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Mainstreaming of climate, gender, nutrition and youth

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Consultation on the Eleventh Replenishment of IFAD's Resources —
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For: Review

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Abbreviations and acronyms

AF	Adaptation Fund
ARRI	Annual Report on Results and Impact of IFAD Operations
ASAP	Adaptation for Smallholder Agriculture Programme
CFS	Committee on World Food Security
COSOP	country strategic opportunities programme
GCF	Green Climate Fund
GEF	Global Environment Facility
HHMs	household methodologies
ICO	IFAD Country Office
IFAD11	Consultation on the Eleventh Replenishment of IFAD's Resources
M&E	monitoring and evaluation
MTR	midterm review
OpEx	Operational Excellence for Results
QE	quality enhancement
SDG	Sustainable Development Goal
SECAP	Social, Environmental and Climate Assessment Procedures
SME	small and medium-sized enterprise
UCC	unrestricted complementary contribution
UNSCN	United Nations Standing Committee on Nutrition
UN-SWAP	United Nations System-wide Action Plan

Mainstreaming of climate, gender, nutrition and youth

I. Introduction – rationale and theory of change

1. Over the last decade, as new evidence demonstrated their critical role in achieving development objectives, the four thematic areas of climate change, gender, nutrition and youth made their way to the forefront of the development agenda. Not only have they become an essential part of the 2030 Agenda, with specific targets under dedicated Sustainable Development Goals (SDGs) – such as SDG 13 for climate change, SDG 5 for gender equality and SDG 2 for nutrition – but they also directly and indirectly contribute to the achievement of SDG 1 (poverty eradication) and SDG 10 (reducing inequality). At the 2012 United Nations Conference on Sustainable Development (Rio+20), the General Assembly called on United Nations entities to “further enhance the mainstreaming of sustainable development in their respective mandates, programmes, strategies and decision-making processes”. Thus addressing environmental sustainability and climate change, promoting gender equality and women’s empowerment, improving nutrition and fostering youth employment are critical goals in the pursuit of IFAD’s mission.
2. This is well recognized in the papers prepared for the Consultation on the Eleventh Replenishment of IFAD’s Resources (IFAD11) on Looking ahead: IFAD in the context of the 2030 Agenda for Sustainable Development¹ and on Enhancing the relevance of IFAD operations to country context.² These papers argue that ending poverty and food insecurity will not happen without a concerted effort. IFAD, among others, must play a key role and use its comparative advantage and core competence while addressing the following key issues:
 - (i) The pervasive impact of environmental degradation and climate change on agricultural ecosystems and biodiversity, and the need to develop new adaptation and mitigation measures to increase resilience and inclusive sustainable production;
 - (ii) The increasingly predominant role of women in agriculture, food security and nutrition, and the need to address the gender productivity gap and promote equality, empowerment and social inclusion;
 - (iii) Negative and persistent impacts of all forms of malnutrition (undernourishment, micronutrient deficiency and obesity), and the need to promote nutrition at the household level, as income gains alone are insufficient;
 - (iv) The serious challenges posed by rural youth unemployment and the urgent need for alternative solutions to domestic and international migration.
3. In doing so, IFAD intends to remain loyal to its targeting approaches – which put poor rural women and men at the centre of its interventions, whether it be in agriculture and food security, value chains, rural business development, rural infrastructure, rural financial services or natural resource management – while at the same time mainstreaming in its portfolio the four thematic areas listed, which will help translate the concept of sustainable rural transformation into IFAD operations.

¹ Looking ahead: IFAD in the context of the 2030 Agenda for Sustainable Development (IFAD11/2/R.2).

See <https://webapps.ifad.org/members/repl/11/02/docs/IFAD11-2-R-2.pdf>.

² Enhancing the relevance of IFAD operations to country context (IFAD11/2/R.4/Rev.1).

See <https://webapps.ifad.org/members/repl/11/02/docs/IFAD11-2-R-4-Rev-1.pdf>.

4. The common characteristic of these themes is that they are cross-cutting. They cannot be addressed in isolation from the overall context and they apply across the board to all or most country conditions and programmes, irrespective of the thematic focus of any specific project. Thus the theory of change adopted by IFAD aims at applying specific climate, gender, nutrition and youth lenses to traditional operations, so as to influence the behaviour of the whole portfolio rather than pursuing free-standing approaches or projects for any of these themes individually.
5. This mainstreaming approach has a much greater leveraging effect, as it is based on the principle that traditional interventions can have greater impact and be “smarter” if they incorporate a better understanding of how their design and implementation strategies can be shaped and improved by these cross-cutting themes. For example, 100 per cent climate mainstreaming by the end of 2018 means that roughly a billion dollars of IFAD investments will be made climate-smart every year, compared with a much-smaller leveraging if individual climate projects had to be pursued.
6. While this approach has been used in IFAD10 and previously, the changes in IFAD’s business model will take the mainstreaming approach to a higher level and beyond single projects. As noted in the replenishment paper *Leveraging partnerships for country-level impact and global engagement*, in order to enhance country-level partnerships and policy dialogue, the manner in which IFAD interacts with borrowing countries will be fundamentally altered. This reinforced IFAD country-based model will still focus on ensuring that resources target poor and food-insecure rural people, but it will be achieved by leveraging IFAD operational resources together with the resources of governments, other agencies and the private sector, and will be systematically embedded in a broad national strategy for addressing rural poverty and food insecurity. This shift in country-level focus will ensure greater impact of the mainstreaming approach, as it ensures that mainstreaming issues will be embedded in policy dialogue and will be critical in forming country-level partnerships. These changes require that IFAD optimize its effective presence in borrowing countries and thus that it frontload remaining decentralization processes during 2018.
7. Along with changes in overall country interactions, at the project level the mainstreaming approach means that the theory of change of some project designs may need to be modified in the search for new synergies in order to demonstrate that win/win situations exist. Project narratives will need to articulate the extent to which the incorporation of these new dimensions has allowed the local context to be better understood and has provided more adapted solutions to the needs of project beneficiaries (box 1).
8. Ensuring that attention to these goals is a routine part of doing business brings benefits to IFAD, as an organization, and to its beneficiaries in

Box 1. Developing nutrition-sensitive value chains implies that, from a theory-of-change point of view, the choice of commodities initially targeted from a commercial perspective may need to be checked against nutritional considerations and against trade-offs that may exist at the household level between selling products for income or consuming them for nutritional diversity. The impact that nutrition education can have in influencing the whole household – while addressing negative cultural practices, including hierarchical food consumption patterns and beliefs in appropriate foods – is an important factor to consider. Thus assumptions need to be evaluated vis-à-vis the financial viability of the proposed interventions and their impact on food security, nutrition and women’s empowerment. The relationship between income and nutritional outcome may need to be analysed, as well as that between production of a particular commodity and likely nutritional outcomes.

terms of greater project efficiency and effectiveness. Through mainstreaming, IFAD leverages the opportunities its projects and other activities provide to achieve these goals, leading ultimately to greater and more lasting impact at lower overall cost. As indicated in the paper on the business model prepared for the IFAD11 Consultation, the traditional way of doing business can be made smarter by blending new approaches, relevant technologies, and activities, leading to greater outcomes across the portfolio. In doing so, it will be important to mitigate possible resistance from the inertia of traditional practices and the perceived loss of distinctive identity embedded in more traditional and narrower free-standing approaches for each theme.

9. Under IFAD10, specific mainstreaming action plans were developed for climate, gender and nutrition – seeking to mainstream their activities in the IFAD portfolio with specific action areas, commitments and targets. Those action plans have served IFAD well during IFAD10 and will be pursued under IFAD11. However, this agenda will be brought to the next level during IFAD11 by enhancing existing action plans (see section III), adding youth as a new thematic area of mainstreaming, and pursuing a new transformation agenda that seeks to integrate the four themes for enhanced results.
10. In parallel with mainstreaming these cross-cutting themes in the portfolio, there are of course opportunities to develop better synergies and integration of the themes themselves. It is clear, for instance, that: (i) achieving nutritional outcomes cannot be done without weaving in the role of women; (ii) given the increasing feminization of agricultural production, empowering women will enhance management of the environment and its resources, as well as improve the resilience of ecosystems; and (iii) young people, both women and men, with their different aspirations and values, have the potential to become the driving force for inclusive rural transformation. Identifying opportunities for mainstreaming these themes in a given country context will be facilitated by IFAD's reinforced country-based model. In particular, expanded country engagement will enhance opportunities to integrate these themes into country-level activities.
11. This "horizontal" approach, which aims to better integrate the work of the four cross-cutting themes, is different from the "vertical" mainstreaming agenda pursued by the individual action plans developed by the gender, nutrition and climate teams. This mainstreaming agenda will achieve a higher degree of integration and synergy among all themes, as benefits will derive from ensuring more integrated teams and more collaboration among technical experts across all relevant areas of intervention. During IFAD11, IFAD will thus pursue integration of these three themes, while adding the theme of youth, to demonstrate how they add value to each other and to the whole portfolio for more transformational outcomes.

