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Gender equality and women's empowerment: IFAD VIII

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Note to Consultation members

This document is submitted for review by the Consultation on the Eighth Replenishment of IFAD Resources.

To make the best use of time available at Consultation sessions, members are invited to contact the following focal point with any technical questions about this document before the session:

Cheryl Morden

Director, North American Liaison Office

telephone: +1 202 331 9099 e-mail: <u>c.morden@ifad.org</u>

Queries regarding the dispatch of documentation for this session should be addressed to:

Deirdre McGrenra

Governing Bodies Officer telephone: +39 06 5459 2374 e-mail: <u>d.mcgrenra@ifad.org</u>

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Abbreviations and acronyms

AsDB Asian Development Bank AfDB African Development Bank

FAO Food and Agriculture Organization of the United Nations

PMD Programme Management Department

PPR Portfolio Performance Report

RIDE Report on IFAD's Development Effectiveness UNDP United Nations Development Programme

Executive summary

"Aid is only effective if it achieves good development results and good development results are not possible if gender inequalities persist..."

Mary Robinson, President

Realizing Rights: The Ethical Globalization Initiative^a

- 1. Women are central to overcoming rural poverty because of their roles in productive activities and in the household economy. Rural women are generally poorer than men and have less chance of escaping poverty. On the other hand, when women are empowered and gender inequalities are addressed, development interventions often are more effective. In fact, IFAD-supported programmes and projects have demonstrated that women drive change at the community level and, at the household level, resources in the hands of women consistently result in greater investments in the well-being of household members, especially children.
- 2. IFAD has always sought to ensure that women benefit from the programmes and projects it finances. It works with partner countries to combine gender mainstreaming with measures specifically directed at women. The Fund is guided by a definition of gender mainstreaming that encompasses the need both to integrate gender perspectives into institutional structures and processes and to address the substantive constraints and opportunities within the development context. The key entry point for IFAD's engagement on the ground is economic empowerment of poor rural women. It focuses on three critical and interrelated dimensions: expanding access to and control over fundamental assets, strengthening women's decision-making role, and improving their well-being and easing their workload.
- 3. Over the last ten years, IFAD has worked hard with its partner countries in mainstreaming gender in the programmes and projects it finances, by integrating gender into key business processes and providing support for gender training, capacity-building, knowledge management and implementation. This work has made a real difference to how IFAD operates on the ground. The clearest impact of IFAD-supported programmes and projects has been achieved in the area of economic empowerment, particularly in raising women's incomes. In developing its approach, IFAD has worked in close partnership with other institutions, particularly the Food and Agriculture Organization of the United Nations (FAO), the World Bank and the United Nations Development Fund for Women.
- 4. But there are several areas where improvement is needed. IFAD's accomplishments and lessons learned to date provide a strong foundation for such improvement, but IFAD will need to sustain and go beyond the efforts already made in order to deliver the necessary results.
- 5. A number of initiatives are already under way. Of particular significance was the issuance in July of IFAD's Framework for Gender Mainstreaming in Operations. Building on the previous IFAD Gender Plan of Action, the framework will permanently integrate gender into IFAD's operational and business processes. The collaboration with the World Bank and FAO which produced the soon-to-be released, groundbreaking *Gender in Agriculture Sourcebook* will grow, as a strategy is developed and implemented for joint operations, policy dialogue, training and capacity-building. Finally, IFAD is currently developing a programme to promote women's leadership in rural producers' organizations in the context of the Farmers'

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^a Former United Nations High Commissioner for Human Rights and former President of Ireland. Comments made at the workshop "Strengthening the Development Results and Impacts of the Paris Declaration through Work on Gender Equality, Social Exclusion and Human Rights", London, March 2008.

- Forum by increasing the presence of women leaders in rural organizations at all levels and by helping them develop their leadership skills.
- 6. IFAD will develop a corporate policy on gender, to be presented to the Executive Board by 2010. It will also seek a peer review, soliciting the cooperation of key partners, to look at the success factors, good practices and constraints affecting IFAD's efforts to contribute to gender equality and women's empowerment, with a focus on structure, processes, and organizational culture. In addition to the peer review, the findings of the joint evaluation by IFAD and the African Development Bank of agriculture and rural development programmes and projects in Africa will provide useful input for the formulation of the corporate policy on gender.
- 7. IFAD's main instrument for reporting on performance on gender in its operations will be the Report on IFAD's Development Effectiveness. The report will incorporate gender-disaggregated measures of operational outputs and outcomes and the performance of IFAD's country programmes and projects at design, during implementation, and at completion, in terms of their contribution to or impact on gender equality and women's empowerment.

Gender equality and women's empowerment: IFAD VIII

I. Introduction

- 1. IFAD's overarching goal is that rural women and men in developing countries are empowered to achieve higher incomes and improved food security. Overcoming inequalities between men and women and empowering women to be active agents of development is critical to achieving this and, hence, to eradicating extreme poverty and hunger, the first Millennium Development Goal. It is now widely acknowledged that agricultural growth and development are fundamental to poverty-reducing economic growth. Within agriculture and food security, women's role is pivotal. Women must also be an integral part of responses to new and continuing global challenges, including rising food prices, climate change and HIV/AIDS.
- 2. IFAD promotes the economic empowerment of poor rural women. Experience shows that increased earnings or ownership of property can boost a woman's status and thus enable her to play a more active role in decisions that affect the well-being and development of her family and community. The capacity of women to claim their right to participate fully in development processes and decisions is a key to achieving greater equality of rights and opportunities between men and women. Thus, investment in women's productive activities can be an especially effective strategy for achieving the third Millennium Development Goal, gender equality and women's empowerment.
- 3. The purpose of this paper is to promote consensus about the actions needed to build on IFAD's accomplishments with regard to gender equality and women's empowerment. It reviews the centrality of this concern to IFAD's mission, summarizes IFAD's current approach and assesses IFAD's progress to date. It also briefly reviews approaches to gender issues by other agencies and drawing on this knowledge outlines steps to ensure the sustainability of gender mainstreaming measures throughout IFAD and to support gender equality and women's empowerment.

II. The importance of gender equality and women's empowerment in overcoming rural poverty

4. Women are central to overcoming rural poverty because of their role in productive activities and in the household economy. Across the developing world, poor rural women have a primary role in crop production and rearing of livestock. They engage in multiple economic activities that are critical to the livelihoods of poor rural households. They are responsible for providing for the food, water and fuel needs of their families. The quality of the care that mothers give to children and other household members has a decisive influence on their prospects for healthy and productive lives.

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¹ IFAD Strategic Framework 2007–2010.

