improve its capacity to learn more about GEWE through existing and new knowledge management and learning processes - Management believes that it is important to develop a common understanding in IFAD of basic principles and gender-related concepts.
<ul style="list-style-type: none"> - IFAD's human resource management and corporate culture are identified as the greatest challenges in IFAD's work on GEWE - The ratio of women to men in the organization was low, with more women in support positions and few in leadership positions. Women were more likely to be in junior positions than men. - IFAD compared well with other UN organizations and IFIs in terms of the gender balance in its staffing, but improvements can be achieved. - No specific incentives for gender equality in staffing - Gender concerns were not included in the staff performance evaluation 	<ul style="list-style-type: none"> - Strengthen the capacity and role of the EB, senior management and directors in leading and tracking GEWE efforts in the organization - Include performance on GEWE in the job descriptions and work planning/performance management of all staff - Promoting gender balance staffing at all levels/ as well as increasing the number of women project directors/ hiring, gender advisors, during project implementation - Ensure adequate work-life balance policy for staff 	<ul style="list-style-type: none"> - IFAD Management recognised that gender diversity as well as diversity in age and nationality is necessary to increase organizational effectiveness. - Management agreed that IFAD needs to equip itself with the instruments and resources needed to promote gender equality in its human resources policies.
<ul style="list-style-type: none"> - Performance of IFAD financed operations is better than its peers but performance in efficiency and the promotion of innovation and scaling (key principles of engagement on GEWE) were weak⁴⁵ 	<ul style="list-style-type: none"> - IFAD to Include GEWE as one of the "big bets" in IFAD's corporate innovation agenda, promoting gender-related innovations at the country/project level and specific efforts needed to scale up successful innovation for a wider GEWE impact 	<ul style="list-style-type: none"> - IFAD will also support innovative approaches and their scaling up, by building partnerships with regional knowledge centres of excellence on this theme

⁴³ New GEWE policy should indicate how the EB will fulfil its role in providing guidance and support on gender issues

⁴⁴ Recommendation 2: "Knowledge management, learning and analytic work. IFAD needs to invest in building a common evidence-based understanding among staff of the theory of gender equality and women's empowerment, and its related terminology."

⁴⁵ Note by the evaluators in 2022, the recommendation did not further elaborate on "efficiency", neither the management response.

<i>Evaluation findings</i>	<i>Recommendations</i>	<i>Management Responses</i>
<ul style="list-style-type: none"> - Policy dialogue performance at the country level unsystematic, with little analytic underpinning and not backed by the required human and financial resources and constrained by weak knowledge management 	<ul style="list-style-type: none"> - Ensure proper knowledge management, learning and analytic work to contribute to IFAD's policy dialogue and advocacy efforts on gender - Enhance staff competencies and skills for effective engagement in policy processes - Build partnerships with multiple stakeholders for advocacy at global and country levels 	<ul style="list-style-type: none"> - In the development of its new policy on gender, IFAD will invest more in managing knowledge, enhancing learning and undertaking analytic work, and engaging in policy dialogue and advocacy related to gender issues, both directly and through enhanced partnerships
<ul style="list-style-type: none"> - IFAD's inability to track the amount allocated in its loan investment to advance GEWE 	<ul style="list-style-type: none"> - Management to undertake an analysis of spending on GEWE based on a sample of projects - Efforts should be made to indicate the GEWE resources as part of the Fund's annual results-based programme of work and administrative budget 	<ul style="list-style-type: none"> - IFAD will seek better ways to track the resources allocated to gender to do this.
<ul style="list-style-type: none"> - Inappropriate gender architecture which needed to be reviewed for better clarity and accountability purposes - management has not played a proactive role in providing an architecture that aligns the responsibilities and relations of the gender desk with the regional and other divisions and has not reviewed the adequacy of the gender-related human and financial resources 	<ul style="list-style-type: none"> - Management to conduct a dedicated, comprehensive review of IFAD's overall gender architecture - The gender desk in PTA needs to develop a result-based annual work plan and budget - Management to assess the relevance and feasibility of re-galvanizing the gender thematic group - Clearly defined roles of gender focal points in each regional division as well as the time allocation - Gender advisors should be included in regular staffing 	<ul style="list-style-type: none"> - IFAD will undertake a comprehensive review of IFAD's overall gender architecture, including oversight functions at the Management level; required profiles, location and numbers of dedicated gender positions in the Programme Management Department and other divisions, including the Human Resources Division; redefinition of the role of gender focal points and allocation of adequate resources for this function; and role and structure of the Thematic Group on Gender
<ul style="list-style-type: none"> - RIDEs and ARRI lack a dedicated section on gender - No specific gender equality indicators/dedicated section on project's/country's performance and achievement on the IOE evaluation reports 	<ul style="list-style-type: none"> - IOE to develop specific indicators and define key questions for assessing GEWE in COSOP and Projects Evaluations - Have a dedicated section on GEWE in all evaluation reports 	<ul style="list-style-type: none"> - IFAD will also strengthen corporate reports such as the Report on IFAD's Development Effectiveness (RIDE) to report on its gender performance

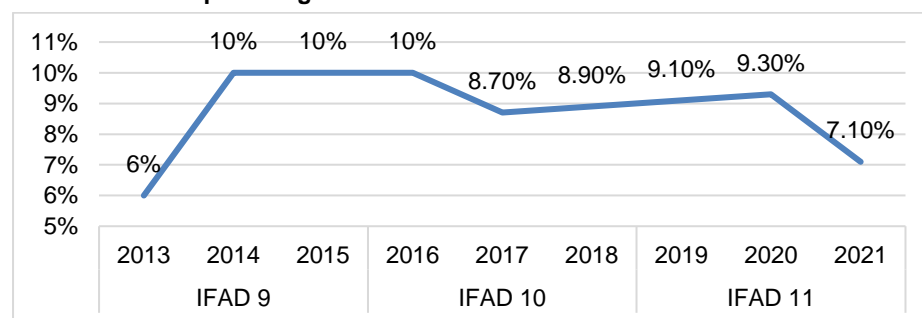
Table 7

Distinctions in IFAD's Gender market between projects rated 5 (gender mainstreaming) and rated 6 (gender transformative)

	<i>Gender mainstreamed</i>	<i>Gender transformative</i>
Theme-specific situation analysis	<ul style="list-style-type: none"> Describe national policies, strategies and actors addressing gender. Identify the different roles, interests and priorities of women and men, and the underlying structures and norms of exclusion and discrimination. Identify the most important livelihood problems and opportunities faced by the community, as seen by women and men. 	<p><i>Meet criteria for gender mainstreamed plus</i></p> <ul style="list-style-type: none"> In the M&E section of the design documents, include an explicit commitment to undertake the project level index for the Women's Empowerment in Agriculture Index (Pro-WEAI) assessment when undertaking the project baseline study as well as completion, as a proxy outcome indicator on gender equality and women's empowerment (GEWE).
Integration in ToC	<ul style="list-style-type: none"> Address all three gender policy objectives in ToC: (i) economic empowerment (ii) equal voice (iii) balanced workloads. 	<p><i>Meet criteria for gender mainstreamed plus</i></p> <ul style="list-style-type: none"> Showcase gender transformative pathways. Plan for policy engagement on GEWE.
Mandatory logical framework indicators (outreach and outcome)	<ul style="list-style-type: none"> Disaggregate Outreach indicator (core indicator [CI] 1.1) by gender. At least 40% of project beneficiaries are women (specify number as part of CI. 1. on Outreach). 	<p><i>Meet criteria for gender mainstreamed plus</i></p> <ul style="list-style-type: none"> Include an adapted version of the Pro-WEAI (I-WEAI) as an additional impact indicator to measure change in women's empowerment.
Dedicated human and financial resources	<ul style="list-style-type: none"> Include staff with gender-specific terms of reference. Allocate funds to deliver gender-related activities. 	<p><i>Meet criteria for gender mainstreamed plus</i></p> <ul style="list-style-type: none"> Allocate funds in the M&E budget to undertake the Pro-WEAI survey at baseline and completion.

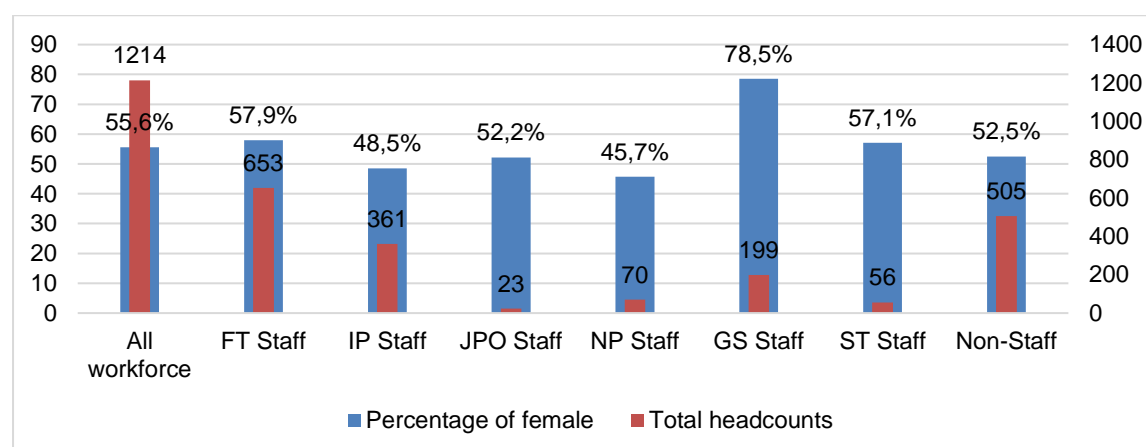
Source: IFAD's operations manual, 2020. Annex VII: Mainstreaming Guidelines for Social Inclusion Themes.