II. What will the current action plans deliver?

12. Mainstreaming for IFAD means blending the specific perspective of a cross-cutting theme into prevailing business concepts, strategies, project design options and processes, so that these become the norm and improve the effectiveness of investment operations. This requires establishing the necessary capacity, tools and methodologies for application of a specific lens to the design and implementation of IFAD country programmes. Each of the three subject matters has developed its own action plan, laying out a pathway for implementation of mainstreaming during IFAD10 and beyond, and for the outcomes that will be pursued, as described below. IFAD11 will build on this foundation.

A. Climate

13. The climate mainstreaming agenda has been progressively shaped by the IFAD Climate Change Strategy (2010)³, Environment and Natural Resource Management Policy (2011)⁴, IFAD 10 programme of work (2014)⁵, Climate mainstreaming in IFAD-funded programmes⁶ and its revision (2016),⁷ Managing Risks to Create Opportunities: IFAD's Social, Environmental and Climate Assessment Procedures (SECAP, 2015),⁸ and evolving agreements of IFAD with multilateral environment and climate trust funds. Through the twenty-second session of the Conference of the Parties (COP22) of the United Nations Framework Convention on Climate Change, IFAD will continue to support Member States in implementation of their nationally determined contributions. Vis-à-vis IFAD's portfolio, climate mainstreaming adds value through three distinct features:

- (i) Systematic analysis of climate-related risks, vulnerabilities and opportunities. Climate change is a threat to development. Analysis of climate-related vulnerabilities is becoming a key element of risk-informed programming and a mandatory step in any climate mainstreaming endeavour. "Climate-mainstreamed" investments are made on the basis of a deeper

Box 2. These tools have been applied in: (i) Nicaragua, for mapping of climate risks for coffee and cocoa value chains; (ii) Djibouti, for identification of vulnerability hotspots for salinity intrusion and coastal erosion; (iii) Kyrgyzstan, for analysis of drought risks for pasture lands; and (iv) Mali, for integration of scenario-based risk analysis and participatory mapping to develop better land-use plans.

understanding of climate-related risks and opportunities. Using tools such as earth observation and geographic information systems, the corresponding designs incorporate a mapping of climate-related hazards and exposed assets in a particular target area, and follow through on what this means for different population groups and value chains. Adding such analysis to IFAD's regular project appraisal helps partners in the agriculture sector understand

³ Climate Change Strategy (2010).

See <https://www.ifad.org/documents/10180/4f102df6-2751-4a16-9443-bd132e1c519f>.

⁴ Environment and Natural Resource Management Policy (2011).

See <https://www.ifad.org/documents/10180/188d8ed7-5f6f-44fa-b49b-8c2a548f3f34>.

⁵ IFAD10 programme of work (2014) – paragraph 38, 10-point plan for climate mainstreaming.

See <https://webapps.ifad.org/members/repl/10/2/docs/IFAD10-2-R-4.pdf>.

⁶ Climate mainstreaming in IFAD-funded programmes (2016).

See <https://webapps.ifad.org/members/eb/118/docs/EB-2016-118-R-16.pdf>

⁷ Revision to the document on climate mainstreaming in IFAD-funded programmes (EB 2016/119/R.47).

See <https://webapps.ifad.org/members/eb/119/docs/EB-2016-119-R-47.pdf>.

⁸ Managing risks to create opportunities: IFAD's Social, Environmental and Climate Assessment Procedures (2015). See www.ifad.org/documents/10180/a36f992c-5e31-4fac-8771-404bea02796b.

how risks are evolving as the climate is changing and visualize which regions, livelihood strategies and value chains are most at risk (box 2⁹).

- (ii) Climate risk management innovation in agricultural investment programmes. Certain instruments for climate risk management (early warning systems, weather information systems, index-based insurance, biodiversity conservation or disaster preparedness planning) are typically not in the traditional arsenal of agriculture sector institutions, as they tend to belong more to ministries of the environment. The integration of such innovative and complementary elements into IFAD investment programmes provides a space to help partner institutions understand the utility and economic benefits of these technologies, and set the stage for more resilient investment planning (box 3).¹⁰

Box 3. These tools have been applied in: (i) Viet Nam's Mekong Delta, for testing different rice varieties and the performance of mixed crop/aquaculture systems along a salinity gradient; (ii) Rwanda, for improving building codes for storage facilities and providing more-diversified energy services to reduce post-harvest losses; (iii) Bangladesh, for establishing an early warning system to reduce losses and damage from flash flood hazards; (iv) Lesotho, for strengthening the network of weather stations to provide more-reliable weather information to wool and mohair farmers; (v) Plurinational State of Bolivia, for adoption of more-sustainable farming techniques through a competitive small grants programme for community-based organizations; and (vi) Djibouti, for promoting solar technologies in the fisheries sector.

- (iii) Scaling up of sustainable farming, land and water management techniques. In many programme contexts, sustainable management of the environment and its ecosystems at the landscape level constitutes a very good entry point for ecosystem-based adaptation and resilience-building. This requires scaling up and replication of tried and tested land, forest and water management approaches, in which IFAD has developed a track record. Many of these practices have proved effective on a pilot scale, but have not yet reached a critical level of adoption in many developing countries. An extra push of technical, financial and political support is required to establish these approaches on a larger scale. The imperative of climate mainstreaming

⁹ (i) Nicaragua, Adapting to Markets and Climate Change, supervision report, 7 November 2016.

(ii) Djibouti, Programme to Reduce Vulnerability in Coastal Fishing Areas, supervision report, 26 November 2016.

(iii) Kyrgyzstan, Livestock and Market Development Programme II, see <https://goo.gl/kTLysx>.

(iv) Mali, Fostering Agricultural Productivity Project, supervision report, 28 March 2017.

¹⁰ (i) Viet Nam, Adaptation to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces, supervision report, 4 April 2016.

(ii) Rwanda, Climate-Resilient Post-Harvest and Agribusiness Support Programme, midterm review, 21 April 2017.

(iii) Bangladesh, Haor Infrastructure and Livelihood Improvement Project, supervision report, and the Climate Adaptation and Livelihood Protection, midterm review, 2 June 2017.

(iv) Lesotho, Wool and Mohair Promotion Project, annual supervision report, 16 December 2016.

(v) Plurinational State of Bolivia, Economic Inclusion Programme for Families and Rural Communities, supervision report, 2015.

(vi) Djibouti, Programme to Reduce Vulnerability in Coastal Fishing Areas, supervision report, 26 November 2016.

helps IFAD country programmes be more cognizant of the landscape-level dimension of agricultural investments, and to work on the institutional pathways and financial spaces to scale up sustainable natural resource management (box 4¹¹).