Box 1: Vulnerable women managing food banks in the Niger

In 2006, IFAD and the Belgian Survival Fund started an emergency programme in the Niger and established food banks to ensure sustainable supplies of food, especially during the so-called "hunger season" before the harvest. The programme targets and deals with women directly, which is unusual in the Niger's male-oriented society. Only the most vulnerable women are allowed to take food from the food banks. The management committees of the food banks are predominantly composed of women who are actively involved in the establishment and set-up of the bank, and control allocation and recovery of food stock. Placing project management and control in the hands of beneficiaries is unique in this context and has empowered rural women. The higher availability of food, made possible by the food banks, resulted in lower rates of livestock sold to raise money for food supplies. As livestock usually belong to women in the Niger, this has reduced the loss of women's assets. A reduction in loans, normally taken out in response to a crisis, was also observed and resulted in lower household debts.

- 5. However, rural women are generally poorer than men and have less chance of escaping poverty. Across the developing world, women have significantly less access than men to assets (such as land, capital, technologies and knowledge) and services, and less decision-making power despite the key economic roles they perform. For example, less than 10 per cent of women farmers in India, Nepal and Thailand own land.² In the Lao People's Democratic Republic, only 5 per cent of women-owned enterprises use electrical or motorized equipment compared with 48 per cent of enterprises owned by men.³ Women typically have primary responsibility for household food security and thus are especially affected by high food prices. They are often the most vulnerable to the effects of climate change and natural disasters, issues of particular concern in fragile states.
- 6. When women are empowered and gender inequalities are addressed, development interventions are more effective. Addressing inequalities in access to services and resources and strengthening the capacity of rural women to perform their productive roles more effectively have a major impact on poverty reduction and household food security.
- 7. Women can be agents of change and play critical roles in overcoming rural poverty. Many IFAD-supported programmes and projects demonstrate that women drive change at the community level. At the household level, resources in the hands of women consistently result in greater investments in the well-being of household members, especially children. Women's repayment record in microfinance attests to their capability for household and financial management. In an IFAD-supported project in Bangladesh, women invested loans in income-generating activities, such as small livestock production, homestead vegetable and fruit gardening, and fish ponds. They transformed their domestic activities for food-consumption into commercial activities. Nearly half the women also used loans to buy assets, particularly land.⁴

² Food and Agriculture Organization of the United Nations (FAO), Towards the Summit Commitments: Acting to Combat Hunger. The State of Food Insecurity in the World, 2002 (https://www.fao.org/docrep/005/y7352e/y7352e05.htm).

³ United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), "Women in Small Business in Indochina: Issues and Key Approaches", Women in Development Discussion Paper 4.

⁴ Kelkar, G, Nathan, D. and Jahan, R. (2004), "We Were in Fire, Now We are in Water: Micro-Credit and Gender Relations in Rural Bangladesh". IFAD-United Nations Development Fund for Women Gender Mainstreaming Programme in Asia, New Delhi.

Box 2: Kitchen gardens improve food security in Maharashtra, India

In the IFAD-supported Tejaswini Rural Women's Empowerment Programme, members of a self-help group established kitchen gardens, where women cultivate fruit, flowers and vegetables around their homes for consumption and sale. With the help of the Department of Agriculture, women were trained to select seeds that meet dietary and health needs and purchased the seeds using group savings. Kitchen gardens are also used for managing waste and reducing pollution. Diverting water to gardens keeps waste water away from homes. By spreading greenery in the village environment, kitchen gardens reduce pollution and make villages cleaner and more attractive. Food security has increased because families have fresh fruit and vegetables regularly available. By selling their produce, women generate additional income for the household and self-help group savings.

III. IFAD, gender equality, and women's empowerment

- 8. Since its establishment, IFAD at the direction of its Governing Council⁵ has sought to ensure that women benefit from its resources, as reflected in its General Conditions for Agricultural Development Financing.⁶ As has been the case for other United Nations agencies and development organizations, IFAD's strategy evolved from the Women in Development (WID) approach to one of Gender and Development (GAD).⁷ Thus, since the early 1990s, gender analysis and perspectives have been central to IFAD's efforts to reduce hunger and food insecurity.
- 9. More recently, the IFAD Policy on Targeting (approved in 2006) and the IFAD Strategic Framework 2007-2010 have reaffirmed IFAD's special focus on rural women for reasons of both equity and development effectiveness. Each insists that differences in gender roles and responsibilities must be taken into account for development initiatives to be effective. This is especially true in fragile states, where social and economic exclusion are often key constraints on development and stability. The targeting policy recognizes gender inequality as a cause and a consequence of poverty that needs to be addressed through specific action to ensure that women participate actively in and benefit equitably from IFAD-funded interventions. Of critical importance is commitment to effective poverty reduction by programme and project partners, accompanied by a sense of ownership of the strategy and methods for ensuring that intended participants and beneficiaries are reached. The greater participation of women that results from effective targeting also enhances the sustainability of results.
- 10. **Gender mainstreaming** has been used as a means of ensuring that IFAD's programmes and projects provide equitable benefits and contribute to greater equality of opportunities between women and men. IFAD is guided by a definition of gender mainstreaming that addresses both the institutional dimension and the development context (see box 3 and appendix I).
- 11. IFAD's commitment to equal treatment of women and men is also reflected in its core value of **respect**. Consistent with this core value, IFAD works to provide equal opportunities for women and men, both in its programmes and in its own institutional processes and work environment. Improving gender balance in IFAD's workforce has also been an important element in helping to create an enabling institutional environment for gender mainstreaming. Fifty-five per cent of IFAD's

⁵ Agreement Establishing IFAD, article 7, section 2(d). Annex to Lending Policies and Criteria.

⁶ Section 7.13: Allocation of Project Resources, "The Loan Parties and the Project Parties shall ensure that the resources and benefits of the Project, to the fullest extent practicable, are allocated among the target population using gender disaggregated methods."

⁷ The WID approach focused on women as a target group. GAD incorporates targeted interventions as a strategy, but develops strategies and interventions on the basis of analysis of gender roles, rights, responsibilities and relationships.

workforce are women.⁸ IFAD monitors and promotes gender balance in its workforce as part of its wider approach to diversity in the workplace. This approach will continue, representing a key feature of IFAD's people strategy, which will be in place by December 2008.

Box 3. What is gender mainstreaming?

Gender mainstreaming is an institutional transformation process that integrates efforts to achieve gender equality into the core of development activities. The approach requires specific consideration of the distinctive implications for men and women of resource allocations, policies, procedures, and institutional norms and structures. It is complementary to activities targeted specifically at women, which are also necessary in many situations.

A gender mainstreaming approach poses significant implementation challenges for institutions in developing countries and for development organizations. In particular, it is a decentralized approach that requires staff to be willing and able to accept responsibility for addressing gender equality and women's empowerment, and institutional structures, processes and incentives to be in place to support their efforts. Gender mainstreaming also needs continuously to identify and address other organizational constraints on effective implementation.

