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A



تمكين السكان الريفيين الفقراء
من التغلب على الفقر

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EB 2010/101/R.9/Rev.1

EB 2010/101/R.9

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evaluation@ifad.org

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¹ يتضمن الإطار 5 في التقرير الرئيسي الأهداف المؤسسية الثلاثة المتعلقة بالمساواة بين الجنسين وتمكين المرأة.

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<http://www.ifad.org/gbdocs/eb/78/e/EB-2003-78-R-16.pdf>

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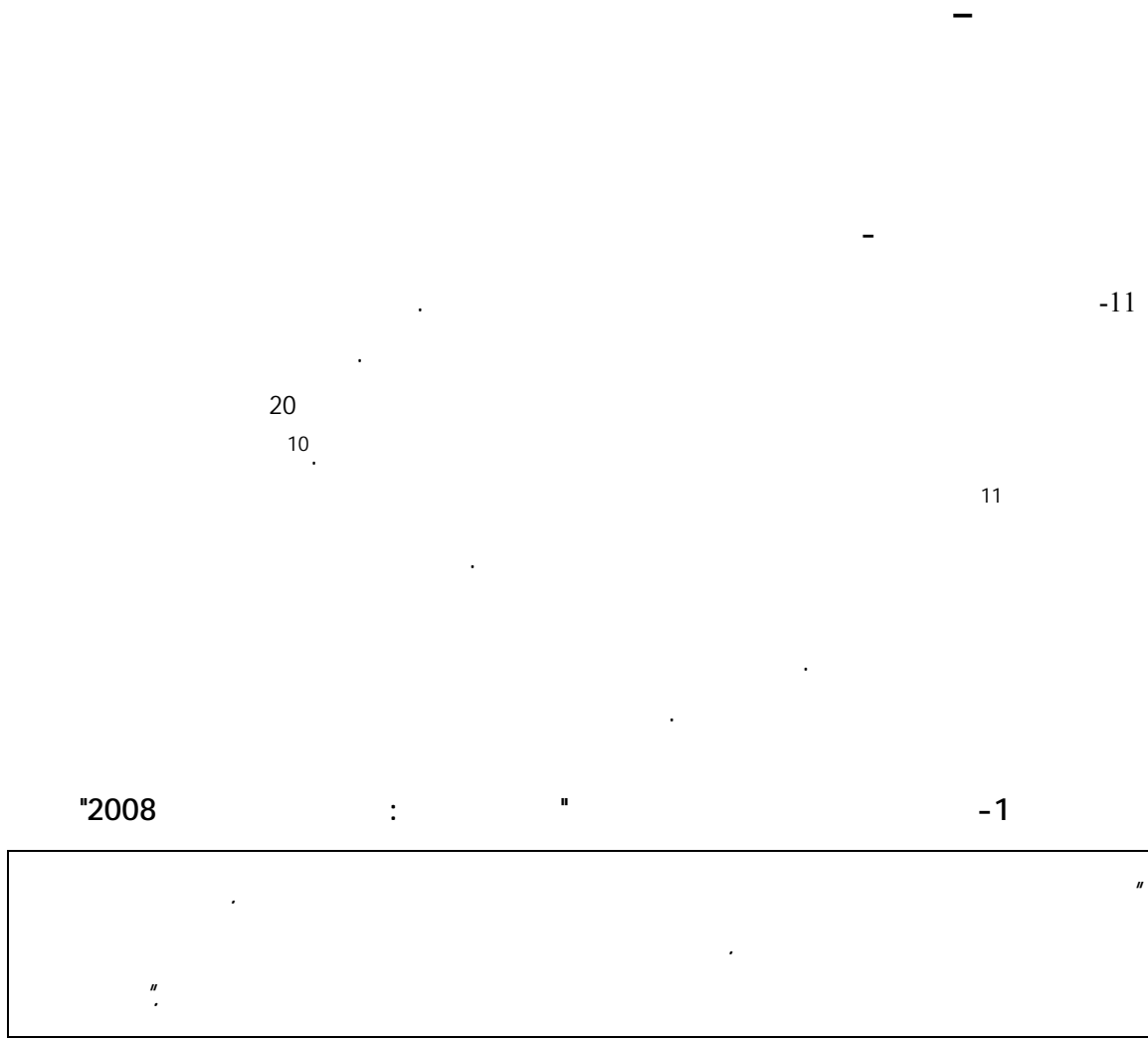
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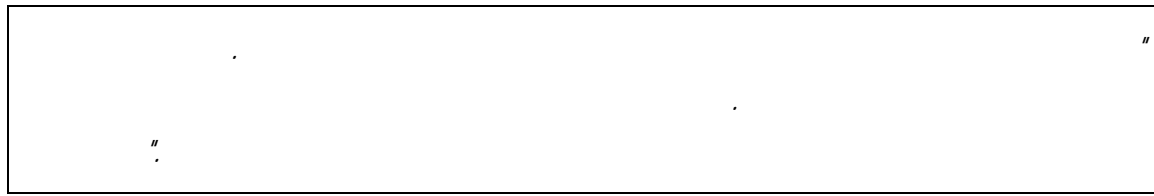