14. The climate mainstreaming plan covers the following areas:

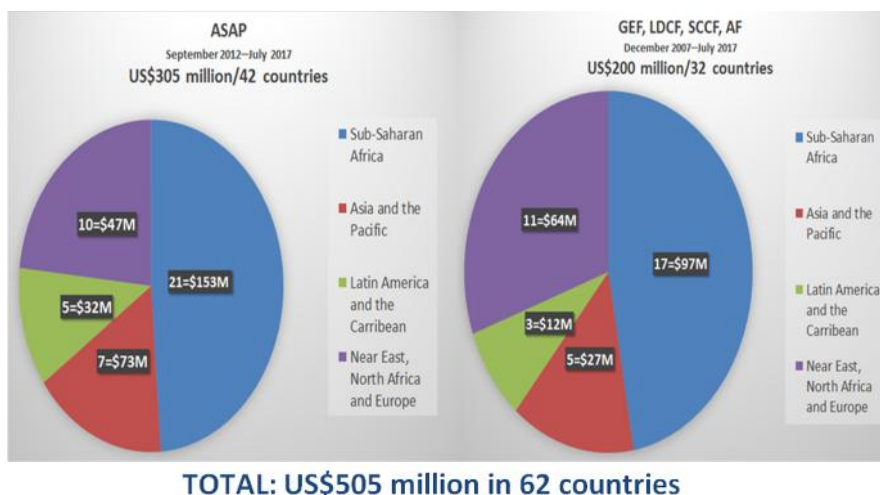
(i) Incorporation of the climate dimension into the design of IFAD investments had initially started under the Adaptation for Smallholder Agriculture Programme (ASAP) and is now being expanded to the whole portfolio. The Environment and Climate Division actively collaborates with the regional divisions on both project design and supervision missions, including through deployment of a regional coordinator in each of the five regional divisions and a field officer in five subregional hubs.

(ii) Climate mainstreaming happens first through implementation of SECAP to all projects and country strategic opportunities programmes (COSOPs), which are systematically reviewed for climate risks at concept note and quality enhancement (QE) stages, including climate risk classification.

Box 4. These tools have been applied in: (i) Chad, Mali and Nigeria for scaling up of agroforestry systems at the landscape level, including a mix of agroforestry, improved rangeland management and conservation agriculture, which has helped arrest erosion, provide alternative income opportunities, conserve biodiversity, improve the microclimate and sequester carbon; (ii) Côte d'Ivoire, Egypt, Ghana and Madagascar, through the expansion of efficient irrigation systems, which enable farmers to gain benefits from marginal and drought-prone land and to harvest high-value, off-season crops. This reduces exposure to price fluctuations and enriches the diet of poor families; and (iii) Bhutan, Egypt and Paraguay, through the diffusion of renewable energy technologies such as biogas across different regions and value chains, providing multiple benefits such as lighting, cooking and organic fertilizer. This helps sequester greenhouse gases that would otherwise contribute to global warming. The technology reduces indoor air pollution for better cooking conditions for women and labour savings, with an impact on nutrition and health.

¹¹ (i) Chad, Project to Improve the Resilience of Agricultural Systems, supervision report, November 2013.
Mali, Fostering Agricultural Productivity Project, World Bank, project appraisal, 6 May 2010.
Nigeria, Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt, final programme report, 16 May 2013.
(ii) Côte d'Ivoire, Support to Agricultural Production and Marketing Project – Western expansion, supervision report, 15 June 2017.
Egypt, Sustainable Agriculture Investments and Livelihoods Project, supervision report, 15 February 2017.
Ghana, Ghana Agricultural Sector Investment Programme, design report, 23 May 2014.
Madagascar, Project to Support Development in the Menabe and Melaky Regions – Phase II, supervision report, 28 March 2017.
(iii) Bhutan, Commercial Agriculture and Resilient Livelihoods Enhancement Programme, supervision report, 14 December 2016.
Egypt, Sustainable Agriculture Investments and Livelihoods Project, supervision report, 15 February 2017.
Paraguay, Project for Improved Family and Indigenous Production in Departments of Eastern Paraguay, design report, December 2015.

- (iii) Some US\$500 million has been mobilized for 62 countries, mostly through the ASAP, Global Environment Facility (GEF), Least Developed Countries Fund (LDCF), Special Climate Change Fund (SCCF), Adaptation Fund (AF), etc., which makes IFAD the largest recipient of smallholder agriculture adaptation resources.¹²



This has also been pursued through unrestricted complementary contributions (UCCs), set up during IFAD10, and the new ASAP2 Trust Fund, a second phase of the ASAP, which provides technical assistance support for project implementation. Project cofinancing opportunities will be pursued through the Green Climate Fund (GCF), for which IFAD received accreditation in October 2016, and the GEF (see paragraphs 42 and 52).

- (iv) An important capacity development effort was pursued through staff training (60 per cent trained in SECAP and 40 per cent in climate issues) and knowledge products. New curricula are being developed as part of the IFAD Operations Academy.
- (v) On communication and knowledge, a dynamic strategic communication effort has been carried out both externally and internally – externally through reports, video stories for global media, engagement in high-level forums, social media, launch of the Recipes for Change campaign¹³ and key publications such as the Advantage series;¹⁴ and internally through knowledge products such as How to Do Notes¹⁵ and activities such as cinema events, climate lectures, blogs and webinars.
15. Overall, through the ASAP, IFAD has established a comprehensive institutional system for climate mainstreaming.¹⁶ An independent review¹⁷ carried out in mid-2015 showed largely positive results and also noted that project cofinancing in the form of grants proved to be an important incentive for climate mainstreaming. As regards challenges, the growth of the portfolio is now creating supervision capacity constraints, which will need to be addressed to sustain these efforts.

¹² Overseas Development Institute, *Adaptation for Smallholder Agriculture Programme (ASAP) Progress Review* (2015). See www.ifad.org/documents/10180/a13a8847-b871-4e9e-b18e-aab84de48606.

¹³ For IFAD's Recipes for Change campaign see www.ifad.org/topic/r4c/overview/tags/climate_change.

¹⁴ Found under thematic publications: www.ifad.org/topic/resource/overview/tags/climate_change#anchor_14.

¹⁵ For *How to Do Notes* see www.ifad.org/topic/resource/overview/tags/climate_change#anchor_7.

¹⁶ In 2015, 70 per cent of donors' contributions to IFAD were considered climate-related by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC), demonstrating the effectiveness of IFAD's efforts to mainstream climate across the portfolio. This is an equivalent share to the GEF's and significantly higher than all other international financial institutions/multilateral development banks reporting to OECD-DAC, with the exception of the Climate Investment Funds and the Nordic Development Fund, both of which focus exclusively on climate finance.

¹⁷ Overseas Development Institute, *Adaptation for Smallholder Agriculture Programme (ASAP) Progress Review* (2015). See www.ifad.org/documents/10180/a13a8847-b871-4e9e-b18e-aab84de48606.

Finally, environmental issues require stronger emphasis, as IFAD interventions cannot be subsumed under climate adaptation only – including seeking greater complementarity of benefits with the mitigation activities (alternative energy, carbon sequestration). These aspects will be the focus of IFAD11, as presented later in the paper.

B. Gender

16. Gender mainstreaming is cast within the framework of IFAD's Policy on Gender Equality and Women's Empowerment, approved by the Executive Board in 2012.¹⁸ As part of the midterm review (MTR) of the policy presented to the 118th session of the Executive Board (September 2016),¹⁹ Management reconfirmed its commitment to gender mainstreaming through a five-point pathway and layout of the gender architecture required to deliver it. For IFAD as an institution, gender mainstreaming is an integral part of the organization's strategy, policies and operations. It is to be fully reflected, along with other core priorities, in the values of the institution, including resource allocations through its gender architecture, operating norms and procedures, performance measurements, accountability, competencies and learning processes. Progress is monitored by IFAD annually, both through the Results Management Framework and the Report on IFAD's Development Effectiveness (RIDE),²⁰ and externally through the United Nations System-wide Action Plan (UN-SWAP) process.

17. In IFAD's development activities, gender mainstreaming implies assessing the implications for women and men of any planned action and ensuring that both women's and men's concerns and experiences are taken fully into account in the design, implementation, monitoring and evaluation (M&E) of development activities. The Fund will continue to move beyond gender mainstreaming to achieve transformative gender impact by addressing the root causes of gender inequalities (policy and legal constraints; and social norms, attitudes, behaviours and discrimination). It seeks to ensure equal access for women to productive assets and services, employment and market opportunities, as well as supportive national policies and laws. This requires a deeper analysis and understanding of structures and norms of exclusion and discrimination (box 5).