- 12. In line with national strategies for poverty reduction, IFAD works with its partner governments to combine gender mainstreaming with measures specifically directed towards women. Particular to IFAD is the focus on economic empowerment as the key entry point and pre-condition for improving women's overall status, including their decision-making role. IFAD's approach concentrates on three critical and interrelated dimensions:
 - (i) Expanding women's access to and control over such fundamental assets as capital, land, knowledge and technology;
 - (ii) Strengthening women's agency, i.e. their decision-making role in community affairs and their representation at higher political levels; and
 - (iii) Improving women's well-being and easing their workload by facilitating access to basic rural services and infrastructure.

For IFAD, improving women's access to agricultural production services, rural finance and markets is a key to achieving the goal of economic empowerment.

- 13. Over the last ten years, IFAD has made a concerted effort to mainstream gender into its programme and project cycle. It has developed such instruments as the Memory Checks for Gender and Household Food Security, and Prerequisites for Gender-Sensitive Design. The latter were developed as part of the Gender Plan of Action 2003-2006, Mainstreaming a Gender Perspective in IFAD's Operations, approved by the Executive Board in April 2003. The new Framework for Gender Mainstreaming in Operations was issued by the Assistant President, Programme Management Department (PMD) in July 2008 as a follow-up to the original Gender Plan of Action (see appendix II).
- 14. Gender concerns have now been integrated into key business processes and IFAD Action Plan deliverables. These include the results-based country strategic opportunities programmes design and guidelines; the key success factors used for quality enhancement review; the guidelines for the country project/programme design report; and the guidelines for direct supervision. The framework for gender

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⁸ Forty-five per cent of IFAD staff at the levels of P-3, P-4 and P-5 are women; 32 per cent of staff at the level of director and above are women; 39 per cent of all consultants hired by IFAD are women. All recruitment panels include a senior representative.

- mainstreaming consolidates these and other existing procedures and indicators for gender mainstreaming in the project and programme cycle.
- 15. Gender training, capacity-building, knowledge management and project implementation support have been provided through regional gender programmes led by gender focal points in each regional division⁹ and through activities led by the Technical Advisory Division. These initiatives have been funded through IFAD programme and project resources and supplementary funds. As the regional programmes have now ended, many of the activities that they introduced, as well as the lessons learned from them, have been integrated into projects and programmes, covered by loan and grant agreements. The book *Polishing the Stone: A journey through the promotion of gender equality in development projects* was published by the Fund in 2007. Based on the experiences of IFAD-supported operations, the book offers practical methods for mainstreaming gender equity in rural development projects.
- 16. Expertise on gender has been provided by two gender specialists in IFAD's Technical Advisory Division. ¹⁰ Each regional division and some other divisions have designated regular staff members to act as gender focal points. An active IFAD-wide Thematic Group on Gender, in existence since 1999, has served over the years as a key reference group on gender and a platform for learning and sharing.
- 17. IFAD has collaborated with other institutions particularly the Food and Agriculture Organization of the United Nations (FAO), the World Bank and the United Nations Development Fund for Women to draw attention to issues affecting rural women. IFAD is contributing actively to the United Nations Inter-Agency Network on Women and Gender Equality and participates in the Network on Gender Equality (GENDERNET)¹¹ on issues such as donor harmonization. Through its partnerships, IFAD also works to focus attention within intergovernmental policy processes on the needs, responsibilities and rights of poor women farmers and producers.
- 18. An especially important collaboration over the past two years has been IFAD's work with the World Bank and FAO to prepare the groundbreaking *Gender in Agriculture Sourcebook*, ¹² an authoritative compilation of good practices and innovative activities that integrate gender into programme and project design. This collaboration forms the foundation on which an approach is being developed for joint operations, policy dialogue, training and capacity-building.

IV. What has IFAD achieved?

19. This section provides a summary of the results and impact achieved through IFAD's gender mainstreaming efforts over the years and identifies ongoing challenges and lessons for improving performance in this area. 13 Gains have been made in integrating gender into IFAD's programme and project cycle and into monitoring, measuring and reporting instruments. The Fund has also contributed to knowledge enhancement and dissemination of best practices in the area of gender equality.

⁹ There have been six regional gender programmes. Self-assessments of the programmes were undertaken in 2006-2007 (http://www.ifad.org/gender/workshop/index.htm)

^{2006-2007 (}http://www.ifad.org/gender/workshop/index.htm).

10 One gender specialist position has existed since the early 1990s. It was funded initially through supplementary funds and from 1994 onwards, through IFAD's administrative budget. The second was added more recently and funded initially through supplementary funds. Since 2007, the second position is also supported through regular IFAD funds.

¹¹ An international forum run by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD) for gender specialists from development agencies.

² Gender in Agriculture Sourcebook, World Bank: Washington, D.C., 2008. Forthcoming.

¹³ IFAD's work on gender has been guided by extensive reviews and assessments, all of which are available on IFAD's website. A review of gender mainstreaming in IFAD's portfolio was undertaken in 1999 as part of the project portfolio review and led to the publication *Gender Perspective*. The results of the Plan of Action have been reported in the annual Portfolio Performance Report (PPR) and the Office of Evaluation's annual Report on Results and Impact of IFAD's Operations (ARRI). A baseline survey was conducted in 2003 and a Mid-Term Review of the Plan of Action was carried out and reported on in the 2005 PPR. Other assessments include evaluations of the regional gender programmes and a field-based survey of IFAD projects, conducted in 2005-2006 (http://www.ifad.org/gender/workshop/index.htm).