Figure 6

Total staff cost spent on gender related activities

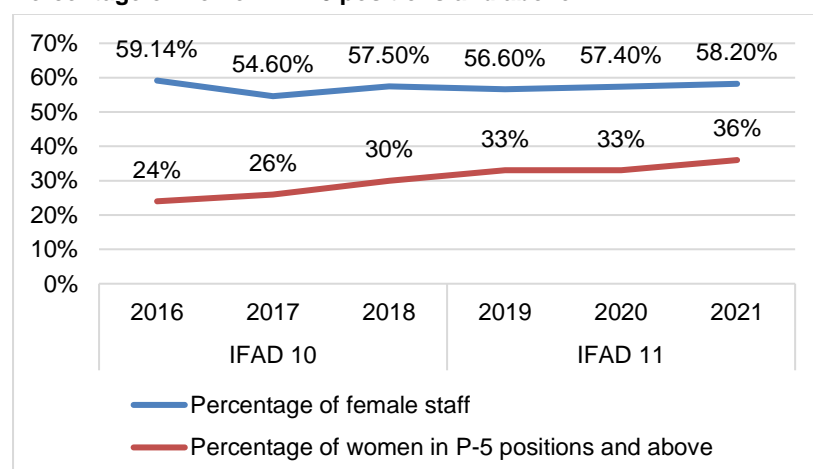
Source: IFAD's annual report on results-based programme of work and regular and capital budgets (2022) and RIDE 2013, 2014, 2015.

Figure 7
Percentage of female representation in all categories



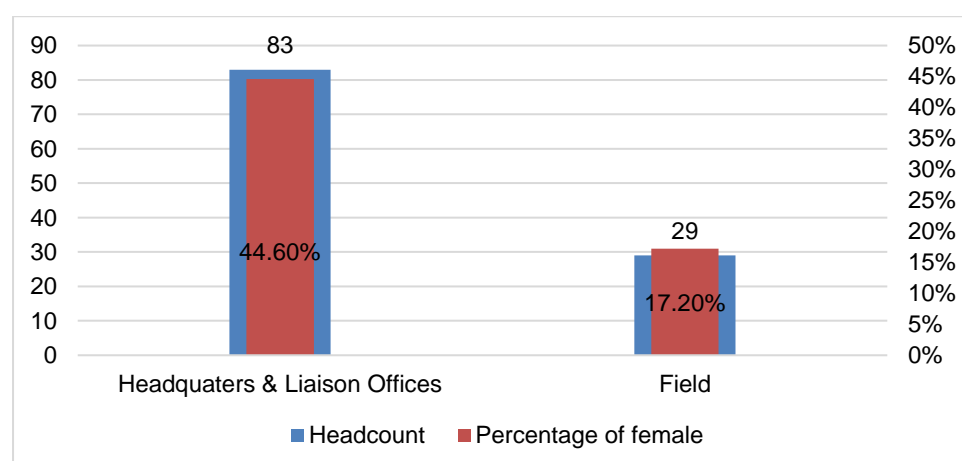
Source: 2022 Annual Report of the IFAD Strategy on Diversity, Equity and Inclusion

Figure 8
Percentage of women in P-5 positions and above



Source: Reports on IFAD's Development Effectiveness.

Figure 9
Female representation at senior level



Source: IFAD 2022 Strategy on Diversity, Equity and Inclusion: Annual Report.

Additional information about IFAD gender corporate reporting and instruments and activities to deliver gender results

A. Corporate reporting on gender performance

This section summarizes key corporate gender reporting since the approval of the gender policy, using the following four sources:

- (i) an annex in the **Report on IFAD's Development Effectiveness (RIDE)**: Until 2020, it included an annex with an Annual report on the implementation of the IFAD policy on GEWE. Since 2021, this has been merged in a new annex called 'Mainstreaming environment and climate, gender, nutrition and youth'.
- (ii) the **UN System-Wide Action Plan on Gender Equality (UN-SWAP)**: a UN system-wide accountability framework designed to measure, monitor and drive progress towards a common set of GEWE standards. It applies to all entities and offices of the UN system. Seventeen performance indicators are common to all UN Agencies (IFAD reports on 16 of them and has met or exceeded the majority of them across the years).
- (iii) **reports on the replenishment cycles**: IFAD 9 (2013-2015), IFAD10 (2016-2018), IFAD 11(2019-2021), to the most recent one, IFAD12 (2022-2024); and
- (iv) key indicators in the **Results Management Framework Dashboard**⁴⁶.

Table 8

Synthesis of gender ratings for projects at design against IFAD's commitments in replenishments

% of projects ⁴⁷ at design	2013	2014	2015	IFAD9 Target	2016	2017	2018	IFAD10 target	2019	2020	2021	IFAD11 target
Partial gender Mainstreaming or better (4+)	96 (RIDE 2013)	94 (RIDE 2014)	89 (RIDE 2016)	90	89 (RIDE 2016)	72 (RIDE 2019)	85 (RIDE 2019)	90	94 (RIDE 2020)	85 (RIDE 2021)	100 (RIDE 2022)	95
Full gender mainstreaming or better (5+)	N/A	56 (RIDE 2015)	46 (RIDE 2016)		57 (RIDE 2017)	N/A	N/A	65	53 (RIDE 2020)	56 (RIDE 2021)	58 (RIDE 2022)	50
Gender Transformative (6)	N/A	33 (RIDE 2015)	33 (RIDE 2016)		8 (RIDE 2017)	27 (RIDE 2019)	27 (RIDE 2019)	15	32 (RIDE 2020)	78 (RIDE 2022)	41 (RIDE 2022)**	25

* Not applicable or not reported in the RIDE.

** These percentages consider 85 unique projects approved in IFAD11 (RIDE 2022, page 40).

Source: RIDEs information.

⁴⁶ <https://www.ifad.org/en/rmf-dashboards> accessed on 11 Nov 2022.

⁴⁷ Projects were rated using the IFAD six-point rating: 6 - Highly satisfactory (gender transformative), 5 - Satisfactory (Gender mainstreaming), 4 - Moderately satisfactory (Partial gender mainstreaming), 3 - Moderately unsatisfactory (Gender aware), 2 - Unsatisfactory (gender neutral), 1 - Highly unsatisfactory (gender blind). A score is assigned to reflect the degree to which gender issues have been addressed in project at design and at completion.

Table 9

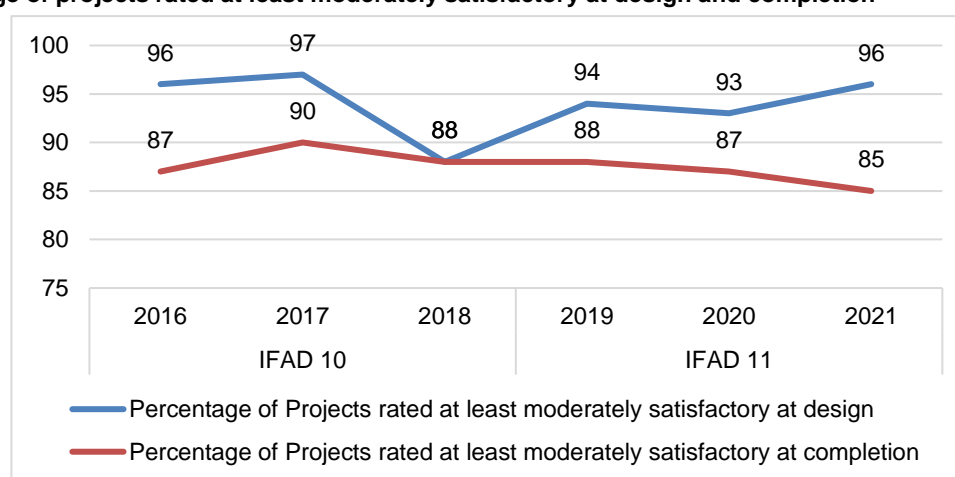
Synthesis of gender ratings for projects at completion against IFAD's commitments in replenishments

% of Project at the completion	2013	2014	2015	IFAD9 Target	2016	2017	2018	IFAD10 Target	2019	2020	2021	IFAD11 Target
Partial gender Mainstreaming or better (4+)	91 (RIDE 2013)	90(RIDE 2015)	90 (RIDE 2015)	90	87 (RIDE 2017)	90 (RIDE 2018)	88 (RIDE 2019)	90	88 (RIDE 2022)	86 (RIDE 2022)	90 (RIDE 2022)	90
Full gender mainstreaming or better (5+)	70 (RIDE 2016)	50 (RIDE 2016)	N/A		54 (RIDE 2017)	53 (RIDE 2018)	N/A	65	49 (RIDE 2021)	51 (RIDE 2021)	53 (RDIE 2022)	60
Gender Transformative (6)	11 (RIDE 2016)	11 (RIDE 2016)	N/A		5 (RIDE 2017)	4 (RIDE 2018)	N/A		N/A	N/A	N/A	