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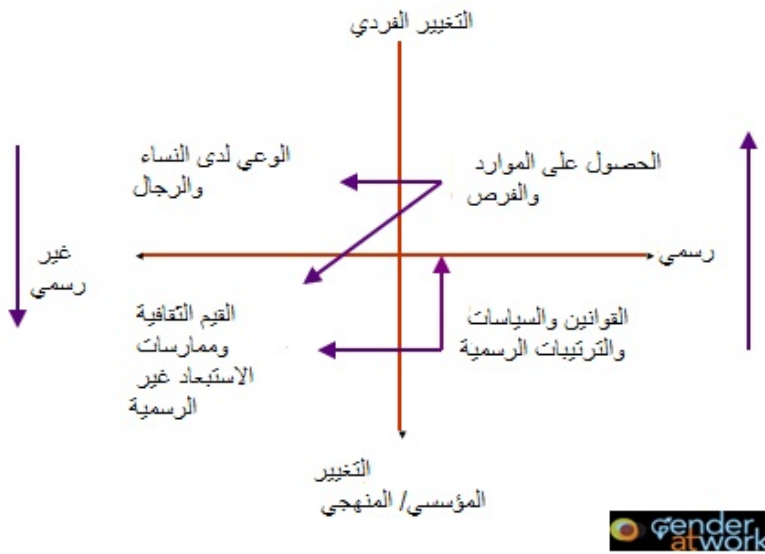
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¹³ الأمر الذي تؤكد دراسة منظمة التعاون والتنمية في الميدان الاقتصادي لعام 2006.

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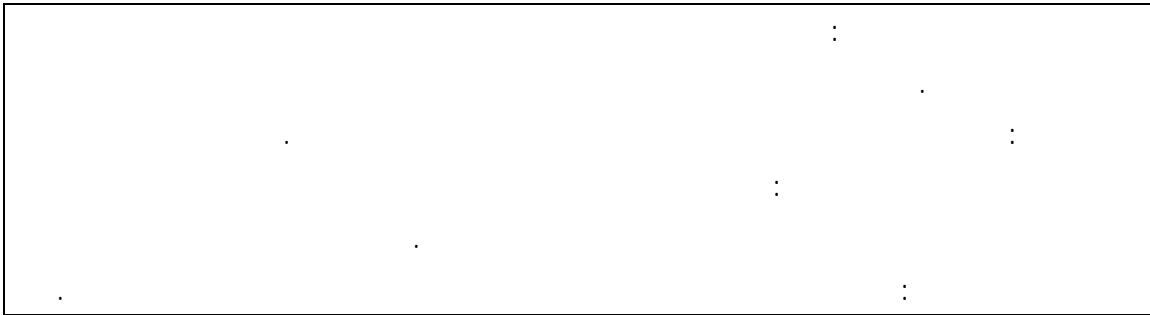
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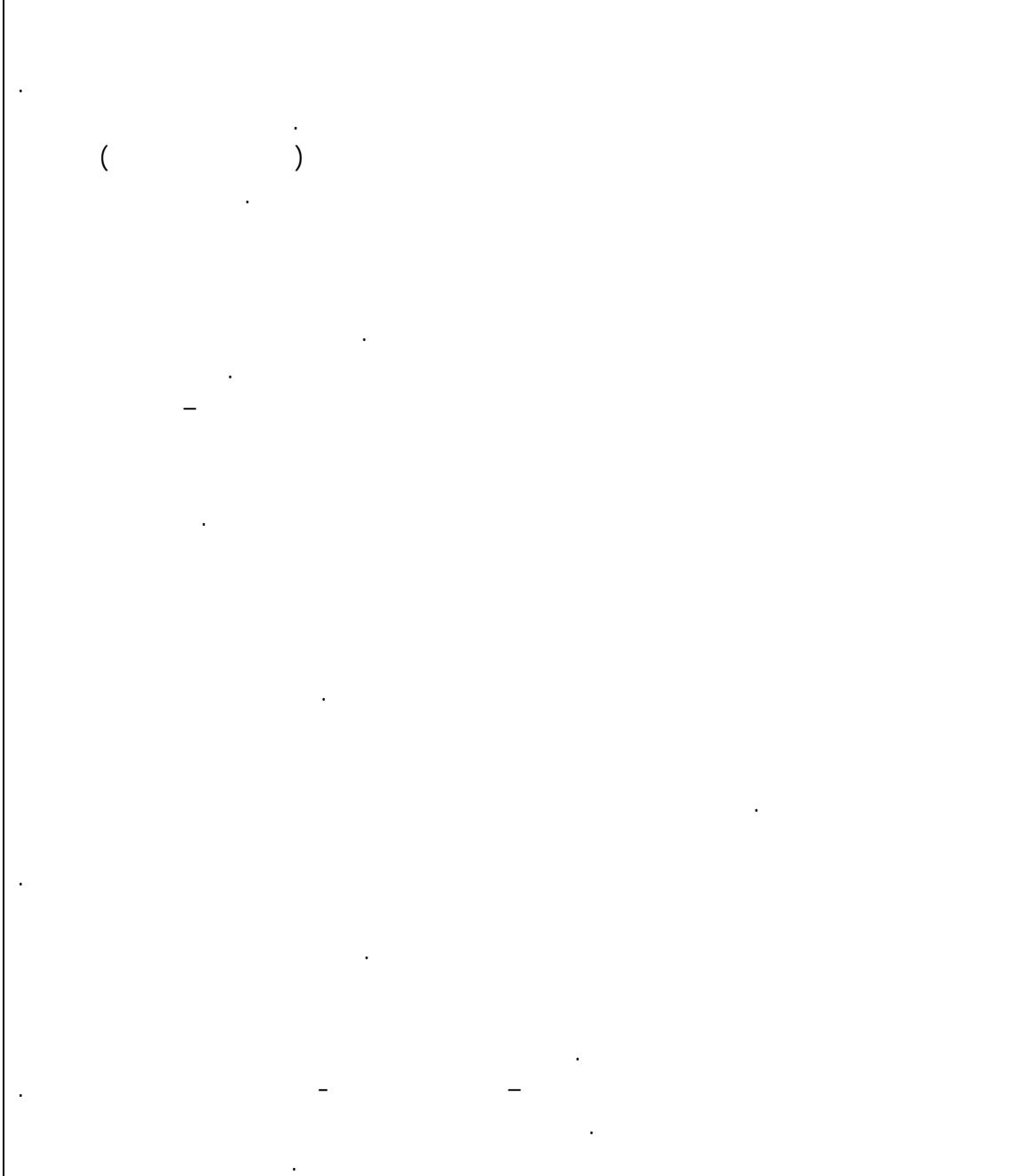
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¹⁹ وردت هذه التعاريف في وثيقة خطة العمل للمساواة بين الجنسين التي ناقشها المجلس التنفيذي في أبريل/نيسان 2003.