- 20. IFAD has integrated gender concerns into its operational instruments and processes, particularly for programme and project design. Design processes seek to develop programmes and projects that respond to the needs and priorities of the target group, and the differentiated requirements of women and men. Indicators to monitor attention to gender issues and to assess outcomes and impact are an important element of this approach. Gender-sensitivity is regularly assessed in the quality enhancement process, using the checklist of prerequisites for gender-sensitive design. Reporting requirements in the Portfolio Performance Report and the Results Measurement Framework for the current Strategic Framework include gender concerns, while project completion reports address gender mainstreaming and women's empowerment.
- 21. These efforts have resulted over the years in more consistent attention to gender issues in design. Currently, two thirds of programme and project designs (compared with less than half in the Mid-term Review of the Gender Plan of Action in 2005) are rated as satisfactory or above for gender-sensitive design at the quality enhancement review. This score generally improves at the quality assurance stage. A system to track such progress is currently being established.
- 22. The inclusion of gender-mainstreaming measures in IFAD's business processes has increased the attention paid to gender concerns at the implementation level. Feedback from nearly 200 directors of IFAD-supported projects, responding to a survey conducted in 2006/07, demonstrated progress in a number of areas: 14
 - (i) Sixty per cent reported having a gender focal point in their project unit (despite the fact that project coordination units are becoming smaller and services are largely subcontracted);
 - (ii) Two thirds of project directors reported that experience in working on gender issues and with women is used as a criterion for selecting NGOs, consultants and service providers;
 - (iii) Half of the project directors were explicitly asked about gender issues in their recruitment interviews (a best practice that IFAD will seek to extend);
 - (iv) Half of the projects surveyed had received technical assistance on gender issues when needed:
 - (v) Eighty per cent reported that their project had organized training on gender issues for project beneficiaries; seventy-five per cent had conducted training for project staff;
 - (vi) Seventy per cent of gender sensitization training for project beneficiaries and fifty-five per cent for project staff was supported through loan funds, the rest through grant funding. Project directors expressed the need to extend such training to counterpart agencies and implementing partners, for purposes of sustainability and scaling up;
 - (vii) Women's participation in project activities was judged by project directors and gender focal points to be somewhat lower than men's in agriculture and soil and water conservation activities, but more balanced in capacity-building and community development activities (as confirmed by data produced by the Results and Impact Management System [RIMS] in 2007 on sex-differentiated participation in training); 15 and

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www.ifad.org/gender/workshop/survey/ci.pdf

¹⁵ According to RIMS 2007 data (reported in 2008), in 94 projects women accounted for 56 per cent and 62 per cent of trainees in crop production and livestock respectively, and 70 per cent of trainees on community management topics. Women were less (43 per cent) in business and entrepreneurship training.

- (viii) Thirty per cent of projects reported having gender-balanced field teams, despite the objective difficulties in recruiting and deploying women staff to the remote rural areas where IFAD projects generally operate.
- 23. The clearest impact of IFAD-supported projects has been achieved in the area of women's economic empowerment. ¹⁶ Two-thirds of projects reviewed at completion in 2007 were rated as satisfactory or highly satisfactory in women's empowerment and participation. Of these, all reported improvements in women's incomes and two thirds indicated an enhanced decision-making role and better social status for women, as well as gains in knowledge and skills. This pattern corresponds to the findings of the 2006/07 survey.

Box 4: Alleviating workload enables women to participate in decision-making in Guatemala

The Programme for Rural Development and Reconstruction in the Quiché Department (PRODERQUI) introduced a gender-sensitive approach and methodology to reach the high percentage of woman-headed households (30 per cent) in post-conflict areas. The project strengthened women's role as mediators in the peace process. It also alleviated their workload by providing access to clean water and introducing silos to store staple cereals, which meant that women had time to participate in development activities. Groups of women were trained in poultry production and in how to improve the productivity of their vegetable gardens and orchards, and were assisted in setting up revolving group funds. More women became involved in decision-making at the local level and three municipal women's offices were established. Gender-specific "spaces" for women's participation increased and delegates from the municipal women's offices participated in national meetings of the Women's Commission.

- 24. There are also areas in which IFAD needs to improve its performance. With respect to accountability and commitment, for example, the Mid-term Review of the Gender Plan of Action, carried out in 2005, found that there has been no systematic monitoring of the responsibilities delineated in the plan. It noted that progress in gender mainstreaming was rarely reviewed by Senior Management and that some responsibilities designated under the plan had not been fully discharged. Overall, full ownership of the plan was lacking and the review cited the need for clearer communication of policy objectives, guidance to staff and appropriate resource allocation. It also noted that the heavy dependence on short-term consultants for normative work limited the process by which regular staff increased awareness and understanding of gender issues. IFAD will need to sustain and build on the efforts described in the present document to address the issues raised in the mid-term review.
- 25. IFAD's accomplishments and lessons learned to date provide a strong foundation for improving its contribution to gender equality and women's empowerment as a means to increase rural incomes and food security. IFAD can draw lessons from this experience that can accelerate and broaden the impact of its work, overcome continuing constraints and respond to challenges arising from current global trends. From its experience in implementing the Gender Plan of Action, for example, IFAD has learned that progress in increasing attention to gender concerns can be accelerated through more intensive information and awareness-building within IFAD as an institution and with consultants, programme and project staff and partners. The new framework for gender mainstreaming has been translated into IFAD's official languages and is currently being disseminated through IFAD's website and regional knowledge networks. Resources will also be sought to develop an expanded and systematic sensitization and training programme for IFAD staff and consultants.

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¹⁶ www.ifad.org/operations/projects/implementation/imp2005.htm

26. Constraints on women's full participation and equitable access to benefits are often embedded in existing national policies and institutions, which must be addressed through policy dialogue. Action to strengthen poor rural women's decision-making roles and their capacity to make their voices heard in the public arena will enable them to bring their perspectives and priorities to the policy level. Despite its limited country presence, IFAD is engaged in policy dialogue and strengthening the capacity of national institutions in some countries, such as the gender units of ministries of agriculture. In the context of the Farmers' Forum, IFAD is developing partnerships to promote women's leadership in organizations representing the rural poor, from the grass-roots level upwards. Engagement in policy dialogue and institution strengthening needs to become more systematic. As discussed in the replenishment paper on country ownership, such capacity-building – of both governmental and non-governmental entities - helps strengthen and sustain ownership of the programmes by partner countries.

Box 5: Involving women in leasehold forestry in Nepal

Blocks of degraded forest lands were leased for 40 years to groups of landless households under the Hills Leasehold Forestry and Forage Development Project in Nepal. Women and disadvantaged (ethnic) groups were targeted. The success of gender mainstreaming relied on the leadership provided by two project leaders, both men, who hired a three-woman gender team and gave them autonomy in designing an innovative strategy. The team's goal was to challenge the organizational culture of the implementing agencies and make men more responsive to the needs of rural women. The most innovative feature was the development of a cadre of women group promoters, which favoured women's participation in the project's leasehold groups and their leadership roles. Gender and leadership training was provided to group promoters and gender focal persons (mostly men) identified in line agencies. As a result, more men accepted women's right to agricultural land and supported the accompanying shifts in responsibilities. About 20 per cent of land titles were registered in women's names. Many women also attributed this change to their increased confidence.

27. Even when programme and project design is of consistently high quality and responsive to the different needs of women and men, the local policy and socio-cultural context may not necessarily be favourable to project implementation. IFAD's capacity to address these constraints is improved through increased field presence, the shift towards direct supervision, and increased emphasis in the design process on country ownership. These changes in IFAD's approach provide greater opportunities for dialogue with stakeholders on gender concerns and for greater continuity between design and implementation. Gains made in terms of country ownership increase the likelihood that the objectives stated at design are owned and internalized, which is critical for the often sensitive issue of gender equity.