*Not applicable or not reported in the RIDE

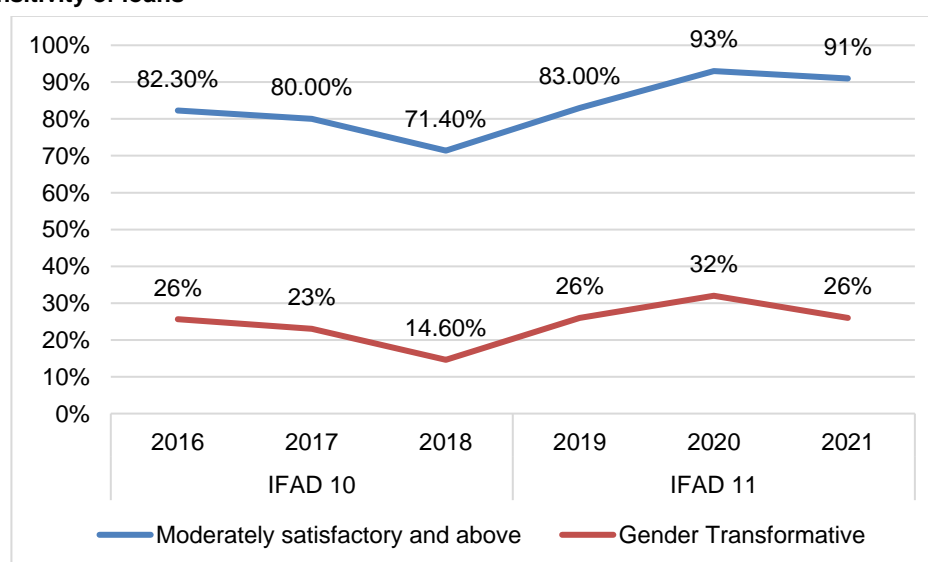
Source: RIDEs information.

Figure 10

Percentage of projects rated at least moderately satisfactory at design and completion

Source: Reports on IFAD's Development Effectiveness (RIDE).

Figure 11

Gender sensitivity of loans

Source: Reports on IFAD's Development Effectiveness.

Table 10
Selected indicators reported in RIDE

	<i>RIDE 2013</i>	<i>RIDE 2017</i>	<i>RIDE 2021</i>
Indicator 1.1: Increase in the proportion of the programme of loans and grants with gender-specific objectives supported by clear budget allocations - Gender sensitivity analysis of (value of) loans (design)	77% of the value of the loans is rated moderately satisfactory or above	80% of the value of the loans is rated moderately satisfactory or above	91% rated moderately satisfactory and above ⁴⁸
	8% Gender transformative	23% Gender transformative	26% of total loan value as gender transformative ⁴⁹
Indicator 1.2: Gender sensitivity analysis of IFAD grants	67% of grants approved were moderately satisfied or above	72% were moderately satisfied or above 27% gender transformative	79% were moderately satisfied or above (by value) ⁵⁰ 24% as gender transformative
Indicator 5.1: Increase in human and financial resources from IFAD's core budget invested to support GEWE	6 % of total staff costs spent on direct gender-related activities.	8.7% of total staff costs spent on gender-related activities 6.3% of the IOE budget directly allocated to examining gender issues	No information reported
Indicator 5.3: Increase in score in the annual review of IFAD's performance on GEWE (UNSWAP)–	53% of 15 common-system performance indicators met or exceeded the requirements	In 2017, IFAD's overall performance under UNSWAP improved somewhat, with 13 out of 15 indicators meeting or exceeding the requirement (RIDE 2018)	Meeting or exceeding requirements for 14 of the 16 indicators
Outreach to women by IFAD-supported projects	49%	50%	51%
Performance of the mainstreaming themes in the whole portfolio at entry-gender (QAG on designs)	48% nutrition-sensitive projects (reported in RIDE 2019)	53% nutrition-sensitive projects (RIDE 2019)	64% of projects validated as nutrition sensitive (RIDE 2022) 86% of the projects validated as youth-sensitive 90 per cent of the total was validated as adaptation finance (RIDE 2022)

⁴⁸ 27 loans analysed (US\$ 52,4 non-eligible because they don't require a new project design document/ additional financing of ongoing interventions).

⁴⁹ Equivalent to USD 226 million.

⁵⁰ 16 grants approved in 2020, the total value of US\$ 29,2 million.

Table 11
Selected indicators reported in IFAD UNSWAP

Indicator	2016	2017	2018	2019	2020	2021
IFAD's competency framework was developed through a participatory process with staff and is in place since 2013. Through its Reward and Recognition Framework, IFAD also rewards staff based on the new competency framework that clearly includes gender considerations.						
Gender-Responsive Performance Management	The 360-degree feedback continues to be used for managers to promote cultural diversity and gender equality.	IFAD is strengthening its existing learning programme through innovative learning activities aimed at supporting staff growth and development	in 2018 IFAD conducted a series of reassignment exercises for staff.	The Workplace Culture and Staff Engagement Survey 2019, includes questions on gender balance, discrimination, equal treatment and all forms of harassment.	The composition of the Performance Rebuttal Board is gender diverse. HRD's provided IFAD staff with mandatory online trainings on gender equality.	In PES 2021, Competency or behavioural goals will be assessed with the overall weight 40%. IFAD Staff Awards Programme is currently under review
Financial resource allocation	Over the last years, it has become more and more difficult to receive supplementary funds for gender activities. The present gender architecture can barely cope with the new Strategic Framework.	The OBOD requested the PTA to review the gender allocation for each staff position in IFAD to ensure that the data more accurately reflect the gender component of staff time. IFAD addresses gender in its loans with 100% gender mainstreaming	IFAD gender sensitive funding has increased. The decline in funding has coincided with a slow decline in the gender performance of IFAD's portfolio. The present gender architecture has challenges coping with the levels of innovation, scaling-up and learning for IFAD11.	PoLG related target in financial terms have yet to be developed (currently only for Climate).	IFAD revised its methodology for estimating the portion of the staff budget that is dedicated to gender.	PoLG related target in financial terms have yet to be developed (currently only for Climate).
Organizational culture	The Ethics Office conducts mandatory trainings and refresher sessions on ethics and antiharassment for all staff (e-learning was launched in 2015).	A new structured action plan has been prepared as mentioned above through a wide consultation with staff, in order to ensure that actions effectively address main indications received from staff.	IFAD organised a staff training on Masculinities and VBG. An internal awareness raising campaign was held by the Gender Team and Ethics Office to end VBG and SEA. A new structured action plan has been prepared. The GGS was revised and, among other changes, incorporated a more focused gender perspective	A SH/SEA task force was established and drafted the new policy IFAD introduced Teleworking pilot program to facilitate staff. A new structured action plan has been prepared and implemented in 2019. The 2018 GSS results have continued to reflect positive improvements.	ETH continued to drive corporate efforts on response to SH and SEA. the EMC established the Workplace Culture Task Force (TF). the Task Force received EMC approval on a draft Action Plan.	A dedicated DEI Working Group (WG) was established. The WG devised 'IFAD Strategy on Diversity, Equity and Inclusion' IFAD-wide survey on hate speech, racism and discrimination was conducted.

B. Summary of gender performance reporting in the IOE annual reports⁵¹

Table 12

Quantitative information on GEWE extracted from ARRIs

Indicators	ARRI 2013	ARRI 2014	ARRI 2015	ARRI 2016	ARRI 2017	ARRI 2018	ARRI 2019	ARRI 2020	ARRI 2021	ARIE 2022
Project completion year: [no. of projects]	2009-2011 [43]	2010-2012 [44]	2011-2013 [55]	2012-2014 [56]	2013-2015 [65]	2014-2016 [57]	2015-2017 [59]	2016-2018 [63]	2017-2019 [66]	2018-2020 [71]
% of projects (PCRV/PPA/PPE/IE) rated moderately satisfactory or better 4+ in GEWE (%)	74	75	89	91	85	77	71	71	76	76
% of projects (PCRV/PPA/PPE/IE) rated satisfactory or better 5+ in GEWE (%)	N/A	N/A	51	53	38	39	38	29	26	35
Ranking of GEWE criteria among all IOE evaluation criteria, in terms of projects rated as 5+ (PCRV/PPA/PPE/IE). ^b	N/A	6/16 criteria	3/16 criteria	4/14 criteria	N/A	9/14 criteria	9/14 criteria	9/13 criteria	9/13 criteria	6/13 criteria
Average of GEWE rating in IOE evaluated projects	N/A	N/A	4.4	4.4	4.2	N/A	N/A	4.0	3.5	4.1
% of projects rated: ^c										
Highly satisfactory (6)	N/A	N/A	6	4	5	2	2	2	0	0
Satisfactory (5)	N/A	N/A	46	49	34	37	36	27	26	35
Moderately satisfactory (4)	N/A	N/A	38	38	46	39	34	43	50	41
Average of IOE GEWE rating	N/A	N/A	4.28	4.49	4.22	4.18	4.25	4.22	4.14	4.12
Average of PMD GEWE rating (PCR)	N/A	N/A	4.46	4.51	4.46	4.45	4.57	4.56	4.57	4.48
Disconnect of Average IOE and PMD	N/A	N/A	-0.18	-0.02	-0.24	-0.27	-0.32	-0.34	-0.43	-0.36

N/A: data is not available in the respective ARRI report. Source: IOE ARRI 2013-2021, ARIE 2022.