Box 5. Gender transformative project activities at the household and community level

- Household methodologies to create and implement shared family visions and to improve decision-making and equitable workload balance: training facilitators and mentors, planning activities at the household and group level;
- Labour-saving technologies and practices: crop processing, drinking water supplies, rainwater harvesting, biogas, woodlots, solar energy, fuel-efficient stoves;
- Food and nutrition security: seed, crop and livestock commodity production, backyard gardens, micro-irrigation, nutrition messaging;
- Community level: support to self-help groups and other grass-roots organizations, functional literacy, financial competency, in particular financial literacy for branchless banking clients, legal literacy on women's rights, paralegal services, self-help leadership skills, negotiation skills for value chain development, exchange visits, engaging with men for gender equality, land-titling, and community listeners' clubs.

¹⁸ IFAD Policy on Gender Equality and Women's Empowerment.

See www.ifad.org/documents/10180/6c7b7222-8000-48a3-982d-98eb973595b3

¹⁹ Midterm Review of IFAD's Policy on Gender Equality and Women's Empowerment (EB 2016/118/R.9).

See <https://webapps.ifad.org/members/eb/118/docs/EB-2016-118-R-9.pdf>.

²⁰ Report on IFAD's Development Effectiveness (EB 2017/121/R.10).

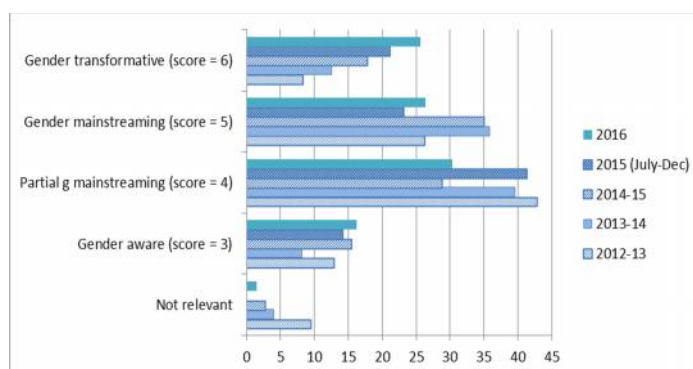
See <https://webapps.ifad.org/members/eb/121/docs/EB-2017-121-R-10.pdf>.

18. Measurable changes are expected in five areas: (i) improved access to resources (including land), finance, services, technology and opportunities; (ii) a more equal workload balance and sharing of the benefits of livelihood activities; (iii) increased decision-making power and representation at various levels; (iv) changes in norms and sociocultural values that set barriers to gender equality; and (v) formal systemic changes in laws, policies, government and other institutional capacities, and practice. In addition, environmental degradation and volatile impacts from climate change pose another set of complex challenges for women's livelihoods and nutritional outcomes. Many of these areas of intervention are interlinked, but not yet fully understood, and require further probing and analysis. Transformation requires a coordinated, multidimensional approach, with complementary multisectoral interventions. The path for transformation, with contributions from each sectoral and thematic intervention, needs to be tracked in a specific context (socio-economic and geographic) through a specific theory of change, since what is transformative in one context may be the norm in another.

19. As a follow-up to the MTR of IFAD's gender policy, IFAD Management adopted a five-point pathway for gender mainstreaming based on the five action areas of the gender policy:

(i) Design and implementation of country programmes. At the portfolio level, 50 per cent of project beneficiaries are women. Gender is already 100 per cent mainstreamed, given that all COSOPs, loan- and grant-financed project designs are reviewed for their gender analysis and strategy. However, they do so to varying degrees, and approaches differ in their capacity to consistently and fully address gender issues and women's empowerment. To that extent, IFAD has developed a methodology that permits ranking of all project interventions (both loans and grants) on gender issues and it has committed to:

- Ensuring that at least 90 per cent of project designs are rated as partial gender mainstreaming (moderately satisfactory and above) – currently at 82 per cent;
- Ensuring that at least 50 per cent of projects achieve full gender mainstreaming (satisfactory and above) – currently at 52 per cent; and at least 15 per cent are gender-transformative (highly satisfactory) – currently at 25.6 per cent;
- Ensuring that 90 per cent of projects are rated as moderately satisfactory or better at completion – currently at 100 per cent.

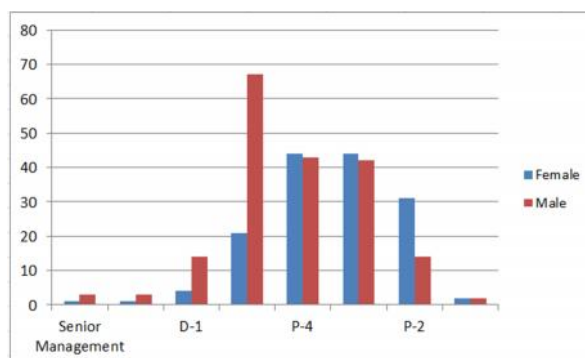


(ii) Advocacy, partnership and knowledge management. IFAD has been engaged at the global level and is recognized for its advocacy for poor rural women at the United Nations level and among international financial institutions. It has produced a number of knowledge products addressing gender issues in rural finance, rural employment and leadership in farmers' organizations, and has undertaken a number of strategic actions in communication on related topics, particularly on household methodologies

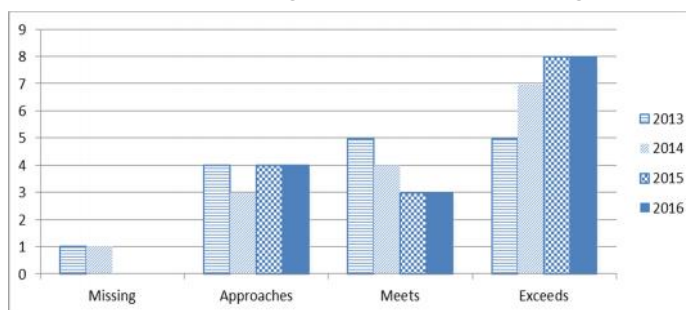
(HHMs)²¹ to improve intrahousehold gender relations and on strengthening joint strategies to reduce poverty. It has issued How to Do Notes²² on poverty targeting and gender equality and empowerment, and a Gender in Agriculture Sourcebook²³ in a joint initiative with the Rome-based agencies (RBAs), UN Women, the World Bank and other partners. Internally, the gender breakfast (monthly), gender newsletter (bimonthly), and gender awards (annual) remain very popular initiatives.

- (iii) Capacity-strengthening of partners has been carried out with IFAD's partner institutions in countries, governments and project implementation units – through training and capacity-building in innovative gender approaches. IFAD has supported the development of HHMs, in particular the Gender Action Learning System (GALS),²⁴ a community-led empowerment methodology that can be adapted to different cultural and organizational contexts. It has been applied in countries such as Bosnia and Herzegovina, Burundi, Kenya, Malawi, Nigeria, Pakistan, Rwanda, Sierra Leone, Sudan, Uganda and Zambia. IFAD has been a leader in effectively reaching poor households and improving intrahousehold gender relations through the use of HHMs. Further scaling up of the approach is planned in response to increasing demand from IFAD operations. Household approaches complement other initiatives in the areas of functional literacy, financial competency, nutrition, value chain development, leadership and behavioural change.

- (iv) Corporate approaches and procedures to support gender and diversity balance. Within the Office of Budget and Organizational Development, the resource tracking system shows that 9 per cent of total staff costs are spent on gender-related activities. However, IFAD is lagging behind in terms of gender diversity, with only 24 per cent of women in P-5 positions and above, against a target of 35 per cent.



- (v) Corporate human and financial resources and monitoring and accountability systems. In its efforts towards gender mainstreaming, IFAD has committed to meeting or exceeding all 15 UN-SWAP indicators²⁵ and draws a distinction between mainstreaming in the organization and in operations. 11 indicators have been met or



²¹ Household methodologies: harnessing the family's potential for change – Gender, targeting and social inclusion.

See www.ifad.org/documents/10180/c89c54a6-fb41-4df0-9bf8-ef6ff4e4bc9a.

²² How to do – Poverty targeting, gender equality and empowerment during project implementation: Gender, targeting and social inclusion. www.ifad.org/documents/10180/bfa51cd3-118b-4dff-b5ec-b2f795b91ceb.

²³ IFAD et al., *Gender in Agriculture Sourcebook* (The World Bank, 2009).

See www.ifad.org/documents/10180/7d53fcd3-511d-4a21-9314-23a5ee562ef4.

²⁴ <https://www.ifad.org/asset?id=5990937>.