Box 6: Engaging traditional leaders to support women's land rights in Ghana

The Upper-East Region Land Conservation and Smallholder Rehabilitation Project promoted women's empowerment and access to land and water (for irrigation and domestic use). The project goals ran counter to traditional patterns of land use and ownership and posed a threat to the traditional power structure and culture. The project staff therefore tried to win over the traditional leaders to support women's land rights. Agreements were negotiated with traditional chiefs, husbands and male leaders. Given the difficulty in changing the traditional pattern of land allocation, women's ownership of land only increased by one per cent. Thanks to increased support by local authorities and male leaders, however, women were able to increase their access to irrigated land by obtaining usufruct rights.

- 28. While IFAD's results in the field have been significant, more needs to be done to raise agricultural productivity and incomes in the context of climate change, rising food prices and risks to food security. More also needs to be done to enable women to seize the opportunities offered by value chain development and market-led approaches. As indicated in the replenishment discussion paper on the emerging role of the private sector, this requires attention to the gender-specific constraints on information, education, resources and finance. Technical guidance for effective responses to these challenges will be drawn from the knowledge and experience captured in the *Gender in Agriculture Sourcebook*.
- 29. Along with the rest of the development community, IFAD must remain committed to focusing on cross-cutting issues such as gender in the context of harmonization and alignment. This is consistent with a growing recognition within the Paris Declaration on Aid Effectiveness process of the need to devote more attention to gender equality, the environment and human rights. The recently adopted Accra Agenda for Action includes a pledge to ensure that the implementation of development programmes is consistent with agreed international commitments on gender equality, human rights, disability and environmental sustainability.

V. The approach of other institutions

- 30. A brief review of the approach and achievements of other international institutions reveals that many of the challenges that IFAD faces in strengthening its contribution to gender equality and women's empowerment are shared by others. Virtually every major international development institution has adopted a policy or plan for integrating gender into its operations. The findings of assessments and evaluations in recent years have been fairly consistent regarding the progress made and the shortcomings experienced to date using a gender mainstreaming approach.
- 31. The United Nations Development Programme (UNDP) and the regional international financial institutions found that there was only limited understanding and appreciation of the value of gender mainstreaming among staff, and only limited institutional capacity for gender analysis. The World Bank, African Development Bank (AfDB), and Inter-American Development Bank found that where there had been progress in integrating gender into strategies and projects, it was concentrated in the social sector. All institutions cited a lack of sex-disaggregated data and information on gender issues on which to base analyses and guide strategy and programme development.
- 32. All of these institutions are formulating or have recently launched new gender action plans that address these shortcomings. The World Bank's *Gender Equality as Smart Economics: A World Bank Group Gender Action Plan (Fiscal years 2007-2010)* focuses on three broad areas: making markets work for women, empowering women to compete in markets, and infrastructure. UNDP's *Empowered and Equal: Gender Equality Strategy 2008-2011* is a blueprint for integrating gender into UNDP's Strategic Plan. It identifies gender equality dimensions for each of UNDP's focus areas and specifies processes and mechanisms for strengthening coordination, management and accountability.
- 33. The substantive focus of the action plans of the World Bank and FAO is closest to IFAD's area of comparative advantage. FAO will focus on policy advice to governments on issues related to rural livelihoods, agriculture and food security, and on reducing inequality in decision-making and in access to resources, goods and services. Within the economic sector, the World Bank is focusing on labour markets, access to financial services, use of land titles and access to agricultural inputs. It is working to raise the productivity of smallholder women farmers through support in marketing, technology and rural credit to women's producer groups and through funds for rural infrastructure. Infrastructure is a priority under the AfDB's Gender Plan of Action 2008–2011. IFAD remains one of the few intergovernmental

- organizations focusing on women in agriculture, specifically the economic empowerment of rural women through agricultural activities.
- 34. Many of the plans focus on action to integrate gender more fully into planning and design instruments. Training of staff, implementing agencies, Member State officials and other stakeholders is also a common provision of the plans. The World Bank has added gender and development content to staff orientation training and other core training courses. The Asian Development Bank (AsDB), the World Bank and UNDP place a heavy emphasis on improving the collection of sex-disaggregated data and gender-responsive research. All affirm the importance of gender specialists for supporting mainstreaming efforts.
- 35. A diversity of institutional arrangements is reflected in the gender action plans. At UNDP, the Administrator chairs a gender strategy and implementation committee, which oversees implementation of the strategy. The World Bank's Gender Action Plan is governed by an executive committee of representative World Bank staff and the International Finance Corporation. It receives guidance from an external advisory council with ministerial-level representation from donor and borrower countries. The AsDB also convenes an external forum on gender and development that provides guidance and opportunities for dialogue on critical gender issues in the region and on the AfDB approach. Nearly all organizations report annually to their governing bodies on progress in gender mainstreaming. Evaluations and reviews of previous action plans have been carried out by most of the organizations. The AfDB and UNDP both include actions to achieve better gender balance in their workforce.
- 36. The Inter-American Development Bank and AsDB operate multidonor trust funds for gender mainstreaming to mobilize donor contributions. The AsDB matches the donor contributions with its own resources. UNDP is looking into mechanisms to "ringfence" funds and is developing a resource mobilization plan. It is also developing a system for tracking resource expenditures. The World Bank also tracks resources allocated for promoting gender equality. It has mobilized significant funds in support of its Gender Action Plan, with pledges of US\$36 million, exceeding the original budget of US\$24.5 million. Funds received during the first year totalled US\$16 million, including US\$10 million in donor contributions and US\$6 million from Bank budgetary resources.

VI. Actions to strengthen IFAD's promotion of gender equality and women's empowerment

- 37. IFAD's contributions to gender equality and women's empowerment during the replenishment period will occur in the context of major changes in the global food and agricultural system and of the current and anticipated effects of climate change. Underlying these challenges is a situation of long-standing disinvestment in agriculture and rural development and a general failure to recognize the gender dimensions of agricultural production and rural economies. Gender perspectives are highly relevant in these situations, particularly in fragile countries and middle-income countries, where the social and economic exclusion of women is often a factor in persistent poverty.
- 38. This changing context is rich in both challenges and opportunities. Enabling women to realize more fully their potential for agricultural productivity can be an important element in increasing the world's food supply. Natural resource management and natural disaster response are areas in which women have a critically important role to play, especially as they are often more adversely affected by environmental degradation and disasters. Assistance in overcoming barriers to market access and financial services can enable women to benefit from new market opportunities and can enhance the financial and organizational sustainability of these services. ¹⁷

¹⁷ Gender in Agriculture Sourcebook, op. cit.