^a ARRI 2013, 2014 assessed against the 2010-2012 RMF target (80%); ARRI 2015, 2016, 2017 assessed against the IFAD9 RMF 2013-2015 target (90%); ARRI 2018, 2019, 2020 assessed against the IFAD10 RMF 2016-2018 target (90%); ARRI 2021, ARIE 2022 assessed against IFAD11 RMF 2019-2021 target (90%).^b This ranking is comparing GEWE criterion position relative to other IOE criteria in terms of the highest share of projects rated satisfactory or better. Since ARRI 2018, ranking across criteria is based on projects rated as moderately satisfactory or better, 4+ (PCRV/PPA/PPE/IE).^c The proportions may not add up to 100% due to rounding of decimals. There are IOE evaluations with ratings 3 and lower from 2017 onwards, but ARRI report did not produce the info anymore.^d Although the period covered is similar with the previous ARRI, the analysis draws from a larger sample than the 2016 ARRI (151 vs 126 projects).

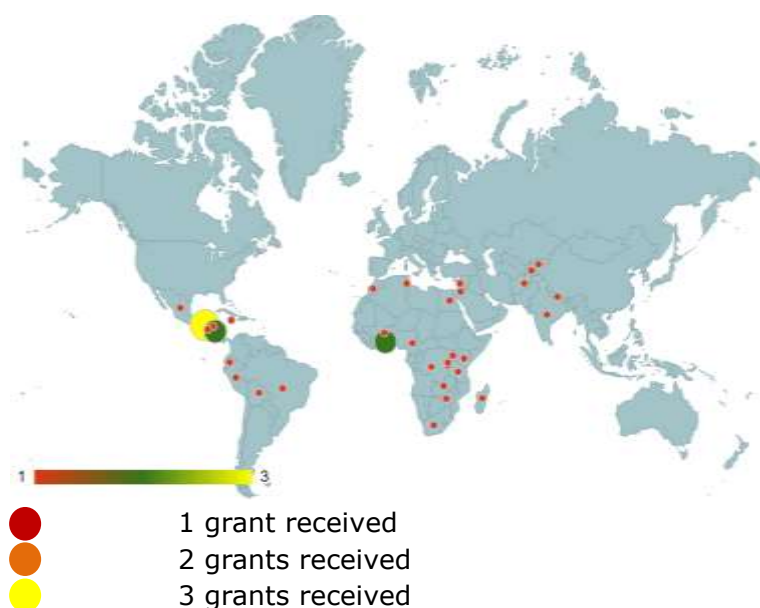
⁵¹ The IOE Annual Reports (ARRI, now ARIE) use cohort analysis based on a three-year-rolling period by project completion. There is a 2-year lag on the reporting, meaning the latest projects covered are completed 2 years before the ARRI year. The list of recent projects cohorts covered in ARRI (by completion year) is as follows: ARRI 2013 (2009-2011); ARRI 2014 (2010-2012); ARRI 2015 (2011-2013); ARRI 2016 (2012-2014); ARRI 2017 (2013-2015); ARRI 2018 (2014-2016); ARRI 2019 (2015-2017); ARRI 2020 (2016-2018); ARRI 2021 (2017-2019).

C. Gender grants and supplementary funds

After preliminary screening of the list of gender grants received by the IFAD gender team and the knowledge management specialist at IFAD's Environment, Climate, Gender and Social Inclusion Division (ECG), IOE selected **twelve gender grants** implemented during the evaluation period: five gender grants approved from 2016 to 2022 (benefiting a total of 17 countries) and seven approved from 2012 to 2015 (implemented in 33 countries). The approved amount of the grants ranged from US\$ 1,4 to US\$ 3,8 million, with just a maximum of 3 grants approved per year (in 2014). They are dispersed in a high number of countries, with some concentration in LAC and ESA, and some specific countries receiving at least two grants: Ghana, Nicaragua and Guatemala in the first period and Kenya, Colombia, Uganda and Nigeria in the second (see figures below).

Figure 12

Geographical dispersion of gender grants approved from 2012 to 2015



Source: Map produced by the evaluation team using IFAD gender grants data.

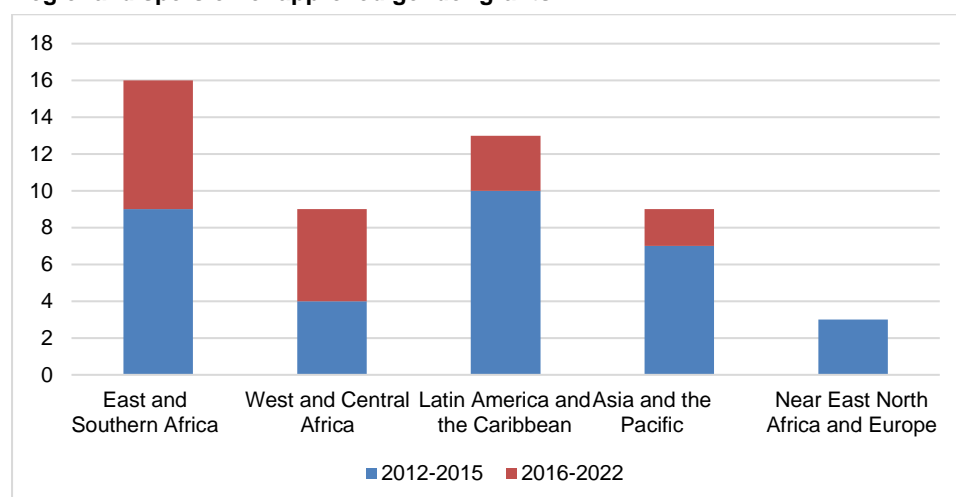
Figure 13

Geographical dispersion of gender grants approved from 2016 to 2022



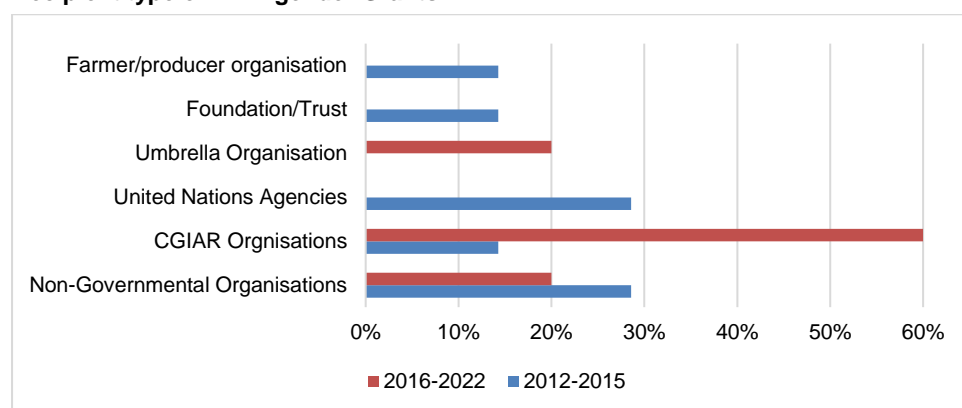
The number of LAC and Asia and the Pacific Region (APR) countries which received gender grants decreased sharply when comparing the two periods. Near East North Africa and Europe (NEN) countries received the fewest number of grants of all regions, and none from 2016 onwards (see figure 11).

Figure 14
Regional dispersion of approved gender grants



Source: IFAD gender grants data.

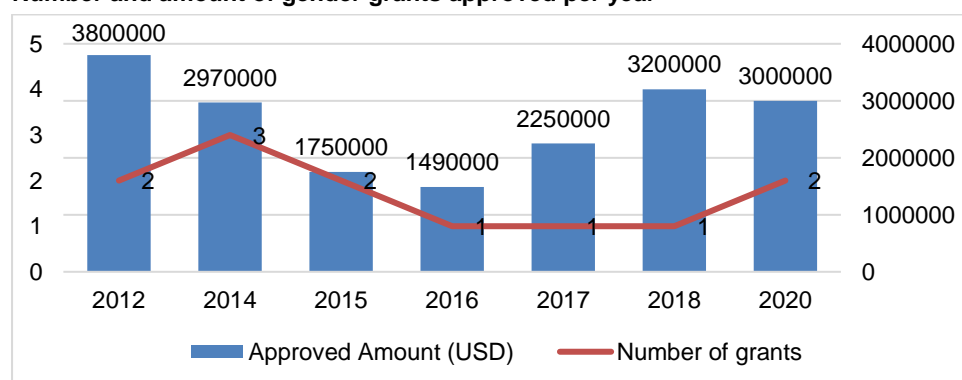
Figure 15
Recipient type of IFAD gender Grants



Source: IFAD gender grants data.

When considering by type of grant recipient, we observe a trend of concentration by CGIAR organizations from 2016, NGOs and umbrella organizations (e.g. non-profit social enterprises), while other recipients during the first period disappeared (see figure 12).

Figure 16
Number and amount of gender grants approved per year



Source: Gender grants portfolio analysis.