²⁵ Gender mainstreaming in IFAD10. See www.ifad.org/documents/10180/d435b239-2ac4-459d-8cbf-00b94aa0e3e9.

exceeded. Progress is still needed on the following: (i) resource allocation, (ii) gender architecture and parity, (iii) capacity assessment and (iv) capacity development. A financial benchmark is being reviewed through which the total number and/or cost of gender specialist consultants hired by the Programme Management Department for design and supervision work will also be tracked and compared across years. This will further improve IFAD's ranking performance.

20. Overall, IFAD's results – as assessed in a peer review of annual UN-SWAP submissions – are above the United Nations system average, even if progress is still needed in some areas. The MTR of IFAD's gender policy confirmed these positive trends, while raising the bar and urging IFAD to move towards more transformational approaches and to complete the gender architecture to ensure its capacity to deliver. This is also echoed in the 2017 RIDE and the 2017 Annual Report on Results and Impact of IFAD Operations (ARRI)²⁶ urging IFAD to move to the next step, including revising the definition of some indicators to be more robust and monitored rigorously, and to avoid stagnation of performance.

C. Nutrition

21. A major milestone of the nutrition agenda was reached with the preparation of IFAD's nutrition action plan²⁷ in late 2015, which provides a strategic approach and roadmap for mainstreaming nutrition at IFAD. The plan aims to ensure that IFAD's country strategies and projects systematically promote the availability, accessibility, affordability and consumption of diverse, nutritious foods throughout the year (box 6).

22. The importance of improving nutrition through agriculture and food-based approaches, integrating actions into investments in agriculture and food systems, and moving from curative to preventive approaches is relatively recent.

This stems mostly from evidence demonstrating the irreversible damage to physical and cognitive development that undernutrition can cause in the first 1,000 days from conception to 23 months (hence the critical role of mothers and their own nutritional status)²⁸ and how illness provoked by undernutrition can cause deep stress and hamper the resilience and livelihood of poor communities.

Box 6. Mauritania: Inclusive Value Chain Development Project

The project has identified a range of opportunities to contribute to nutrition at different stages of the vegetable value chain:

- Production: diversify and incorporate nutrient-rich varieties; stagger production through development of counter-seasonal production;
- Storage and processing: increase vegetable conservation through safe and improved storage and processing;
- Trade and marketing: improve coordination of value chain actors to share market information; identify market outlets with unmet vegetable demand; identify issues for policy dialogue (food safety, trade and tariff policy, etc.); improve market infrastructure for hygienic and safe handling of produce;
- Promotion and consumption: provide nutrition education to raise awareness of nutritional benefits of vegetable consumption, including cooking

²⁶ 2017 Annual Report on Results and Impact of IFAD Operations (EB 2017/121/R.9).

See <https://webapps.ifad.org/members/eb/121/docs/EB-2017-121-R-9.pdf>.

²⁷ Mainstreaming Nutrition-Sensitive Agriculture at IFAD Action Plan 2016-2018 (EB 2015/116/INF.5).

See <https://webapps.ifad.org/members/eb/116/docs/EB-2015-116-INF-5.pdf>.

²⁸ <http://scalingupnutrition.org/>; <http://www.reachpartnership.org/> and *The Lancet's Series on Maternal and Child Nutrition* (2008 and 2013).

What started initially as a research-driven awareness movement has now generated global commitments and targets.

23. Governments and development organizations have increasingly recognized the importance of good nutrition to social and economic development, including poverty reduction and food security – primary IFAD goals. While IFAD recognizes the contribution that its investments can make to improving nutrition standards through agriculture and food-based approaches, it also knows that the multisectorality of nutrition interventions will require actions outside its mandate and that it will need to work in combination with other sectors and agencies that deal with health, the environment, water supply and sanitation, education, etc. This, of course, requires developing partnerships and working with those partners to facilitate interventions that complement IFAD's efforts. The approach to nutrition mainstreaming is inclusive and transformative, ensuring that synergies and complementarities are explored with other mainstreaming dimensions – gender, youth and climate change.
24. In collaboration with governments and relevant partners, IFAD intends to contribute to improving the diets and nutritional status of its target group, and to shaping more nutrition-sensitive food systems, inter alia, through investments in nutrition-sensitive agriculture, as well as through selective engagement in evidence-based policy dialogue, knowledge management and support to capacity development. IFAD's attention to nutrition should be understood not as an add-on but as an essential part of what IFAD already does and that is considered routinely and systematically in project design and operations, as well as advocacy, research and knowledge, and capacity strengthening.
25. There are five mutually reinforcing action areas in the nutrition action plan that constitute the basis of IFAD's model for nutrition mainstreaming and reflect IFAD's commitment. As described below, this model and commitment will be intensified and expanded during the "nutrition decade" and as part of IFAD11. The mainstreaming action plan is implementing actions across the organization.
- (i) Operations are the core of IFAD's work, thus the main commitments are currently devoted to mainstreaming nutrition in 100 per cent of COSOPs and a third of its projects by 2018. IFAD has established a process by which projects and COSOPs are reviewed and supported early in the design process and IFAD participates in design missions, giving country programme managers (CPMs), IFAD Country Office (ICO) staff and design team members hands-on experience. This entails applying a systematic nutrition approach to investment projects – a nutrition lens that enables identification of opportunities within agriculture and food systems to improve nutrition. The commitments are largely on track (box 7).
- Box 7. How can agriculture projects be made nutrition sensitive?

Step 1: Explicitly incorporate nutrition objectives, activities and indicators that ensure the project's contribution to nutritional status.

Step 2: Trace the "impact pathway" – the steps from production to consumption needed for the intervention to improve nutrition.

Step 3: Address opportunities and constraints that may affect the pathway and the effectiveness of the project (institutions, policies, gender context, environment) and identify appropriate partnership arrangements.
- (ii) Strengthening capacity in nutrition-sensitive agriculture. Successful implementation of nutrition-sensitive projects will require adequate in-country technical, analytical and managerial capacities. Efforts under this

action area focus on strengthening capacities in existing and upcoming project staff structures. Enhanced support for nutrition mainstreaming (in terms of technical assistance, capacity-building and/or partnership development) will focus on countries identified as the most conducive to and most in need of nutrition support. This identification is based on the country's nutrition situation, the government's commitment to nutrition and the status of IFAD's country programme. This has translated into increased harmonization with United Nations partners in Scaling Up Nutrition (SUN) countries. As an example, learning events on nutrition-sensitive approaches and multisectoral actions were organized through a regional workshop in East and Southern Africa and in-country seminars in the Plurinational State of Bolivia and India.

- (iii) Advancing policy coherence and advocacy. IFAD has engaged effectively in nutrition governance mechanisms, policy dialogue and advocacy to create an enabling environment for nutrition-sensitive investment. Partnerships with the private sector were forged for the elaboration of methodologies for nutrition-sensitive value chains (presented at the Committee on World Food Security [CFS] in 2016) and the implementation of two pilots in Indonesia and Nigeria, with the support of Germany. IFAD has also been taking leadership roles in global governance for nutrition, including chairing the United Nations Standing Committee on Nutrition (UNSCN) and serving as an active member of CFS.
- (iv) Building evidence and sharing knowledge. In line with IFAD's Development Effectiveness Framework (DEF),²⁹ IFAD aims to strengthen the evidence base for nutrition-sensitive investments to inform decision-making. This has led to combined efforts in the following areas: (a) strengthen M&E frameworks to adequately capture the contribution of agriculture to nutrition and vice versa, by introducing dietary diversity indicators at both the project and corporate level (project logical frameworks and the Results and Impact Management System [RIMS]); (b) conduct rigorous impact assessments of selected nutrition-sensitive projects; and (c) develop a research agenda and knowledge products to support the Agriculture for Nutrition and Health (A4NH) research programme of the Consultative Group on International Agricultural Research (CGIAR) to strengthen its research agenda and outputs in this area.
- (v) Strengthening organizational capacities at IFAD. Canada's support for implementation of the action plan has been critical in building the initial capacity needed to put nutrition on the map in IFAD and to help country teams carry out the additional analysis and articulation of nutrition challenges in COSOPs and projects. Such support has made an important difference in the level of demand and interest generated by the regional divisions and in the capacity to respond. It has also permitted addressing the increasing demand for representation and participation in international networks (SUN, UNSCN, RBAs, CFS, etc.). Canada's support has also allowed IFAD to expand its knowledge and research agenda and its global policy engagement. Nutrition will continue to feature prominently in the organization's efforts to build internal capacity, for example through the IFAD Operations Academy.