- 39. Support for women's leadership and for processes that strengthen women's voice and increase the accountability of public officials are necessary to ensure that women's interests and rights are reflected in policies, programmes and resource allocations. Priority attention is needed to integrate gender perspectives into responses to the global food crisis and climate change. This can best be accomplished through national policy dialogue, international policy advocacy and strategic partnerships.
- 40. These challenges and opportunities form part of the context in which IFAD's next Strategic Framework will be formulated. IFAD will ensure that gender concerns are fully integrated into the analysis that informs the development of its strategic objectives during the coming period.
- 41. A number of IFAD initiatives are being developed or are already under way to improve gender mainstreaming in country programmes. The newly adopted Framework for Gender Mainstreaming in Operations lays out objectives, implementation responsibilities and results measurements for reporting on performance. Continuing collaboration with the World Bank, FAO and the regional international financial institutions will build on the *Gender in Agriculture Sourcebook* to refine programme and project design tools and train and build the capacity of staff and implementing partners. Plans are being developed for recruiting regional gender coordinators to provide additional support for capacity-building, implementation and knowledge management at the country and regional levels.
- 42. To underpin gender mainstreaming in IFAD's operations, the score for gender-sensitivity of programme and project design will be tracked not only at quality enhancement review as established by the Framework for Gender Mainstreaming in Operations but also at the final stage of design through IFAD's quality assurance system. The score will be reported in the Report on IFAD's Development Effectiveness (RIDE).
- 43. Other ongoing initiatives aimed at leveraging impact through leadership development and policy advocacy will gather momentum in the replenishment period. As an outcome of the Farmers' Forum process, IFAD is currently formulating a programme to promote women's leadership in rural producers' organizations, which will expand the presence of women leaders at all levels and develop their skills. IFAD will continue to co-sponsor the newly formed Network of Women Leaders in Agriculture and Natural Resource Management. IFAD will strengthen mechanisms for learning from field experiences across regions and disciplines, for example, by expanding the current thematic group to include consultants and field staff and encouraging the group to scout for innovations and good practices.
- 44. **IFAD** will develop a corporate policy on gender to be submitted to the Executive Board by 2010. This will address the key concerns of leadership and accountability, institutional architecture and responsibilities, human resource management, knowledge management and innovation, and resource allocation and tracking. The policy may also consider strategies for integrating gender perspectives into IFAD's approach to new challenges posed by fragile states, climate change, value chain development and market access, and new aid modalities arising from harmonization and alignment efforts. Finally, it will consider how best to ensure accountability for results, including at the level of Senior Management.
- 45. A peer review of IFAD's gender approach early in the replenishment period would provide external feedback and benchmarking for good practices and help ensure that the corporate policy reflects cutting-edge best practice. **IFAD will solicit the cooperation of key partners in undertaking this review.** The review would take a wide angle, including not only operations but also policy, communications, planning and budgeting, and human resource issues. It would look at success factors, good practices and constraints on IFAD's efforts to contribute to gender equality and women's empowerment, with a focus on structure, processes and

organizational culture. It could be carried out in the context of the ongoing collaboration with the World Bank, FAO and regional international financial institutions on the *Gender in Agriculture Sourcebook*. The approach could draw on the experience of the microfinance donor peer reviews undertaken in 2002 and 2005 by the Consultative Group to Assist the Poor. In addition to the peer review, the findings of the joint evaluation by IFAD and AfDB of agriculture and rural development programmes and projects in Africa will provide useful input for the development of a corporate policy on gender.

VII. Monitoring and reporting on IFAD's commitments to gender equality/women's empowerment

46. IFAD's main instrument for reporting on its performance on gender in its operations will be the RIDE, which, from 2008, will be structured to reflect the Results Measurement Framework for IFAD VIII. The Results Measurement Framework will report on results achieved at four different levels. For purposes of monitoring and reporting on gender, the most important results measures are level 2 (IFAD's contribution to development outcomes) and level 3 (IFAD's operational effectiveness). These will assess programme and project outputs and outcomes, disaggregated by gender wherever appropriate; and the performance of IFAD-supported country programmes and projects, at design, during implementation, and at completion, in terms of contribution to or impact on gender equality and women's empowerment.¹⁸ The Portfolio Performance Report indicators for gender mainstreaming, as established by the Framework for Gender Mainstreaming in Operations will be integrated into the RIDE.

VIII. The way forward: key actions

- 47. IFAD will take the following actions to advance its approach to gender equality and women's empowerment:
 - Soliciting the cooperation of key partners in conducting a peer review of IFAD's gender approach;
 - Developing a corporate policy on gender to be submitted to the Executive Board by 2010.

These actions will build on initiatives currently in development or under way, including:

- Implementing the Framework for Gender Mainstreaming in Operations, which includes a gender-specific question under key success factor 2 of the management assessment template for the country strategic opportunities programme, the score for which will subsequently be considered both in quality enhancement and in quality assurance reviews, and reported in the RIDE;
- Expanding collaboration with the World Bank, FAO and regional international financial institutions to build on the *Gender in Agriculture Sourcebook* to refine project design tools and training for staff and partners;

¹⁸ The RIDE will provide disaggregated reporting on the four sub-indicators (one of which is gender equality) of the indicator "Percentage of projects rated 4 or better for impact on measurements of poverty among the target group."

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- Moving ahead with plans to provide additional support for capacitybuilding, knowledge management, and technical assistance at the country and regional levels; and
- Developing a programme to promote and strengthen women's leadership in rural producers' organizations, and continued co-sponsorship of the Network of Women Leaders in Agriculture and Natural Resource Management.

Definitions

Gender

The term gender refers to culturally based expectations of the roles and behaviours of women and men. The term distinguishes the socially constructed from the biologically determined aspects of being male and female. Unlike the biology of sex, gender roles and behaviours and the relations between women and men (*gender relations*) can change over time, even if aspects of these roles originated in the biological differences between the sexes.

Gender Equality

In IFAD's terminology, gender equality means that women and men have equal opportunities, or life chances, to access and control socially valued goods and resources. This does not mean that the goal is for women and men to become the same, but it does mean that we will work towards equal life chances for both sexes. In order to achieve this, it is sometimes necessary to empower, or "build up" groups that have limited access to resources. For example, to undertake special actions, such as providing day care for children, to enable women to participate along with men in training workshops. Or to provide credit to rural women because their access to productive resources is restricted. Or to establish educational programmes for boys in Latin America, where their school attendance is weak compared to that of girls.

Empowerment

Empowerment is about people taking control of their lives. It is about people pursuing their own goals, living according to their own values, developing self-reliance, and being able to make choices and influence – both individually and collectively – the decisions that affect their lives. Empowerment is a process, which can be long and complex. For women and men to be empowered, conditions have to be created to enable them to acquire the necessary resources, knowledge, political voice and organizational capacity.