Table 13
Grants approved during the period 2016-2022 considered in the thematic evaluation

	Name	Project ID (GRIPS)	Implementation dates	Financing (USD)	Objective	Scope *	Executing agency	Technical grant manager	Comment
1	Promoting the financial inclusion of young rural women	2000001329	18/11/2016-30/06/2020	1.49million – financial closure	Facilitate young rural women's access to and use of financial services adapted to their needs, skills and characteristics, to build, protect and improve their assets in order to generate a virtuous circle that will enable them to escape poverty. Provide evidence and tools to government and financial institutions to promote the financial inclusion of young rural women	Colombia , Mexico and Paraguay	Funda K (umbrella organization)	GUZMAN VALDIVIA,C INTIA TATIANA	GLRG window, financier: IFAD
2	Scaling up empowerment through HHM : from thousands to millions (empower@scale)	20000001628	7/12/2017-30/6/2022	2.25 million, Cofinancing (0.484) - available for disbursement	Increase knowledge, skills and expertise among stakeholders at local, national, regional and global levels to support, implement and upscale household methodologies to empower women, men and youth for rural inclusiveness.	Nigeria , Kenya and Uganda	Oxfam Novib (consortium lead) and Hivos (consortium partner)	Steven Jonckheere (IFAD)	GLRG window, financier: IFAD_PTA
3	Assessing the Gendered Impact of Rural Development Projects	2000002043	8/9/2018-31/12/2021	3.2 million Available for Disbursement	To increase the capacity to track progress on SDG 1, SDG 2 and SDG 5 in rural areas in a disaggregated way to assess the specific progress of rural women, particularly young rural women. Specific objectives include: i. develop and validate methodology and tools for measuring and tracking the impact of rural development projects disaggregated by sex and by age group ; ii. assess the impact of agricultural development projects on women's empowerment and other development outcomes including food and nutrition security by using the developed and validated methodology; and iii. generate rigorous evidence to inform policies, programs and investments for better targeting of rural and young women	Mali, Nigeria , Ghana, Tanzania, Djibouti, Kenya	IFPRI (CGIAR)	MABISO,AT HUR	GLRG window, financier: IFAD_SK M
4	Inclusive Red Meat Value Chains for Women and Young	2000002847	12/8/2020-31/12/2023	1 million – available for disbursement	Develop sustainable, inclusive and transformative red meat value chains in the most vulnerable smallholder farming communities of East and Southern Africa.	Malawi and Zimbabwe	ILRI (CGIAR)	ROTA,ANTONIO Mr	GLRG window, financier: IFAD_PMI

Name	Project ID (GRIPS)	Implementation dates	Financing (USD)	Objective	Scope *	Executing agency	Technical grant manager	Comment
Farmers in East and Southern Africa				Specific objectives includes: (i) improve on-farm productivity by supporting women and youth farmers to improve rangelands management, animal health and husbandry through training and the use of existing technology platforms; (ii) support women and youth farmers through farmer-based organizations using improved knowledge sharing and exposure to best practice sustainable production techniques by supporting Rural Sustainable Beef Cluster Knowledge Circles linked to GRSB ⁵² ; (iii) promote and facilitate the formation of local women and youth-led sustainable red meat production models in production areas based on learnings from models across Southern Africa; (iv) develop models for increasing participation of women and youth in the red meat value chain through targeted inclusive financing; (v) support nutrition sensitive interventions through dissemination of information on nutrition among the women and youth in the Project areas.				
5 Stepping up IFAD's Gender-transformative Agenda - Women's Land Rights Initiative ⁵³	2000003133	28/10/2020-31/3/2024	IFAD grant: 2 million, cofinancing: 0,360 million – available for disbursement	Promote and strengthen women's land rights through the integration of gender-transformative approaches in rural development interventions by improving policies and implementation tools and practices in targeted countries (i. enhance the recognition and protection of women's land (and resource) rights in targeted countries and ii. contribute to the creation of conditions that would enable women's enjoyment of land rights over time	Bangladesh; Ethiopia ; Uganda ; Colombia ; Kyrgyzstan; Niger and Gambia	CIFOR-ICRAF, IFPRI, CIAT ⁵⁴	Steven Jonckheere	GLRG window, financier: IFAD_EC G

Source: IFAD's Grants Database, downloaded from Oracle BI, 2022.

* In bold, those with at least 2 grants.

⁵² GRSB: Global Roundtable for Sustainable Beef.

⁵³ Global gender transformative approaches initiative for women's land rights (ifad.org) accessed on August 28, 2022.

⁵⁴ Jointly implemented by IFAD and a consortium comprised of the Center for International Forestry Research and World Agroforestry Centre (CIFOR-ICRAF), the International Food Policy Research Institute (IFPRI) and the Alliance of Bioversity International and the International Center for Tropical Agriculture (CIAT).

Table 14

Grants approved during the period 2012-2015 considered in the thematic evaluation

	<i>Name</i>	<i>Project ID (GRIPS)</i>	<i>Implementation dates</i>	<i>Financing (USD)</i>	<i>Objective</i>	<i>Scope *</i>	<i>Executing agency</i>	<i>Technical grant manager</i>	<i>Comment</i>
6	Mobilizing public private partnerships in support of women-led small business development ⁵⁵	1000004386	30/11/2012-31/3/2017	1.3million – financial closure	Set up sustainable, independent, export oriented women-led small businesses in cashmere, mohair and wool processing (spinning, knitting and weaving) and increase their export capacity and earnings to enhance household incomes and food security.	Afghanistan, Kyrgyzstan, Tajikistan	Aga Khan Foundation (AKF)	ROTA,ANT ONIO Mr	GLRG window, IFAD_PT A
7	Broadening Economic Opportunities for Rural Entrepreneurial Women	1000004299	12/08/2012 to 30/06/2016	2.5 million Financial closure	Contribute to the economic empowerment of rural women entrepreneurs. Specific objective include: (i). build the capacity of excluded rural women to better manage and market their businesses; (ii) enhance the voice and power of rural women to influence local development priorities and processes	El Salvador, Guatemala, Nicaragua, Mexico	UN Women	Glaysen Ferrari	GLRG Window, IFAD_LA C
8	Strengthening gender M&E in rural employment in the NEN	2000000110	08/12/2014 to 31/03/2018	1.72 million – financial closure	Promote and contribute to achieving gender equality in rural employment outcomes in the NENA region: Specific objectives include (i) improve programme management and gender mainstreaming for organizations implementing development projects in rural areas of the NENA region through rigorous M&E; (ii) improve employment policies and investments for governments through impact research).	Egypt, Jordan, Lebanon, Morocco and Tunisia	ILO	Muzurovic Nerina	GLRG Window, IFAD_N EN and IFAD_PT A
9	Grassroots Women's Groups Championing Transformative Rural Development Priorities in the Post-2015 Development Agenda - Forging Blueprints	2000000325	25/11/2014-31/3/2016	0.25 million, financial closure	Facilitate a broad and diverse network of rural grassroots women's organizations to appropriately frame their development priorities in relation to processes involving the elaboration of the post-2015	South Africa, Zimbabwe, Zambia, Uganda, Kenya, Tanzania,	Huairou commission	Bleicher,Zachary John	GLRG Window, IFAD_P RM

⁵⁵ (LGS Grant-1411 AKF).

Name	Project ID (GRIPS)	Implementation dates	Financing (USD)	Objective	Scope *	Executing agency	Technical grant manager	Comment
for Holistic, Bottom Up Ownership & Implementation				development agenda, and seek to influence those processes accordingly. Specific objectives include: (i) facilitate rural grassroots women's organizations to lead a global rural women's advocacy and partnership coalition and communicate their priorities in relation to the post-2015 agenda; (ii) Position rural grassroots women as a constituency with strategic institutions and governments throughout and beyond the 2015 process	Madagascar, Ghana , Cameroon, Nicaragua , Honduras, Guatemala , Jamaica, Brazil, Ecuador , Peru, Bolivia, India,			
10 Integrating Household Methodologies (HHM) in agricultural extension, value chains and rural finance in Sub-Saharan Africa ⁵⁶	2000000501	1/12/2014-30/6/2018	1 million – financial closure	To contribute to an increase in food, nutrition and income security of poor households in rural districts of Rwanda, DRC and Burundi by using different methodologies and promote their wider use in different contexts	Rwanda , Burundi, Democratic republic of Congo	Oxfam Novib	Steven Jonckheere (IFAD)	GLRG window, financier: IFAD_PTA
11 Strengthening smallholder food security, income, and gender equity within West Africa's forest farm interface	2000000995	12/12/2015-31/3/2019	1.5 million, financial closure	Identify practices and policy interventions that improve the income and rural smallholders in Burkina Faso and Ghana through integrated forest/tree management systems that are environmentally sound and socially equitable.	Burkina Faso; Ghana	CIFOR/CGIAR	Ndavi Malu Muia	GLRG Window, IFAD_PMD & IFAD_RIA
12 Strengthening the Productive and Organizational Model of Cooperativa Mujeres 4 Pinos	2000000952	6/7//2015-31/3/2017-	0.25million – financial closure	Strengthen productive organizations of rural women with a similar organizational level to the "Cooperativa Mujeres Cuatro Pinos" through knowledge exchange and peer-to-peer learning.	Guatemala	4 pinos (producer organization)	LOZANO AGUIRRE, Joaquin	CSPC, CS-SM window, IFAD_LAC

Source: IFAD's Grants Database, downloaded from Oracle BI, 2022.

* in bold, those with at least 2 grants.

⁵⁶ Alternative name from the 2nd database received: Rural women and men steering their own development: Integrating household methodologies (HHM) in agricultural extension, value chains and rural finance in Sub-Saharan Africa. OXFAM NOVIB.