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www.ifad.org/gender/approach/gender/mem.htm : " " 20

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[.http://www.ifad.org/gbdocs/eb/78/e/EB-2003-78-R-16.pdf](http://www.ifad.org/gbdocs/eb/78/e/EB-2003-78-R-16.pdf) متاح على²³

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²⁴ الواقع أن هذه كانت المرة الأولى التي يجري فيها الصندوق استقصاء أساسياً كاملاً لسياسة أو خطة عمل مؤسسية.
²⁵ ما أصبح يعرف فيما بعد باسم المجموعة المواضيعية المعنية بالمساواة بين الجنسين.

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[.www.ifad.org/gbdocs/repl/8/iv/e/REPL-VIII-4-R-8.pdf](http://www.ifad.org/gbdocs/repl/8/iv/e/REPL-VIII-4-R-8.pdf) :

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[.www.ifad.org/gbdocs/gc/32/e/GC-32-L-5.pdf](http://www.ifad.org/gbdocs/gc/32/e/GC-32-L-5.pdf) :

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33 أنظر: B. Plewes and R. Stuart, Developing An Organizational Gender Policy, Match International, Ottawa 1990

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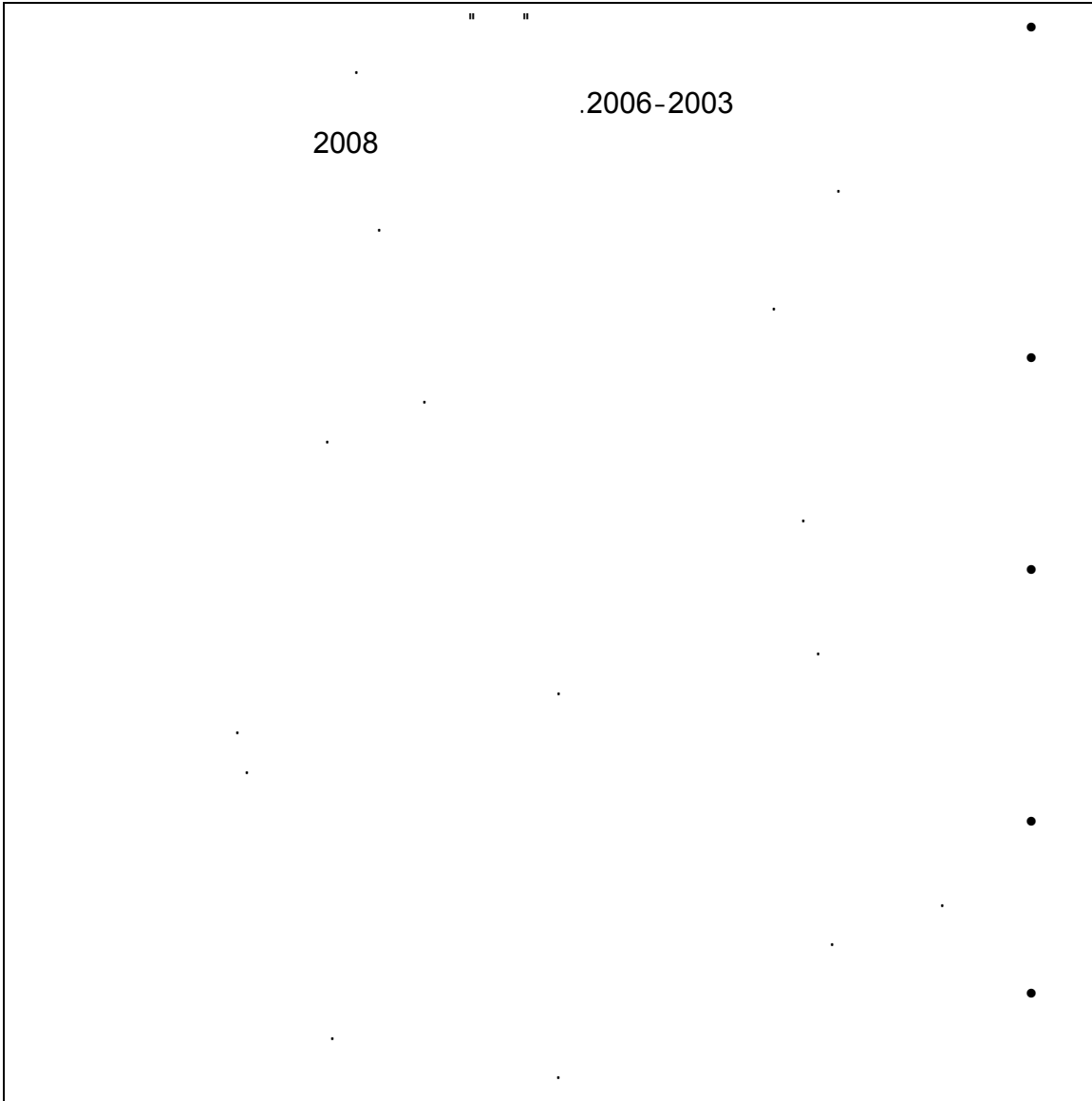
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³⁹ تمت الموافقة على ثمانية مشروعات في 2009 وعلى واحد في 2008 وعلى سبعة في 2006 وعلى واحد في 2005 وعلى اثنين في 2004 وعلى ثلاثة في 2003.