Gender Mainstreaming

For *IFAD* as an institution, **gender mainstreaming** is the process by which reducing the gaps in development opportunities between women and men and working towards equality between them become an integral part of the organization's strategy, policies and operations, and the focus of continued efforts to achieve excellence. Thus gender mainstreaming is fully reflected, along with other core priorities, in the mindset of IFAD's leadership and staff, its values, resource allocations, operating norms and procedures, performance measurements, accountabilities, competencies, and its learning and improvement processes.

In IFAD's development activities, gender mainstreaming implies assessing the implications for women and men of any planned action, including legislation, and ensuring that their concerns and experiences are taken fully into account in the design, implementation, monitoring and evaluation of all development activities. The aim is to develop interventions that overcome barriers preventing women and men from having equal access to the resources and services they need to improve their livelihoods.

Framework for Gender Mainstreaming in Operations

1. Purpose and scope of the gender framework

- 1. IFAD's Plan of Action (PoA) 2003-2006 for "Mainstreaming a gender perspective in IFAD's Operations" was developed to operationalize the gender mainstreaming principles contained in IFAD's Strategic Framework 2002-06. It was conceived as a time-bound initiative aiming to bring greater consistency and upscale IFAD's efforts to integrate gender in its operations. Gender considerations have now largely been integrated into IFAD's business processes related to the project/programme cycle, including Action Plan deliverables (Quality Enhancement Procedures, Supervision Guidelines, etc.). Attention to gender mainstreaming/women's empowerment have been confirmed by IFAD's Targeting Policy, approved in September 2006, and the Strategic Framework 2007-10. This Framework reiterates core principles, definitions and key responsibilities contained in the previous Gender PoA, which remain valid to guide IFAD's action. It confirms attention to gender issues as a permanent feature in business processes related to IFAD's project-programme cycle, and establishes the basic parameters and indicators against which IFAD's performance in this area will be monitored within its regular reporting and monitoring systems.
- 2. The *Gender Framework* refers only to gender mainstreaming and women's empowerment in the context of IFAD's programmatic work and thus to actions that fall directly under the responsibility of the Programme Management Department. In processes linked to the project cycle, efforts will be pursued to ensure that there is accountability in addressing gender in design following the *Pre-requisites of gender sensitive design* in the context of the new quality enhancement and quality assurance systems. Attention to gender equality will be addressed in the departmental results framework and key performance indicators.
- 3. The Gender Framework is one of several instruments which are required to operationalize IFAD's commitment to MDG3, and which IFAD still needs to define. These include attention to gender issues in IFAD's policy work, in its learning and innovation efforts and in its human resource management and development policies, including training.

2. Guiding principles

- 4. For IFAD, gender equality and women's empowerment¹ have gained increasing importance both as objectives and as instruments for poverty reduction, and thus for reasons of both equity and efficiency. As part of its poverty focus, the Fund considers women as a target group deserving special attention². In its operations, IFAD pursues a three-pronged strategy for gender mainstreaming and women's empowerment aiming to:
 - (i) expand women's economic empowerment through access to and control over fundamental assets;
 - (ii) strengthen women's decision-making role in community affairs and representation in local institutions; and
 - (iii) improve the knowledge and well-being of women and ease women's workloads by facilitating women's access to basic rural services and infrastructures.

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¹ See Gender Plan of Action for definitions of gender, gender equality, gender equity, gender mainstreaming and empowerment: http://www.ifad.org/gender/policy/action.htm.

http://www.ifad.org/sf/strategic_e.pdf.

5. In pursuing these objectives IFAD's approach combines gender mainstreaming with proactive measures and activities specifically directed at women. IFAD's action is guided by the principle that development initiatives should be based on an understanding of gender-differentiated roles and needs and provides equal opportunities for women and men to access benefits and services. This will require both attention to gender differences in all aspects of a project or programme, and the implementation of specific measures to enable women to acquire the means and ability to participate as equals in economic and social development, as well as in the decisions that affect their lives and those of their families.

6. In line with IFAD's Strategic Framework 2007-10, attention to gender mainstreaming and women's empowerment will focus on key areas (natural resources, technologies, financial services, markets, rural off-farm employment and enterprise development, and local and national policy and programming processes). By establishing the basic Pre-requisites for gender-sensitive design and implementation of IFAD-supported projects and programmes, the Framework operationalizes the principles related to gender mainstreaming/women's empowerment contained in IFAD's Policy on Targeting and Strategic Framework 2007-2010.

Gender equality/women's empowerment – IFAD policy principles

"IFAD will, in all operational situations..... address gender differences and have a special focus on women within all identified target groups – for reasons of equity, effectiveness and impact"

(IFAD's Policy on Targeting, 2006, http://www.ifad.org/pub/policy/target/targeting-e.pdf

"For development efforts to be effective, differences in gender roles and responsibilities need to be taken into account; and across all these (target) groups IFAD will focus particularly on women, not only because they have significantly less access than do men to assets and services – and less voice in public decision-making, but also because addressing these inequalities and strengthening the capacity of rural women to perform their productive roles more effectively, has a major impact on poverty reduction and on household food security"

(IFAD's Strategic Framework 2007-2010, http://www.ifad.org/sf/strategic_e.pdf

3. Operational objectives

- 7. With the overall goal of contributing to the achievement of gender equality and women's empowerment (MDG3) through its operations, to mainstream gender concern into the project/programme cycle IFAD sets the following operational objectives:
 - (i) Results-based Country Strategic Opportunities Programmes (COSOP) integrate gender concerns;
 - (ii) Project and grant design fully integrates gender concerns according to the Prerequisites for Gender-Sensitive Design;
 - (iii) Project and grant implementation ensures gender-equitable participation in and benefit from project activities
 - (iv) Supervision/implementation support gives attention to gender mainstreaming and women's empowerment
 - (v) Project completion reports give attention to gender mainstreaming/women's empowerment

8. Table 1 lists the indicators and sources of verification for each of the above objectives mainly on the basis of IFAD's existing monitoring and reporting instruments. (See Section F Monitoring).

4. Key features of gender-sensitive design and implementation

9 Through its direct involvement in project design and implementation, or in dialogue with co-financing partners, IFAD will seek to ensure that certain key features are reflected in the design and implementation of the initiatives it supports. These include: i) the understanding of gender differences in the activities or sectors concerned; ii) actions to empower women, economically and in decision-making; iii) operational measures to ensure gender-equitable participation and benefits; iv) provisions for monitoring and evaluation of gender differentiated impact and participation (see Box 1). The resulting gender strategy will be forward-looking while at the same time feasible given previous experience, and also ownership by key implementing partners. IFAD will engage in continued and active dialogue with its partners - at country-level and in its grants programme - to build a shared understanding of the importance of gender issues and women's empowerment in poverty reduction, and agreement on the best ways to achieve these goals. It is also committed to continued efforts to learn, share knowledge and pilot innovative approaches in this area.