Table 15
Information on Joint Programmes (supplementary funding)

Title	Objectives	Scope / geographic coverage	Start date	End date and status	Recipient/ executing agencies	Administrative agent	Implementing partners	Financing	Source of financing
Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women (JP RWEE)	To secure rural women's livelihoods and rights in the context of sustainable development and the post MDGs ⁵⁷	Ethiopia, Guatemala, Kyrgyzstan, Liberia, Niger, Nepal and Rwanda	15/10/2012	30/6/2021 ⁵⁸ (programme finished and evaluated)	IFAD, FAO, WFP, UN-Women	UNDP Multi-Partner Trust Fund (MPTF) Office	Various ⁵⁹	US\$ 35 million ⁶⁰	Norway and Sweden + contributions by the executing agencies ⁶¹
EU-RBA Joint Programme on Gender Transformative Approaches for Food Security, Improved Nutrition and Sustainable Agriculture (JP GTA)	To contribute to the achievement of SDG 2 (Zero Hunger) by addressing the root causes of gender inequalities ⁶² .	Ecuador and Malawi	01/01/2019	31/12/2022 (ongoing)	IFAD, FAO, WFP	Rome-Based Agencies	Ministries of Agriculture (and livestock) in both countries, Care, CGIAR, others	EUR 5 million	European Union
Gender Transformative Mechanism (GTM): Improving climate resilience and rural people's wellbeing by promoting gender transformative results	To understand how to incentivize partner governments to invest in the capacities and programming needed to achieve GT results at scale in agriculture and rural development.	Burkina Faso; India (and Ethiopia) ⁶³	2021	2026 (ongoing)	IFAD	IFAD	Ministries of Agriculture in both countries, others	US\$16 million	BMGT (Gates Foundation)

⁵⁷ Four outcome areas: improved food and nutrition security; increased income to secure their livelihoods; enhanced leadership and participation in rural institutions and in shaping laws, policies and programmes; and gender responsive policy environments for the economic empowerment of rural women.

⁵⁸ According to the Final report by the executing agencies, the start date was 15/10/2014 and the original end date 14/10/2019.

⁵⁹ Rural women's networks, Rural institutions, Ministries of agriculture, Ministries of gender, Ministries of environment, Ministries of rural development, Ministries of Finance, Ministries of youth, Ministries of community/local development, and their decentralized entities, National Statistical Systems, and other relevant partners. Source: Revised programme document, 2012.

⁶⁰ The cumulated source of funds is US\$ 31,510,005, according to the consolidated annual financial report (May 2022).

⁶¹ US\$ 9,7 million by WFP; US\$ 8,7 million by UN Women; US\$ 7,7 million by FAO and US\$ 3,3 million by IFAD.

⁶² It seeks to support the Rome-based Agencies to embed gender transformative approaches in their policy dialogues, programmes, working modalities and institutional culture and enhance their collaboration on zero hunger and gender equality.

⁶³ The initial funding will be in two IFAD-funded investment projects in Burkina Faso and India, as a top-up grant, and will support a new design in Ethiopia. Additional funding to the GTM will include full investment in Ethiopia and additional countries yet to be identified.

Evaluation Matrix

Overarching questions (OQ)		
<ol style="list-style-type: none"> How relevant are IFAD gender corporate documents to the 2030 Agenda, how adaptive are they to changing environments, and how do they align with IFAD's transformational agenda and other contextual changes? (relevance, coherence) What added value does IFAD bring to its various stakeholders, including poor rural women and men, when it comes to promoting GEWE? (relevance, effectiveness, impact, sustainability) <ol style="list-style-type: none"> What are key outcomes (and trends) arising from the promotion of GEWE in IFAD interventions? What are the characteristics of IFAD gender transformative interventions and the key drivers of sustainable GEWE results in different contexts? To what extent is IFAD adequately equipped and living up to its ambition in terms of GTA promotion and complementarity of GEWE with other themes? (efficiency, environment and natural resources management, climate change adaptation) 		
Evaluation Criteria	Potential evaluation questions	Information sources/method proposed
Relevance	<i>The extent to which IFAD support to GEWE is consistent with other IFAD strategies, beneficiary requirements, institutional priorities, (and the international agenda)</i>	
OQ1	1. How aligned is the gender policy with IFAD's direction and strategic framework ten years on? How relevant is the Gender Policy to the 2030 Agenda ?	Literature and desk review, key informant interviews, interviews with gender experts and gender focal points
OQ1	2. How does IFAD's GEWE focus align with other global and regional policy debates/events/agreements (climate, food security, nutrition, migration) and embrace intersectionality?	Benchmarking exercise, literature review, interviews with IFAD management staff
OQ2, OQ1	3. How does IFAD ensure that the proposed gender approaches in COSOP and in interventions are suited to the priorities of different groups of rural women ⁶⁴ and the cultural contexts in countries ? Does IFAD's GEWE field-level focus ensure that ' no one is left behind ' and align with SDG targets ?	Country case studies, interviews with IFAD operational staff and implementing partners, review of COSOP and key policies.

⁶⁴ Including other dimensions of diversity which may be the basis of discrimination against women, such as disability, age, ethnicity/race, marital status, among others.

OQ1, OQ2	4. To what extent is IFAD's approach to GEWE in COSOPs and project investments consistent with country needs and national institutional gender policies as well as and other key sectors frameworks (e.g., agricultural investments plans)? Did IFAD gender analysis identify any national policies that might hinder GEWE and propose changes?	Interviews with IFAD operational staff and government officials, review of COSOP and key policies.
OQ2, OQ3	5. How is the overall quality of COSOP and project-level gender strategies that are included at the design stage? How do field consultations and needs assessments inform the choice of the GEWE strategy of a project to ensure priorities of target groups are fully considered? How they relate to project-level targeting strategies at design? At which level (individual, household, community or regional/national) does IFAD predominantly targets its GEWE interventions?	Country case studies, evolution of gender approaches included in COSOP, interviews with IFAD operational staff and implementing partners
OQ2, OQ3, OQ4	6. How is GEWE integrated with other mainstreaming themes (nutrition, climate change adaptation or youth-focused initiatives) at design ? For instance, how does IFAD ensure that interventions support rural women's ability to adapt to climate change ?	Literature review or project documents, literature review of gender and climate, key informant interviews, deep dive case study.
Coherence	<i>The extent to which the internal logic of the corporate gender framework is logical and promotes complementary to lending and non-lending activities of IFAD and is consistent with other actors' interventions in gender</i>	Literature review, Desk review, Gender audit, Benchmarking analysis, Portfolio review, case studies, Survey
OQ1	7. How does IFAD's transformative agenda align with current Joint Programme definitions on GTA in terms of programmatic approaches? How are the GTA Joint Programmes and gender grants enriching GEWE country programme and project implementation?	
OQ3, OQ4	8. Is there consistency and conceptual clarity in the use of gender related terms across IFAD, including GTA? This includes among IFAD staff and partners, translation of GEWE/GTA into different field contexts (regions, other languages)	
OQ1, OQ2	9. How is IFAD's GEWE approach (and work) complementary to other IFIs and organisations working in the rural poverty reduction space?	Benchmarking exercise, interviews, literature review
Knowledge management (domain to assess coherence)	<i>The extent to which IFAD-funded initiatives are capturing, creating, distilling, sharing, and using knowledge on GEWE</i>	Literature review, case studies, deep dives, Link with ongoing IOE CLE on KM. Website analysis

OQ2, OQ3, OQ4	10. How is IFAD capturing, creating, and sharing knowledge on GEWE ⁶⁵ ?	
OQ2	11. How does IFAD results reflect and capture the voices of rural women and other vulnerable women (in terms of GEWE results)? Are other measures of success used by grassroots organisations, rural women associations, or others (indigenous knowledge) that IFAD is able to capture?	
Partnership building (domain to assess coherence)	<i>The extent to which IFAD is building effective and sustainable partnerships with organisations (including those that represent rural women) so that they can implement GEWE and GTA approaches</i>	Literature review, benchmarking analysis, e-survey of staff, key informant interview, Review of targeting strategies, Benchmarking
OQ1	12. How and to what extent is IFAD building timely, effective, and sustainable partnerships to realise its GEWE objectives? ⁶⁶	
OQ2	13. How is IFAD faring in capacity-building of implementing partners and government institutions and IFAD staff? ⁶⁷	
Policy engagement (domain to assess coherence)	<i>The extent to which IFAD and its partners are supporting gender equality policies or the extent to which IFAD is engaging with the integration of gender into other important policies, nationally or globally</i>	
OQ2	14. How is IFAD acting as a catalyst for advocacy and policy dialogue of GEWE at national levels and at the international level? What examples exist where policy and legislative change on gender equality was, in some way, attributed to advocacy and policy dialogue linked to the results of IFAD interventions?	Key informant interviews, Literature and Desk review, observation
Effectiveness	<i>The extent to which GEWE results are achieved, including any differential results across groups as well as the extent to which GEWE interventions yield novel context specific approaches</i>	QCA, Portfolio, analysis, Analysis of gender grants and supplementary

⁶⁵ Some ideas of potential sub-questions: Are programmes and projects improving knowledge and evidence on GEWE (one of the results expected in the GAP (2019-2025) Mainstreaming GTAs at IFAD); to what extent is IFAD capturing, creating, distilling and sharing and using knowledge on GEWE?; How does IFAD capture information on the bundles of GEWE practices that may lead to GEWE transformative change?; How does information on GEWE feature in decisions on which innovations are ready for scale-up?; How does IFAD capture and share information on what 'more equal relations at household level' or 'communities and 'institutions being more supportive of GEWE' looks like in practice, and in different contexts?