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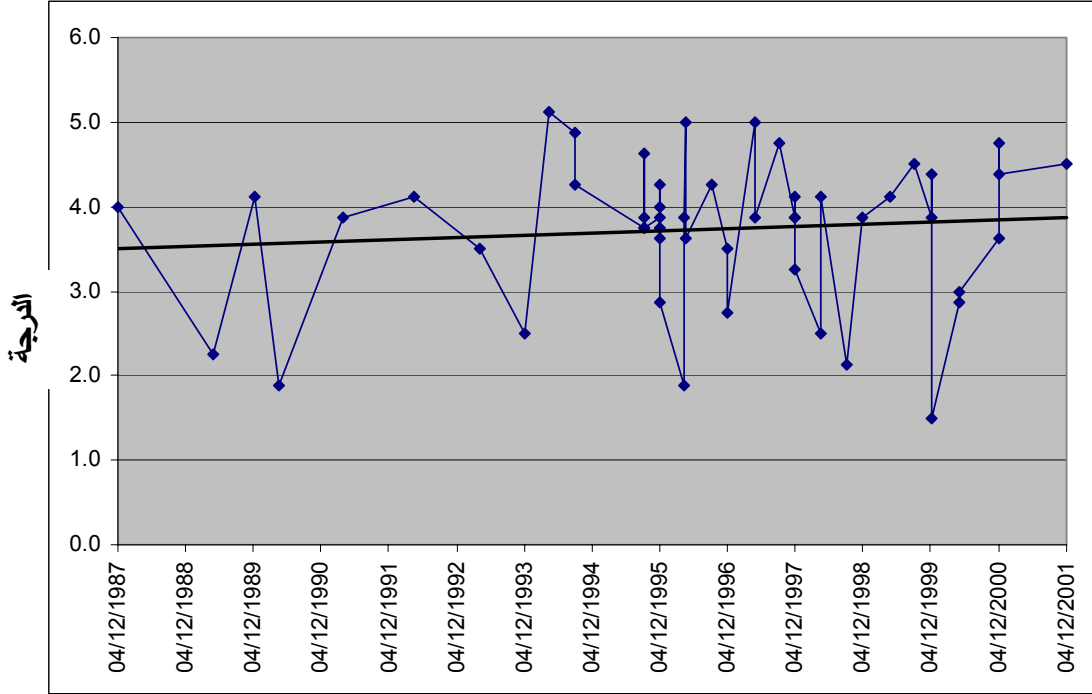
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.(1)

⁴⁰ معايير تقييم الإنجاز العام في المجال الجنساني مركبة من معايير التقييم المختلفة، وهي الصلة بالواقع والفعالية والكفاءة والأثر والاستدامة والابتكار وتوسيع النطاق.