BOX 1 - KEY FEATURES OF gender-sensitive design AND IMPLEMENTATION

Gender analysis data

The project design document contains – and project implementation is based on – gender-disaggregated poverty data and analysis of gender differences in the activities or sectors concerned.

Strategic focus

Based on the above, the project design report articulates – or the project implements – actions which aim to:

- Expand women's economic empowerment through access to and control over fundamental assets.
- Strengthen women's decision-making role in community affairs and representation in local institutions; and
- Improve women's knowledge and well-being and ease their workloads by facilitating their access to basic rural services and infrastructure.

Operational measures

The design document describes (and the project/programme implements) operational measures to ensure gender-equitable participation in, and benefit from, project/programme activities. In addition to context-specific measures to be developed case-by-case, these will generally include:

- Allocating adequate resources to implement the gender strategy;
- Ensuring and supporting women's active participation in project-related decision-making bodies and committees;
- Ensuring that project/programme management arrangements (composition of the project management unit/programme coordination unit, project terms of reference, etc.) reflect attention to gender equality and women's empowerment concerns; and
- Ensuring direct project/programme outreach to women (for example through appropriate numbers and qualification of filed staff), especially where women's mobility is limited.

Monitoring and evaluation

The project's logical framework and monitoring and evaluation (M&E) system specify in design – and project M&E units collect – gender-disaggregated performance and impact data.

5. Responsibilities for implementation

10. The overall responsibility for ensuring implementation of the *Gender Framework* lies with the Assistant President/PMD. Reporting on progress will be done through the corporate Annual Portfolio Performance Report (PPR). Regional directors are responsible for ensuring that gender mainstreaming principles and measures are implemented and monitored in the context of the divisional portfolio. They will therefore ensure that such measures are incorporated into the divisional work plan and budget, and report on progress in divisional contributions to the annual PPR. The regional director will appoint a divisional gender focal point to assist her/him in this task. The director of the Technical Advisory Division is responsible for ensuring that gender issues are addressed in PT-managed QE processes, in line with the prerequisites of gender sensitive design. This will include not only project review, but also development of tools and guidance for design. Through the Senior TA on Gender, PT will report annually via the PPR on gender in design.

11. At the operational level, responsibility for implementing project-related activities rests primarily with country programme managers and teams. Ultimately, the responsibility for ensuring that projects empower women and provide gender-equitable access to benefits rests with the borrowing country, and in particular with the project management team.

6. Monitoring

12. IFAD's main instrument for reporting on performance against the Gender Framework will be the PPR, which draws on various data sources and on the divisional reports. PMD Divisions will be required to report against the indicators corresponding to the Objectives (section D) as listed below in Table 1. The score on gender-sensitivity in design – as per the Maturity Assessment Template (MAT) on the Key Success Factor (KSF) 2, sub-score on gender – will be included in the Departmental and Regional Division management plans. In the few cases of indicators for which data is not routinely collected, a rapid baseline will be undertaken after approval of this Bulletin to provide benchmarks that will be assessed on a bi-annual basis. The following table specifies the indicators against which IFAD will be reporting, with the related sources of verification.

Table 1

Results Framework for Gender Mainstreaming in IFAD Operations							
Narrative summary	Results indicators	Data source					
Goal: Improve gender equality/women's empowerment	Percentage of projects rated 4 or better for (projected) impact on gender equality (IFAD Results Management Framework 2007-2010, Result Indicator 4, sub- indicator 4)	Annual Portfolio Performance Report (PPR)					
Objectives							
Results-based Country Strategic Opportunities Programmes (COSOP) integrate gender concerns	Percentage of COSOPs rated 4 or better on gender under RB-COSOP MAT KSF 2	COSOP MAT KSF 2 - question on gender 2.4 ^a					
Project design fully integrates gender concerns according to the Pre-requisites for gender sensitive design	Percentage of project design reports rated 4 and above on gender as per 'Prerequisites of gender-sensitive design" Maturity Assessment Template (MAT), Key Success Factor (KSF) 2 sub-score at QE	KSF 2 Sub-scores on gender as per QE Panel report Summary Assessment Sheet) summarized in PPR ^b Departmental Management Plan, Programme Management Department (as key performance indicators KPI). from 2009					
Grant design fully integrates gender concerns according to the Pre-requisites for gender sensitive design	Percentage of grant design documents scored 4 and above and for gender focus	Gender-sensitivity score in grants assessment template following grants TRC					
Project implementation ensures gender- equitable participation in and benefit from project activities	Percentage of projects scoring 4 and above on gender focus in implementation ^c	Annual Portfolio Performance Report (PPR)					
Grant implementation ensures gender- equitable participation in and benefit from project activities	Percentage of grants scoring 4 and above on gender focus ^d	Annual Portfolio Performance Report (PPR)					
Supervision/implementa tion support gives attention to gender mainstreaming and women's empowerment	Percentage of supervision reports reflecting Guidelines for supervision and implementation support of projects and programmes funded from IFAD loans and grants (2007)", annex 4, (http://www.ifad.org/operations/projects /supervision/guidelines.pdf)	Baseline to set benchmarks (2008) Bi-annual reviews					
Project completion reports give attention to gender mainstreaming/women's empowerment	Project completion reports (PCRs) ratings factor in attention to gender equality/women's empowerment ^e	Rating by PMD Front Office					

^a A question will be added under KSF 2 "Poverty, Social Development and Targeting" of the COSOP MAT. "to what extent does the COSOP promote gender equality and empowerment of women"; in responding to the question reference is to be made to the RB-COSOP policy and RB-COSOP Guidelines which make reference to Inclusion of gender sensitive Baseline Poverty Analysis in Preparatory studies (Para 35), gender balance in participation (Para. 40), inclusion of a section on gender issues with GEM and GDI data, gender disaggregated data and indicator (Para. 43).

^b Project design ratings (as per QE or QA) will be modified in line with the PPR. QE scores are expected to

^b Project design ratings (as per QE or QA) will be modified in line with the PPR. QE scores are expected to be used in PPR 2008, and QA scores for the following years. Pending revision of TRC Panel Report Template, QE project scores against Pre-requisites will be derived from RRN gender checklist scores.

^c PPR Guidelines for 2009 will update guidance for scoring on "gender focus" in line with the "Prerequisites"

d As above

 $^{^{\}rm e}$ Revision of PCR Guidelines will detail scoring criteria for ge/we