⁶⁶ with government institutions, international organizations, the private sector, organisations representing marginalised groups and other development partners to cooperation and avoid duplication of efforts and leverage the scaling up of recognised good practices and innovations in support for GEWE for smallholder agriculture and rural development.

⁶⁷ To what extent is there increased capacities of partners to address GEWE (one of the results expected in the GAP (2019-2025) Mainstreaming GTAs at IFAD).

OQ3	15. How does IFAD ensure its engagement on targeting poor rural people during implementation retains a strong focus on gender equality and demands disaggregated data on beneficiaries? How does IFAD fare with regard to intersectionality in different countries and cultural contexts ?	funds, Key informant interviews, Literature reviews, Desk review
OQ2, OQ3	16. To what extent are the COSOP and project-level gender strategies implemented in a timely manner, and how are they useful to achieve GEWE results? (considering the potential effects of COVID19 pandemic)	
OQ2, OQ3, OQ4	17. In terms of results , what is the value added of the integration of gender with other mainstreaming themes during implementation ? Any additional results for women from lending/non-lending activities integrating various IFAD mainstreaming themes, including unintended results?	
OQ1, OQ4	18. Beyond household methodologies, what transformative approaches to gender equality are being applied and proving effective, across the portfolio of IFAD investment projects?	Key informant interviews, country case studies, portfolio review, e-survey
OQ1, OQ4	19. What is being done to promote transformative approaches to gender equality through non-lending instruments (stand-alone grants, advocacy, knowledge management, others)	Key informant interviews, management interviews, portfolio review, analysis of grants
OQ3	20. How is IFAD performing internally , in terms of its objectives for gender balance and diversity in staffing ? (linked to the action area of the 2012 gender policy)	Gender architecture and staffing review, e-survey, benchmarking exercise
Innovation (subdomain of effectiveness)	The extent to which GEWE interventions yielded a solution (practice, approach/method, process, product or rule) that is novel with respect to the specific context, timeframe and stakeholders.	e-Survey, Portfolio review, Key informant interviews, Case studies,
OQ2	21. To what extent does IFAD work yield solutions that are novel with respect to GEWE?	
Efficiency	The extent to which GEWE strategies or interventions deliver or are likely to deliver results in an economic manner?	e-Survey, Portfolio review, Key informant interviews, Literature reviews, Case studies, Gender audit
OQ3	22. How has IFAD's organisational structure been adapted to respond effectively to the 2012 gender policy?	
OQ3, OQ2	23. How do the resources (including human and financial resources, guidelines as well as institutional reporting processes) and IFAD GEWE capacities to address GEWE compare relatively with similar organisations? What additional resources might be needed to achieve IFAD goals?	
OQ3	24. How does IFAD's GEWE work fair relative to the other mainstreaming themes in terms of budget allocations, scope, and level of focus in design documents? Were any key gender activities cancelled during	Gender architecture and staffing review, key informant interviews,

	the COVID19 pandemic? How does IFAD fair with regard to perseverance in promoting GEWE under changing conditions due to conflict and climate shocks?	literature review, portfolio review, e-survey
OQ3	25. How systematically has the gender marker system been applied across the project cycle over the years? What is the level of GEWE expertise amongst those rating project design and project completion? What efforts are in place to ensure consistency? What are the bottlenecks to using the gender marker system, and how can it be best communicated?	Literature review, key informant reviews, QCA exercise
OQ3	26. To what extent are the GEWE targets agreed in last replenishments (especially the ones on GT) realistic in relation to available resources?	Key informant interviews, management interviews, gender architecture and staffing review, e-survey
OQ2, OQ3	27. How has the measurement of empowerment evolved at IFAD? Does the application of the empowerment indicator (i-WEAI) to date prove to be relatively efficient in measuring GTA?	Key informant interviews (RIA), literature reviews, country case study.
Impact	<i>The extent to which GEWE interventions or IFAD's corporate practice has generated, or is expected to generate, significant positive or negative, intended, or unintended effects in terms of enabling rural women and men improve their food security, raise their incomes, or strengthen their resilience</i>	Deep dives, case studies, Field visits, Key informant interviews, e-survey, Desk review
OQ2	28. To what extent has IFAD interventions in GEWE contributed to positive changes in line with the Strategic Framework 2016-2025 objectives? ⁶⁸	Literature review, analysis of results reports, interviews with management
OQ2	29. To what extent has IFAD investments in GEWE generated positive changes related to IFAD's gender strategic objectives : SO1: Access to resources and opportunities, SO2: enhanced voice, and SO3: reducing time poverty and better share of benefits.	Interviews with gender staff and other IFAD staff, literature review, QCA exercise, country case studies
OQ4	30. What are the emerging results of transformative approaches to gender equality? What is the evidence beyond anecdotal success stories? (Is there a critical mass of evidence?) ⁶⁹	QCA analysis, key informant interviews, country case studies, deep dive on HHM
Sustainability	<i>The extent to which the net benefits of IFAD support to GEWE will continue or be scaled up by government authorities, donor organisations, the private sector, and other agencies.</i>	Key informant interviews, IFAD Management self-assessment, Field visits, e-Survey

⁶⁸ in poor rural women and men's productive capacities; in increasing rural women and men's benefits from market participation; in strengthening the environmental sustainability and climate resilience of poor rural women and men's economic activities.

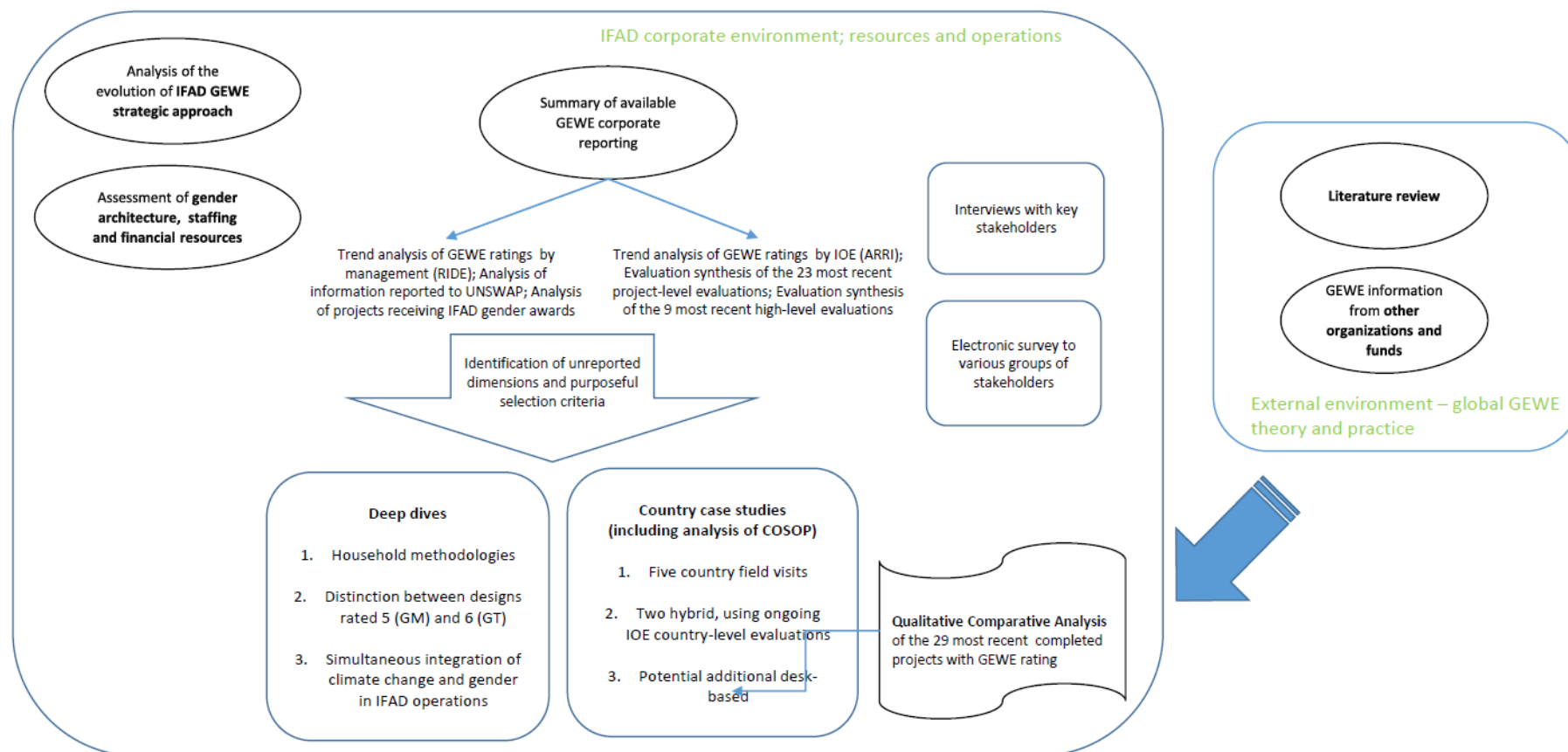
⁶⁹ For example which transformative approaches (practices) are being used on the field, including GALS, and the recently introduced BALI? What feedback is coming from field level projects on GTA, and does it differ by region?