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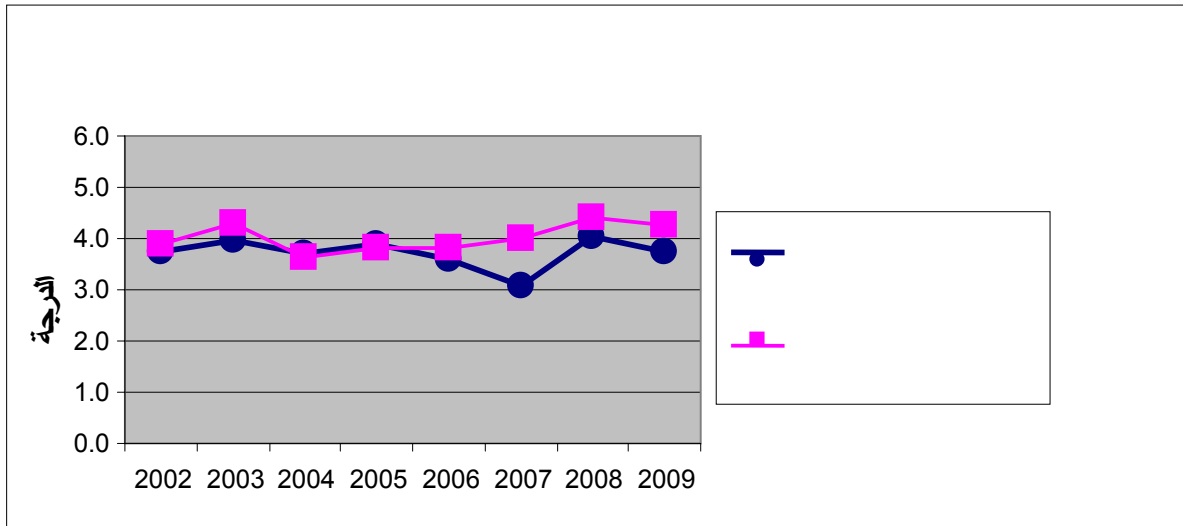
(1) :

⁴¹ الانجاز العام في المشروع هو أحد معايير التقييم الشد أهمية، وهو كعيار مركب يشمل درجات المعطاة للمشروع من حيث الصلة بالواقع والفعالية والكفاءة والأثر والاستدامة والابتكار.

⁴² يعكس هبوط الانجاز في المجال الجنساني في فترة 2004-2006 زيادة صرامة العملية التي يتبعها الصندوق في تقدير المساواة بين الجنسين وتمكين المرأة، بعد بدء العمل للمساواة بين الجنسين عي عام 2003.

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⁴³ هذا المعيار مركب من الدرجات المعطاة لكل من الصلة بالواقع والفعالية والكفاءة والأثر والاستدامة والابتكار وتوسيع النطاق.

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⁴⁴ هناك معلومات أكثر تفصيلاً بكثير في تقارير دراسات الحالات القطرية الخمس، وهي متاحة لطلبها من مكتب التقييم في الصندوق.
⁴⁵ نظر المجلس في جميع برامج الفرص الإستراتيجية القطرية في 2009.

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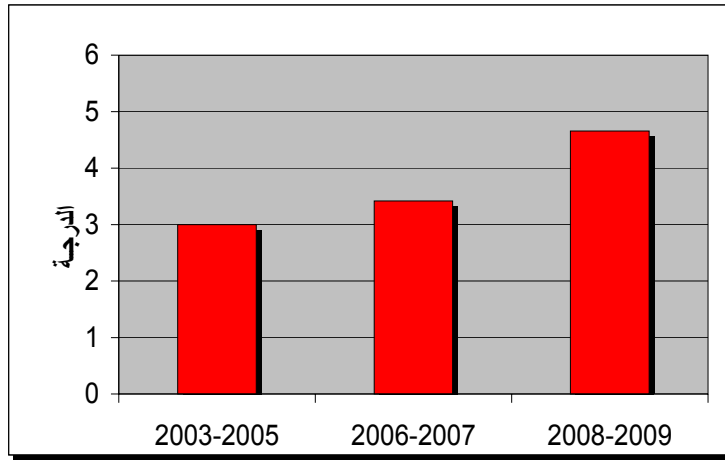
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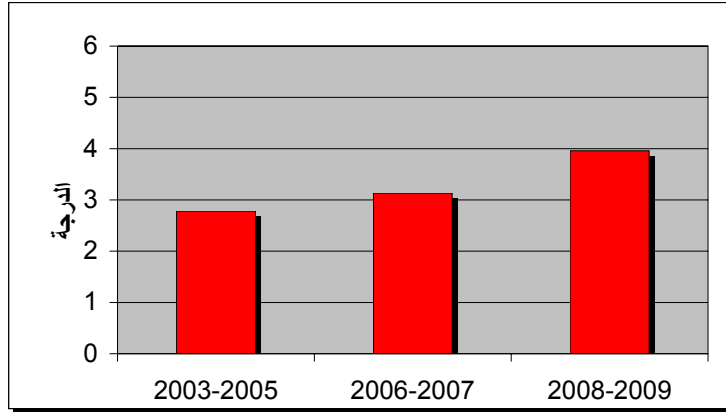
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⁴⁶ منح هذه الدرجات مقيمون مستقلون تعاقدهم معهم "فريق ضمان الجودة" في مكتب رئيس الصندوق ونائب رئيس الصندوق، وذلك كجزء من آلية الصندوق المعززة لضمان الجودة.

⁴⁷ يشمل ذلك بيانات وردت منذ أن بدأ فريق ضمان الجودة أنشطته في 2008.