²⁹ IFAD development effectiveness framework (EB 2016/119/R.12).
See <https://webapps.ifad.org/members/eb/119/docs/EB-2016-119-R-12.pdf>.

26. Overall, starting in 2013 with the Canada-supported nutrition programme, IFAD systematically looked at ways to mainstream nutrition, including establishment of targets, recruitment of staff, expansion of partnerships and financial support for design and supervision missions. The programme had a slow start, but is on track in being brought up to full capacity. Food-based approaches to nutrition have proved critical in working with partners in areas outside IFAD's sectoral focus. The mainstreaming commitment adopted by IFAD (a third of the portfolio) will have made possible US\$1 billion in nutrition-sensitive investments during IFAD10.
- D. Entry points for application of mainstreaming principles**
27. Synergies between mainstreaming in lending and non-lending activities will be pursued as part of IFAD's reinforced country-based approach. The ongoing partnership-building and policy engagement envisioned as part of this approach will incorporate the mainstreaming agenda. This agenda will seek to lead to these mainstreamed topics being embedded in country strategies. Management will ensure that the process is seamless and the messages consistent and well coordinated for each theme so that mainstreaming happens under a cogent theory of change. Operationally, stronger ownership and understanding of what mainstreaming entails happens mostly in the project design process through the various discussion points and through implementation support missions. Clear internal guidance and technical backstopping have been or are being introduced to apprise project teams (including consultants), field missions and ICOs, so that discussions with governments and local stakeholders are informed and sustained with valid arguments.
28. There are four key entry points to support application of the mainstreaming principles:
- (i) Embedding mainstreaming themes in COSOPs will form the basis for their inclusion in projects and will be the product of ongoing policy engagement.
 - (ii) Implementation of the targeting policy is the cornerstone of IFAD's operations and will continue to be carried out to guarantee a strong focus on women's inclusion, while at the same time ensuring that IFAD focuses on poor and marginalized groups and ethnic minorities. Going forward, youth will be included as a focus group under the targeting policy.
 - (iii) Reviews and discussion points at Operational Strategy and Policy Guidance Committee, Country Programme Management Team (CPMT), QE and quality assurance meetings, as well as during project supervision, will facilitate early incorporation of mainstreaming considerations into project design and implementation, and will ensure compliance with corporate commitments. Going forward, there will be a rebalancing of the focus from design to implementation.
 - (iv) Application of the SECAP procedures is a key entry point for implementation of the environment and climate mainstreaming agenda. SECAP reviews also include compliance with social policies and guidelines (especially for indigenous peoples) and natural resource management issues (land and water).

III. Looking ahead – IFAD11 and beyond

29. In looking towards IFAD11 and beyond, IFAD will build on its strong base and on achievements under commitments made in IFAD10 and before. However, it will take the agenda to the next level, in line with the new strategic directions proposed

by the Looking ahead paper and the need to pursue more transformational approaches. IFAD recognizes that: the role of agriculture in the rural economy is changing; food systems are key determinants of nutritional status; demographic conditions are revealing the critical importance of the youth bulge; and environmental and climate changes are altering the agricultural landscape and the incentives of rural dwellers.

30. At the same time, IFAD's mainstreaming approach will contribute to operationalizing the changes anticipated by the business model paper and those already being implemented under the DEF. It will depart from the inertia of "business as usual" and will enhance a more integrated and holistic approach that will further distinguish IFAD from other development agencies through: (i) a unique and deep understanding of rural poverty dynamics and the value-for-money proposition; (ii) its field presence and renewed capacity to engage with clients; and (iii) its capacity to blend mainstreaming approaches within the portfolio, meaning that at least US\$1 billion of new IFAD investments will be made climate and gender sensitive and US\$0.5 billion nutrition and youth sensitive each year (in accordance with the new proposed targets).

A. The case of youth

31. It has become clear that the failure of rural economies to deliver decent work to their young people affects national economies, poses a threat to political stability, nurtures extremism, and causes socially and economically disruptive migration. Youth are two to three times more likely than adults to be unemployed. Rural youth, especially young women and girls, are often excluded from decision-making and political processes. They have inadequate access to land ownership, water, markets, finance and entrepreneurial opportunities. Moreover, young rural women are often married too young and become mothers too early, which also negatively impacts the nutritional situation.³⁰
32. And yet rural youth have the potential to become the driving force for inclusive rural transformation. Creating decent job opportunities for rural young women and men, and tapping into their potential for innovation and entrepreneurship will transform the youth bulge of the developing world into a "demographic dividend". Investing in young people generates significant social and economic returns, making it an effective target for development cooperation.
33. Recognizing this reality is critical to realizing IFAD's strategic vision of inclusiveness, where "young rural people can hope to realize their aspirations for a better life in their own communities". The IFAD Strategic Framework 2016-2025³¹ includes the creation of viable opportunities for rural youth among its core principles of engagement. It is key to realizing SDGs 1 and 2, and contributes to the achievement of full employment, as called for by SDG 8.
34. During IFAD11, the Fund will step up its efforts to mainstream youth employment across its portfolio. To support this agenda, IFAD's Rural Development Report 2019 will focus on rural youth. As with the previous report, an internal team will work with outside researchers, who will provide background papers for the report – thus

³⁰ ILO, *World Employment and Social Outlook: Trends* (Geneva: ILO, 2016). See www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_443480.pdf. UN Women, *Youth leap into gender equality* (2017). See www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2017/youth-leap-into-gender-equality.pdf?la=en&vs=5054. FAO, IFAD, and the Technical Centre for Agricultural and Rural Cooperation, *Youth and agriculture: Key challenges and concrete solutions* (FAO: Rome, 2014). See www.ifad.org/topic/resource/tags/youth/1934117.

³¹ IFAD Strategic Framework 2016-2025. See www.ifad.org/documents/10180/edb9b9d4-664e-42dc-a31e-db096e6a71b5.

incorporating cutting-edge thinking and creating a strong technical report that can feed into the work of IFAD and others. The report will be ready for publication in early 2019 at the beginning of IFAD11.

35. In stepping up its efforts, IFAD will take a holistic approach to youth-sensitive programming, which will build on the combination of IFAD's work on rural finance, agricultural value chains and rural transformation, while delivering context-specific differentiated solutions. This will entail: (i) promoting self/wage employment opportunities; (ii) empowering young people to actively participate and engage in policy processes; and (iii) supporting sociocultural activities, which reduce the rural/urban gap in terms of living standards and promote social aggregation. Special efforts will be made to address the situation of adolescent girls and young women. In implementing the youth initiative, IFAD will capitalize on South-South and Triangular Cooperation (SSTC) as a preferred implementation modality to promote the sharing of rural youth employment and entrepreneurship experience around the world.
36. IFAD's pro-youth interventions will foster youth economic empowerment by offering a comprehensive menu of interventions, comprising: (i) vocational and technical training; (ii) business development services; (iii) credit/equity financing for youth-owned enterprise and start-ups; (iv) investments in mechanization and the use of modern technologies, including information and communications technology (ICT); (v) productive use of migrants' remittances to spur investment in rural development; (vi) agriculture risk management; and (vii) activities aimed at involving youth as key stakeholders in the governance structures of farmers' organizations, youth associations and cooperatives. This will be accompanied by measures to address behavioural change towards greater equality between young women and men in rural areas.
37. More specifically, by the second half of 2018, IFAD will have developed a youth mainstreaming action plan with a set of actions to increase investment in youth and rural employment, including a set of indicators. Some of these actions are already under way. Tentatively, it is expected that the action plan will cover the following areas and commitments, among others:
 - (i) Mainstreaming youth-sensitive programming. Specifically, this will constitute: (a) ensuring that youth issues are mainstreamed in 100 per cent of COSOPs and 50 per cent of investment projects; (b) updating IFAD's targeting guidelines to systematically take into account the youth dimension and adequately address child labour issues; (c) ensuring that project M&E systems collect, analyse and track age- and sex-disaggregated data, within the overall RIMS framework; and (d) using SSTC as a modality for building the capacity of rural youth for entrepreneurship and for exchange of best practices in youth-sensitive initiatives.
 - (ii) Developing a targeted financing mechanism for youth by extending the Smallholder and Small And Medium-Sized Enterprises Investment Finance Fund (SIF) (under design) to provide a vehicle for blended financing of smallholder producer organizations and agrifood small and medium-sized enterprises (SMEs), with a focus on rural youth employment and youth "agripreneurship" and related capacity-building activities.
 - (iii) Strengthening IFAD's youth architecture. To ensure successful delivery of IFAD's commitment to mainstreaming and a focus on youth, the following will be considered as part of the Operational Excellence for Results (OpEx) exercise: (a) strengthening the "social inclusion unit"; and (b) designating a

regional youth coordinator in each regional division, as is currently the case for gender.