OQ2, OQ4	31. How sustainable are the transformational changes towards GE after the completion of IFAD interventions?	Country case studies, interviews, case studies
Scaling up (domain of sustainability)	32. What is the evidence that certain GTAs or GEWE interventions, investments, innovations, or approaches are likely to or are already being scaled up by government authorities, donor organisations, the private sector and other agencies?	Interviews with government, and IFAD staff and country directors, RIA interviews, e-survey
Environment and natural resource management and climate change adaptation (domain of sustainability)	33. Do IFAD project designs (including the Social, environmental and Climate Assessment procedures (SECAP note) take into account indigenous knowledge of women (and men) associated with natural resource management (NRM), cultural norms around decisions and control over natural resources and identify women's vulnerabilities and needs regarding the environment/NRM?	Interviews with IFAD staff, deep dive on climate and gender, e-survey
	34. Are climate change vulnerability assessments gender-sensitive and propose actions to reinforce women's resilience ?	
	35. To what extent is there evidence that the NRM indigenous knowledge identified at design is acted upon during implementation. As a result of IFAD funded interventions, are women more resilient and better equipped to cope with climate risks ?	

Additional information about methodology

Figure 17

Articulation of the evaluation building blocks – methodology of the thematic evaluation of GEWE



Source: elaboration by the evaluation team.

Synthesis of available IOE evaluative evidence

Table 16

Evaluation reports recently published by IOE synthesized ⁷⁰

Number	Country	Evaluation/Project title	Acronym	Evaluation type	Evaluation year
# 1	Bangladesh	Coastal Climate Resilient Infrastructure Project	CCRIP	PPE	2017
# 2	Cambodia	Project for Agricultural Development and Economic Empowerment	PADEE	PCRv	2019
# 3	China	Jiangxi Mountainous Areas Agribusiness Promotion Project	JIMAAPP	PCRv	2021
# 4	China	Shiyan Smallholder Agribusiness Development Project	SSADeP	PCRv	2020
# 5	China	Yunnan Agricultural and Rural Improvement Project	YARIP	PCRv	2020
# 6	Ethiopia	Pastoral Community Development Project III	PCDP III	PCRv	2021
# 7	Fiji	Fiji Agricultural Partnerships Project	FAPP	PCRv	2021
# 8	Guinea	National Programme to Support Agricultural Value Chain Actors - Lower Guinea and Faranah Expansion	PNAFA-LGF	PCRv	2021
# 9	Indonesia	CSPE Indonesia		CSPE	2021
# 10	Madagascar	CSPE Madagascar		CSPE	2019
# 11	Mexico	Rural Productive Inclusion Project United Mexican States	PROINPRO	PCRv	2020
# 12	Mozambique	Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors	PROSUL	PCRv	2021
# 13	Nepal	CSPE Nepal		CSPE	2019
# 14	Nepal	Improved Seed for Farmers Programme (Kisankalagi Unnat Biu-Bijan Karyakram)	KUBK/ISFP	PCRv	2021
# 15	Rwanda	Climate-Resilient Post-Harvest and Agribusiness Support Project	PASP	PCRv	2021
# 16	Sao Tome er Principe	Smallholder Commercial Agriculture Project	PAPAC	PCRv	2020
# 17	Senegal	Agricultural Value Chains Support Project-Extension	PAFA-E	PCRv	2021
# 18	Seychelles	Competitive Local Innovations for Small-scale Agriculture Project	CLISSA	PCRv	2019
# 19	Uganda	CSPE Uganda		CSPE	2020
# 20	Uruguay	Rural Inclusion Pilot Project	PPIR	PCRv	2021

⁷⁰ 23 reports: 18 project completion report validations (PCRv), 4 Country Strategy and Programme Evaluations (CSPE) and 1 Project Performance Evaluation (PPE).

# 21	Vietnam	Commodity-oriented Poverty Reduction Programme in Ha Giang Province	CPRP	PCRV	2021
# 22	Vietnam	Project for Adaption to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces	AMD	PCRV	2021
# 23	Vietnam	Sustainable Rural Development for the Poor Project in Ha Tinh and Quang Binh Provinces	SRDP	PCRV	2019

Table 17
High-level evaluation reports recently published by IOE to be synthesized ⁷¹

<i>Number</i>	<i>Evaluation title</i>	<i>Evaluation Type</i>	<i>Period covered (start)</i>	<i>Period covered (end)</i>	<i>Evaluation year</i>
# 1	IFAD's support to livelihoods involving aquatic resources from small-scale fisheries, small-scale aquaculture and coastal zones	ES	2009	2018	2018
# 2	Corporate-level Evaluation on IFAD's Engagement in Pro-poor Value Chain Development	CLE	2007	2018	2019
# 3	Technical Innovations for Rural Poverty Reduction	ES	2010	2018	2019
# 4	Inclusive Financial Services for the rural poor	ES	2008	2017	2019
# 5	Corporate-level evaluation on IFAD's support to innovations for inclusive and sustainable smallholder agriculture	CLE	2009	2019	2020
# 6	Community-driven development in IFAD-supported projects	ES	1982	2018	2020
# 7	Infrastructure at IFAD	ES	2001	2019	2021
# 8	Joint Evaluation on the Collaboration among the United Nations Rome-based Agencies	CLE	2016	2021	2021
# 9	Government performance in IFAD-supported operations	ES	2010	2020	2022

⁷¹ 9 reports: 3 corporate-level evaluations (CLE) and six evaluation syntheses (ES).

Benchmarking analysis

Comparator organizations: CARE, Oxfam, Swedish SIDA, Canadian GAC, UNDP, FAO, WB and AfDB.

Selection factors: mandate (core principles), target groups, gender strategy/policy framework.

Table 18

Dimensions proposed for the benchmarking exercise

BENCHMARKING FACTORS	Organizatio n 1	Organizatio n 2	Organizatio n 3	...
GEWE strategic objective and reporting⁷²				
Approach to GE (and WE)– how the organization implements its gender strategy/policy				
Definition and consideration of GT				
Gender Governance & Architecture				
Staffing				
Tools to work on/guide the work on gender				
Partners for gender work (ensure it is about gender, not generic partners)				
Knowledge generation and dissemination on gender				
Innovations in gender work/results				
Available evidence on gender equality results/achievements				

Additional information about the QCA analysis

According to new IFAD Evaluation Manual (Pattyn et al, 2017), QCA is primarily designed to answer the questions: (i) Under what circumstances did a programme generate or fail to generate the desired outcome? and/or (ii) What works best, why and under what circumstances? QCA differs from most other cross-case comparative methods in that it provides a specific set of algorithms to analyse data sets (usually in the form of a table) by using Boolean algebra logic operators to document varying configurations of conditions associated with observed outcomes.

QCA presents several advantages since (i) it conceives interventions as 'bundles' of conditions that produce certain effects, (ii) it allows to identify which particular 'bundles' lead to particular GEWE outcomes vs. identification of net effects or individual factors; (iii) it takes into account both the way the conditions combine within and across interventions and their relation to the characteristics of the contexts in which the interventions were implemented; (iv) it does not assume that the same causal recipe is at work in cases of success and failure, (v) it uses a relatively small number of cases and can combine data from different sources. In this view, QCA will systematically exploits information across all cases/interventions to identify what worked (and what did not) in specific contexts. Its results can be useful in informing both the design and implementation of future projects and contribute to refining the ToC of GEWE results at IFAD as well as other parts of the IOE TE on gender such as the field-visits/country case studies.

⁷² What is the corporate GEWE strategic objective (system wide)? What are the key corporate indicators on gender reported by the organization?

It is foreseen that the evaluation will implement a two-step QCA procedure: (i) assessing the effects of the characteristics of the interventions on gender outcomes,⁷³ (ii) including these results in a new QCA analysis aimed at identifying the contextual conditions influencing the likelihood of the outcome⁷⁴. This two-step procedure has the advantage of allowing for the assessment of a higher number of independent factors, which are likely to be important in explaining differences in gender outcomes.

The desk review of the 29 most-recent completed interventions will be used to build a database of conditions and outcomes for the QCA analysis. A first preliminary analysis shows that the distribution of the gender rating at completion of those interventions seems conducive to apply QCA, since there are 19 with "lower gender performance" (ratings 3 and 4) and 10 with "higher performance" (9 rated 5 and 1 rated 6 or transformative).

The **feasibility test** will assess the presence of the following conditions necessary for the implementation of the QCA:

- 1) the absence of a significant amount of missing data and the presence of homogenous information across cases,
- 2) the comparability of cases (i.e. cases are similar enough),
- 3) the presence of a degree of diversity with regard to the projects' GEWE outcomes
- 4) the presence of a degree of diversity with regard to the projects core characteristics (i.e. gender practices)
- 5) the definition of relevant contextual conditions and the identification and coding of available information;
- 6) the possibility to aggregate information to keep the number of conditions manageable.

⁷³ The characteristics that will be considered are the configuration of gender practices (as identified in the IOE Evaluation synthesis in 2017 and in the ongoing one for this TE) leading to positive and negative GEWE outcomes across interventions.

⁷⁴ The contextual conditions will be identified based on the literature review and other key evaluation building blocks.

People consulted

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Catherine Mccarronn, current global coordinator of the JP RWEE;
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 Rieky Stuart, lead evaluator of the 2010 IOE corporate-level evaluation on gender

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