⁴⁸ أنظر الوثيقة <http://www.ifad.org/gbdocs/eb/98/e/EB-2009-98-R-57.pdf>

⁴⁹ المجالات الأربعة الأخرى هي ترتيبات التنفيذ، والرصد والتقييم، والترتيبات المؤسسية والتحليل المؤسسي، والمسائل التقنية.

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⁵⁰ عملية تعزيز النوعية عملية داخلية في دائرة إدارة البرامج، وهي تسبق عملية ضمان الجودة "البعيدة عن المتناول" التي يقودها مكتب رئيس الصندوق ونائب رئيس الصندوق.
⁵¹ في العادة، تعد تقارير حالة المشروعات (لكل مشروع يموله الصندوق) مرة في السنة (وفي بعض الحالات يعد مرتين). ويتوقع منها أن تحدّث بعد كل عملية بعثة للإشراف المباشر ولدعم التنفيذ.

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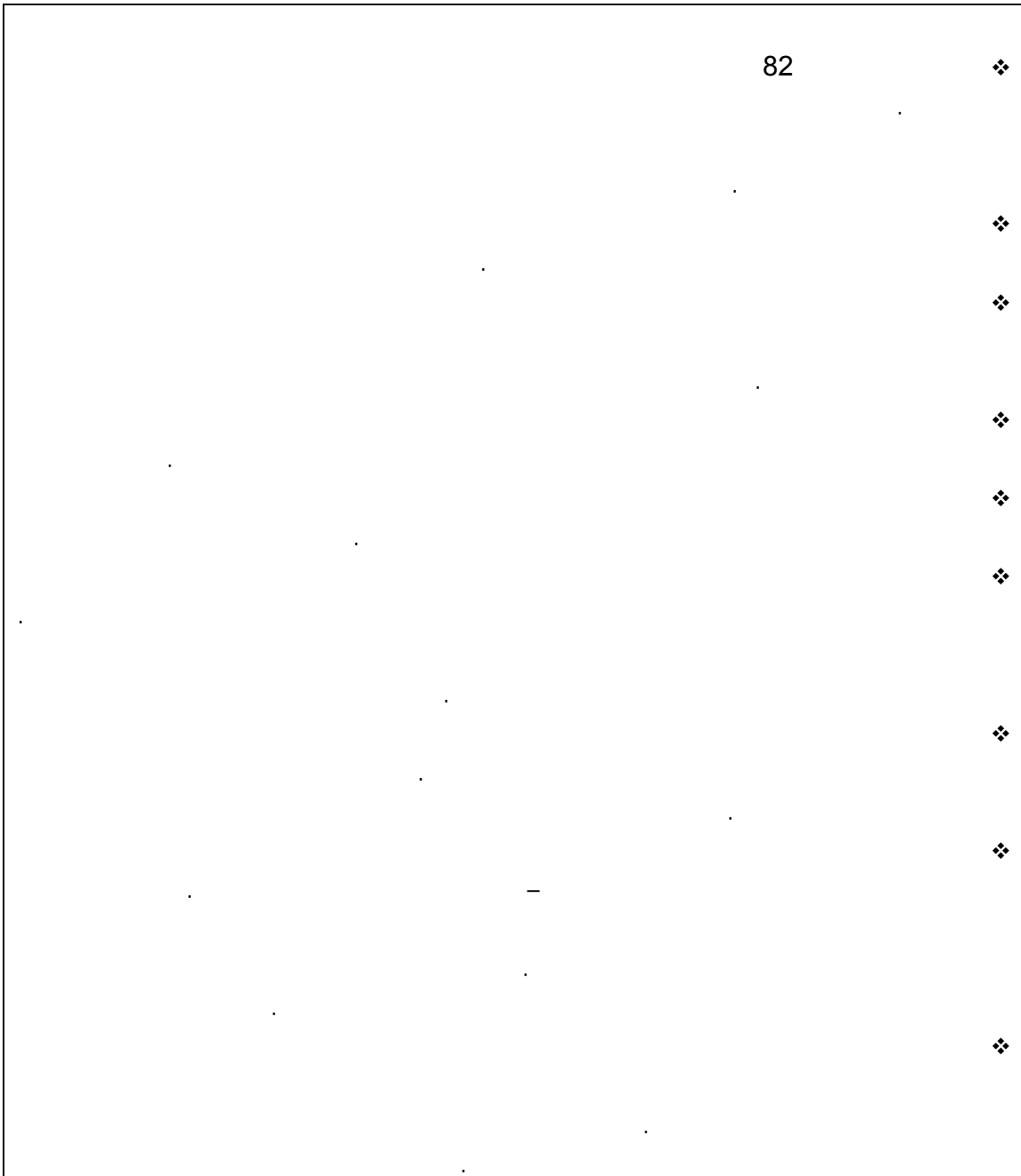
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⁵² أنظر " تخفيف العبء"، <http://www.ifad.org/gender/pub/load.pdf>