- (iv) Enhancing IFAD's advocacy role in promoting the potential of rural youth at the global level by: (a) establishing a Youth Advisory Council for more structured consultations and strategic dialogue between IFAD and rural youth representatives already engaged in the IFAD portfolio; (b) participating in the International Partnership for Cooperation on Child Labour in Agriculture – the annual meeting was hosted by IFAD in 2017; and (c) strengthening IFAD's involvement in the G20 Initiative for Rural Youth Employment.

B. Horizontal integration and the transformation agenda

- 38. IFAD will consolidate its position as a lead agency in innovative measures to promote the mainstreaming agenda for climate and environment, gender, nutrition and youth by deepening the relevance of existing action plans (see below), while combining this with a better-articulated horizontal integration agenda. This agenda will be key to a more ambitious transformational approach using the synergies generated by interaction among the four themes. Transformation will require a strategic compact that builds on a coordinated, multisectoral set of interventions linking gender with nutrition, environment, climate and youth. It will also require ensuring that these themes remain part of the global and country-level policy dialogue.
- 39. Transformation requires addressing the root causes that generate and reproduce economic, social, political and environmental problems and inequalities, not merely addressing their symptoms. An integrative framework to link gender transformation, nutrition, environment/climate change and youth will be prepared for IFAD11 by mid-2018 in the form of a knowledge product providing hands-on guidance to project teams on transformational approaches. Elements of this framework can be articulated through the following points, among others:
 - (i) Environmental degradation and climate change affect everyone, but they impact young and old women and men differently, because of differences in men's and women's livelihood roles, assets and opportunities. Disparities in access to certain resources such as capital, natural resources, labour, mobility, education, property rights and information mean that women often have fewer options for responding to stress and risks – and particularly climate change. In addition, women often have less say in the household and community about how to respond to opportunities and challenges, given constraints on women's participation in institutions such as water users' groups, disaster management committees, local government, etc. Access by women to these various services and assets will substantially improve resilience, yields and the nutritional status of the family.³²

³² The Gender Advantage: Women on the front line of climate change (2014).
 See www.ifad.org/documents/10180/6947624e-7b0a-4718-abec-7026e3b40c0c;
 IFAD et al., *Gender in Agriculture Sourcebook* (The World Bank, 2009).
 See www.ifad.org/documents/10180/7d53fcd3-511d-4a21-9314-23a5ee562ef4.

(ii) But access is not enough. Food is also intrinsically social and cultural. Food preferences and social norms on what is eaten, when, how and by whom are all part of sociocultural practices from the moment of birth. In this pecking order, women and girls come last. This has serious repercussions on their health and nutrition situation and on that of their children, on coping capacities, especially to climate change challenges, and, finally, on their overall productivity. Women and adolescent girls are often considered under the same category. Girls' contributions are vital to agricultural production and food availability. Many adolescent girls have to work for cash during difficult periods of drought or other climate-related events, such as El Niño and La Niña, to obtain an income for their families, sacrificing their education and long-term prospects (box 8).

Box 8. Analysis needed of women's roles in and contributions to improving nutrition

Factors that disempower women compromise their incomes and productive capacities and limit their ability to nurture their children due to:

- Labour commitments (collection of water and fuelwood) as well as their access to healthcare;
- Knowledge and sociocultural beliefs regarding food during pregnancy and lactation (food taboos) and social hierarchies of eating (women and girls last);
- Social control of early marriage patterns and the role of customary laws;
- Intergenerational transmission of malnutrition, which has long-term economic and GDP impacts;
- Impact of climate change on agricultural patterns and vegetation, with subsequent negative impact on women's coping strategies.

(iii) Nutrition-based discrimination against pregnant and breastfeeding mothers, in particular teenage mothers, also has intergenerational consequences and is perpetuating malnutrition in all its forms, but in particular stunting. A stunted woman will most likely give birth to a child with low birth weight, which is a major risk factor for malnutrition, with lifelong consequences and cognitive impairment.³³ This is not only a burden for the individual, the family and the community, but also impacts a nation's capacity to overcome poverty, as poor educational attainment results in lower-paid jobs and reduced productivity. Addressing this issue will require advocacy and policy dialogue in partnership with specialized agencies at the global and country level,

Box 9. Sudan: Gash Sustainable Livelihoods Regeneration Project

The project focused on irrigation and infrastructure rehabilitation and governance of land and water resources. Increasing project effectiveness also meant providing training in life and vocational skills and raising awareness among women and men of the importance of including women in social and economic life. In sessions on nutrition and food processing, women learned about the nutritional benefits of foods not commonly consumed, such as vegetables, eggs and milk. They learned how to prepare a variety of dishes with high nutritional value and the importance of good hygiene. Diets became more diverse, and the training sessions allowed women to socialize among themselves more frequently, when earlier they had met only for special occasions such as weddings and funerals. Seeing the positive results of the training on their families, men also became less resistant to allowing their wives to participate.

³³ <http://scalingupnutrition.org/>; <http://www.reachpartnership.org/>.

preventive rather than curative approaches, and more adapted food-based interventions. Hence the critical role that IFAD can play (box 9).

- (iv) In discussing the role of women and men and their interaction at the household level, a further cross-cutting differentiation needs to be made regarding the different aspirations and values of young women and young men. The issues of access and “voice” mentioned above are exacerbated in the case of youth. They are more mobile and will respond more quickly to incentives and opportunities, but also to their lack. They are more likely to migrate and grow resentful if the prospects of decent employment are dim.³⁴ Differentiated strategies and intervention packages for women and men will identify the measures and conditions most likely to offer employment opportunities in rural areas, whether on- or off-farm. In that respect, promoting labour-saving technologies and support for care work, access to finance and technical assistance for youth start-ups and small enterprises, as well as the use of modern technologies including ICT and digital systems, seem important entry points to be developed.
40. Owing to the multiple and complementary activities required, it is important to develop a theory of change that is adjusted to particular project interventions and to the cultural context. This will aid better design and implementation of IFAD-supported projects within targeting strategies for diverse groups of women, together with indicators to monitor them during design and to offer tailored interventions based on available good practices.
41. Although there is globally much discussion of interlinkages between climate change, food security and nutrition, gender and more recently youth, they are not always addressed together, and an integrative framework is still needed. Efforts are being made in this respect by some partners such as the Gender-Responsive and Climate-resilient Agriculture for Nutrition (G-CAN) team, the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) and the International Food Policy Research Institute (IFPRI), and partnerships will be pursued for enhanced analytical capacity and convergence of approaches. IFAD already has many elements in place through its various policies, action plans and tools, such as the Women’s Empowerment in Agriculture Index (WEAI) and GALS within the household methodologies area.

³⁴ ILO, *World Employment and Social Outlook: Trends* (Geneva: ILO, 2016).
See www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_443480.pdf.

C. Enhancing existing action plans

42. As part of IFAD11, the existing action plans will go through some revision or updating as follows:

(i) Climate. A new environment and climate strategy and action plan will be prepared by the end of 2018. It will ensure that environmental sustainability and climate adaptation and mitigation activities are aligned with all current international commitments. It will expand the climate tools and business plans available, especially in view of the new financing opportunities offered by the GCF and GEF, as well as possible pursuit of the UCC window for climate and the new ASAP2 Trust Fund (box 10).