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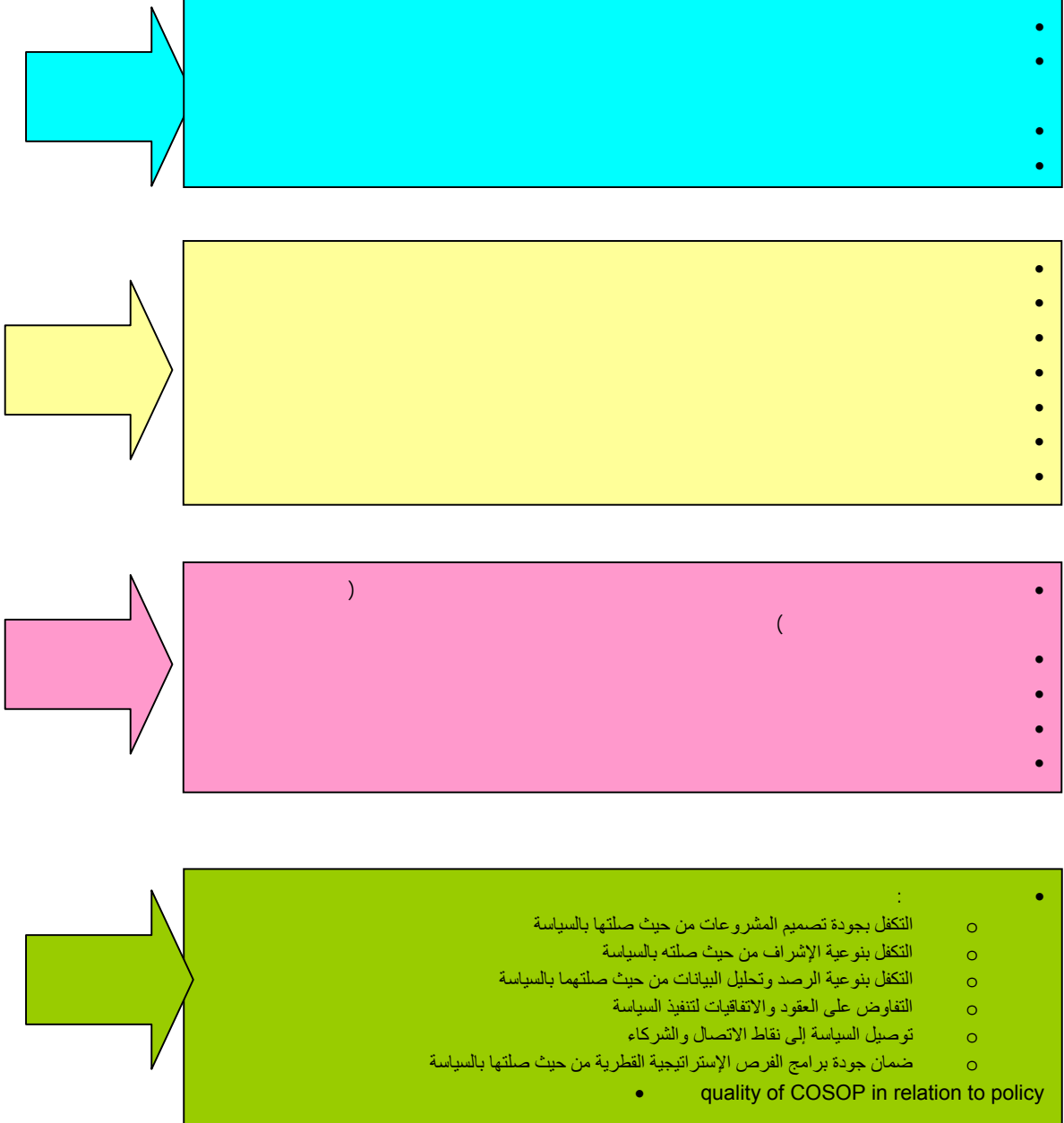
(1) :

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⁵³ في البداية، كانت وظيفة المستشار التقني الأقدم للشؤون الجنسانية في شعبة السياسات والمشورة التقنية تمول من الأموال التكميلية. أما الآن فإن الوظيفتين المخصصتين للشؤون الجنسانية في الشعبة تشكلان جزءاً من ميزانية الصندوق الإدارية.

2009 -161

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⁵⁴ من ذلك مثلاً أن مع أن سياسة الصندوق الجديدة للتمويل الريفي التي حصلت على الموافقة في أبريل/نيسان 2009 تضمنت إشارات مختلفة لدور المرأة، فإنها لم تشر إلى المساواة بين الجنسين وتمكين المرأة إلا مرتين إحداهما في إحدى الحواشي. وفي المقابل، فإن سياسة الصندوق للعمل مع الشعوب الأصلية، والتي أقرها المجلس التنفيذي في سبتمبر/أيلول 2009، تتعامل بصورة شاملة مع مسائل المساواة بين الجنسين وتمكين المرأة.

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⁵⁵ "تبقى النساء هدفاً أول لبرامجنا ومشروعاتنا القطرية، وقد قبلت بكل سرور في أكتوبر/تشرين الأول الماضي المشعل الجنساني للهدف الثالث من الأهداف الإنمائية للألفية من الوزيرة أولا تورنايس الدانمركية والتزمت بأن أقوم بفعل شيء إضافي. وفي الصندوق، على المستوى الداخلي، لا تُعتبر المساواة بين الجنسين في مكان العمل مجرد كلمات – فالنساء يشكلن 75 في المائة من الموظفين الجدد في الفئة الفنية في مكتب رئيس الصندوق ونائب رئيس الصندوق، ويشكل ذلك نائبة الرئيس ومديرة المكتب".