Box 10. Mitigation

During IFAD11, the Fund will step up its mitigation and co-benefit activities in renewable and green technologies. The Flexi Biogas system will be extended to more countries, reducing tree-felling for domestic cooking and providing clean, off-grid energy. Other activities, such as solar-powered pumps, solar lighting and drip water irrigation systems, will also be promoted. The new strategy will cover measuring and valuation of carbon sequestration, agroforestry, no tillage and other practices contributing to climate change mitigation.

(ii) Gender. A new integrative framework will be prepared for the four mainstreaming themes in the pursuit of more transformational methodologies and measures, including production of a knowledge product that will provide guidance for project design and implementation. This will lead to a better definition of transformative approaches and revision of the indicators and targets under the gender action plan. It is projected that the target for transformational approaches will be increased from the current 15 per cent to 25 per cent. Internally, a new action plan to improve gender parity for positions at P-5 and above and diversity in IFAD's workforce will be adopted and implemented.

(iii) Nutrition. The nutrition action plan is relatively recent and still relevant. However, it is proposed to raise the target of nutrition-sensitive projects from 33 to 50 per cent of the lending programme. The COSOP target will remain at 100 per cent. A review of the nutrition action plan will be carried out by mid-2018 and the results framework will be revisited at the end of the current Canada-supported programme in 2019. At the global level, IFAD will pursue efforts in support of the United Nations Decade of Action on Nutrition (2016-2025) and the Initiative for Food and Nutrition Security in Africa, launched by Japan at the Sixth Tokyo International Conference on African Development. UNSCN, currently chaired by IFAD, has been selected as a strategic grant partner for 2018.

(iv) Youth will be added as a new mainstreaming theme and an action plan developed by September 2018 along the lines indicated in paragraph 37.

D. Capacity to respond

43. As IFAD expands its ambitions in line with existing demand and comparative advantage, its capacity to deliver will be critically analysed in the context of the ongoing OpEx. The business model and leveraging partnerships papers have already anticipated a number of changes and adjustments that IFAD must implement to gain efficiency from the current delivery system. From the perspective of the mainstreaming agenda, the following areas emerge for deeper analysis or adjustment.

Organizational response

44. Implementation of action plans. The current action plans on climate, gender and nutrition, which were all presented to the Executive Board, have already defined an organizational architecture that will ensure their delivery. Such capacity currently benefits from supplementary funds in the case of climate (through the ASAP and fees generated by the related supplementary funds) and through Canada's support in the case of nutrition, which will eventually be folded into normal IFAD operations when it ends in 2019. The case of youth will be examined as part of the elaboration of its specific action plan, as current capacity will need to be beefed up to deliver on the proposed targets.
45. At the decentralized level. Delivery of the mainstreaming agenda will depend first and foremost on the reinforced IFAD country-based approach envisioned as part of ongoing decentralization. The success of this approach depends on how the country-based approach is operationalized. Internal capacity to deliver will build on the IFAD Corporate Decentralization Plan,³⁵ reviewed by the Board in December 2016, which includes, among other things, increased ICO capacity embedded in IFAD regional hubs and provision of "one-stop shop" operational support to address technical issues related to these thematic areas. Details of the reinforced country approach will be determined by OpEx during 2018. Also key is the capacity of the project staff and implementing units at the country level to internalize the agenda and operationalize it during project implementation, with IFAD support. Thus particular attention will be devoted to ensuring that project units have the required skills, capacity and knowledge.
46. The horizontal integration agenda will require closer interaction and coordination of diverse teams through the various entry points: (i) SECAP for social, environmental and climate assessment; (ii) targeting for gender, youth and indigenous peoples; and (iii) CPMT/QE processes for all thematic areas. For greater efficiency, the gender, youth and indigenous peoples desks could potentially form a separate unit to ensure harmonization of the targeting policy and better horizontal integration of the various thematic areas. The nutrition team could seek closer integration with the other themes so as to achieve seamless participation in the existing policy and technical enhancement processes. This institutional set up, which will be considered by OpEx, will foster both vertical mainstreaming within the portfolio and horizontal integration of the four thematic areas.
47. There is also a plan to learn from indigenous peoples how best to support their traditional food systems to improve nutrition and promote biodiversity for sustainable agriculture. The Indigenous Peoples' Forum in 2017 has agreed to address indigenous food systems and the use of biodiversity for nutrition. As a result, the contributions of indigenous peoples – to sustainably managing ecosystems and protecting biodiversity through traditional knowledge and methods – need to be properly analysed and supported in project design. This will increase the relevance of the mainstreaming agenda and help move towards the more transformational approaches needed to "leave no one behind".
48. The mainstreaming of environment/climate, gender, nutrition and youth has a number of implications from an institutional and accountability point of view: (i) stronger in-house partnerships and relationship-building among the four topics and between them and other thematic areas, as synergies will be generated by influencing the behaviour of others and having more integrated teams;

³⁵ IFAD Corporate Decentralization Plan (EB 2016/119/R.11).
See <https://webapps.ifad.org/members/eb/119/docs/EB-2016-119-R-11.pdf>

(ii) although country teams will need to understand the approach to mainstreaming, it does not mean they will need to become nutrition, gender and climate experts. Hence the need to strengthen collaboration among the technical experts (in-house, consultants and partner organizations) that will compose the teams and provide technical backstopping; and (iii) increased outreach and sensitization efforts so that staff and consultants understand the need to bring a different perspective to the traditional way of doing business and become aware of the benefits that mainstreaming brings to beneficiaries – thus moving away from the notion that mainstreaming is just a paragraph in a project document.

49. To improve understanding of mainstreaming approaches and their application in COSOPs and project design, a mandatory training course will be included in the IFAD Operations Academy for CPMs and country programme officers. This will also be open to lead consultants and will go a long way towards facilitating consistency of views in implementing mainstreaming strategies, procedures and action plans. At the same time, the project design QE process will be strengthened through greater reliance on the compliance note, which reflects how recommendations made at the various stages of project design were incorporated.

Financing the mainstreaming agenda

50. IFAD seeks to steer investments to countries most at need. The performance-based allocation system (PBAS) used to allocate financial resources to developing Member States is being reformed to incorporate a vulnerability variable. This variable includes climate and nutrition dimensions as a way to direct allocation of resources to countries in highly vulnerable situations.
51. The approach taken to mainstreaming thematic areas within the portfolio is conducive to its financing through replenishment resources, given that cross-cutting activities are embedded in the various project design processes, components and budgets, rather than being free-standing. Thus, while climate is arguably a special case (see below), financing of gender, nutrition and youth has been carried out through IFAD's normal lending programme. Under IFAD10, UCCs have also been put in place for climate and nutrition to permit thematically focused complementary financing, as additional investments are needed to sustain long-term development gains and as an incentive to adopt new approaches to specific thematic areas. UCC resources are allocated through the PBAS, as are core replenishment resources. Thus replenishment resources will remain the preferred vehicle to finance project investments under the mainstreaming agenda, as it ensures that financing of project activities is fully embedded within country programme priority-setting mechanisms.
52. Beyond replenishment and UCC resources, the environment and climate thematic area has established a number of diversified sources of grant financing, which has enabled cofinancing of IFAD investments. This started under the partnership framework with the GEF in 2004, followed by the ASAP, launched in 2012, and took advantage of available sources of environment-and-climate-earmarked grant finances in donor countries. IFAD has now embarked on the second part of a decisive transition towards full environmental and climate mainstreaming through two complementary instruments:
- (i) Specific technical assistance activities in support of climate-resilient investments in the programme of loans and grants will be funded by the ASAP2, which will mobilize supplementary funding from interested donors. This will be programmed as grants through a broad range of institutions to continue supporting technical assistance, innovation, capacity-building, policy

dialogue, advocacy, and regional or national public goods to create enabling environments in support of climate-sensitive investments and operations in IFAD's portfolio.

- (ii) Cofinancing will be mobilized for environmental sustainability and climate change adaptation in situations where environmental and climate risk management generate substantial additional costs. Leveraging cofinancing is a key dimension of the Fund's business model. In recent years, IFAD has succeeded in mobilizing more than US\$513 million in environmental and climate finance from partners and funds such as the AF, ASAP, GEF, LDCF and SCCF. For the rest of IFAD10 and during IFAD11, the effort to raise such cofinancing will continue, including by accessing new sources such as the GCF.