⁵⁶ أحدهما برتبة ف-5 والآخر برتبة ف-4.

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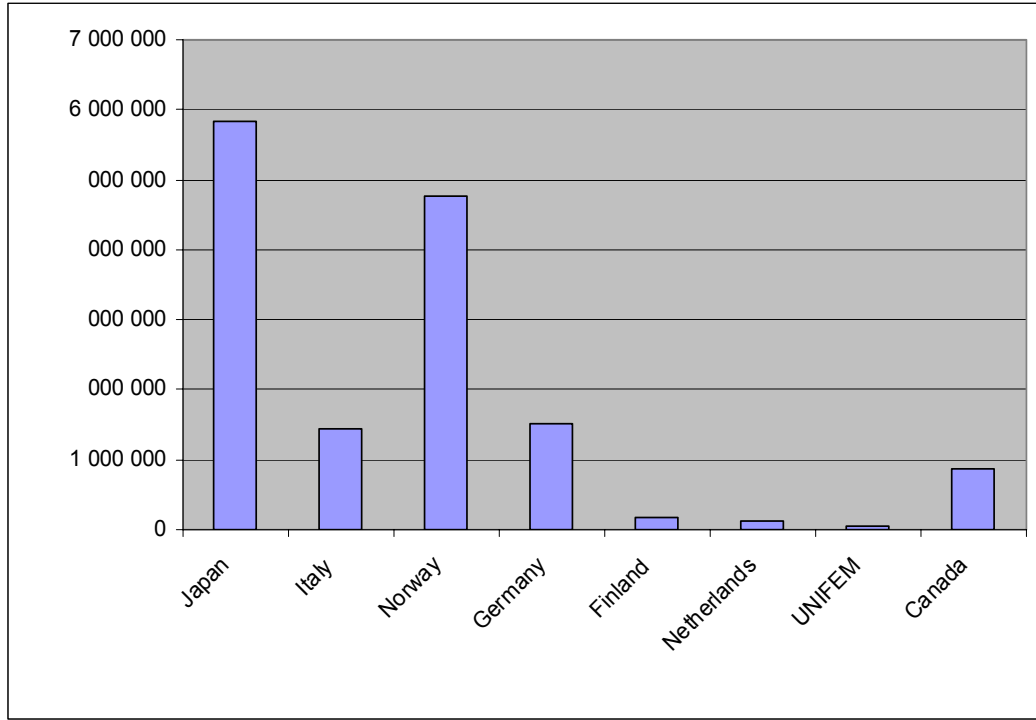
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⁵⁷ يشمل ذلك، مثلاً، خمسة تقديرات إقليمية في 2004-2005 واستعراض المساواة بين الجنسين وتمكين المرأة في حافظة الصندوق في عام 2000، وغير ذلك من أنشطة.

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Gender and Water (2007), Gender and Non-Timber Forest Products (2008), Polishing the Stone: A Journey through the Promotion of Gender Equality in Development Project (2007), Lightening the Load; Labour-saving Technologies and Practices for Rural Women (2010), وكثير غيرها.⁵⁸
⁵⁹ من ذلك مثلاً أن بعض منسقي الشؤون الجنسانية هم مديرو برامج قطرية أو اقتصاديون إقليميون أو مسؤولون عن إدارة المعرفة.

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⁶⁰ وجد تقييم التقييمات السابقة ودراسات الحالات القطرية الخمس المنفذة في إطار هذا التقييم دلائل تساند هذا القول، بما في ذلك التغييرات الرئيسية في فئات الإنفاق.

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⁶¹ يمكن الاطلاع على السياسة على الموقع التالي: <http://www.ifad.org/gbdocs/eb/82/e/EB-2004-82-R-28-REV-1.pdf>

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⁶² أنظر المرفق الأول من الوثيقة A/65/334، تقرير الأمين العام إلى الجمعية العامة للأمم المتحدة. "تحسين وضع المرأة في منظومة الأمم المتحدة"،

<http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/500/50/PDF/N1050050.pdf>

⁶³ أما الوكالات التي سجلت نسباً أعلى من الصندوق للنساء في الوظائف الفنية والوظائف الأعلى فهي: محكمة العدل الدولية (53.1 في المائة، وصندوق الأمم المتحدة للسكان (51.2 في المائة)، ومنظمة الأمم المتحدة للطفولة (50.2 في المائة)، واليونسكو (49.2 في المائة).

⁶⁴ المصدر: الجدول 5 من الوثيقة A/65/334، تقرير الأمين العام إلى الجمعية العامة للأمم المتحدة. "تحسين وضع المرأة في منظومة الأمم المتحدة"، <http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/500/50/PDF/N1050050.pdf>.

⁶⁵ التقرير السنوي لمصرف التنمية الآسيوي، 2009، ص. 93.

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⁶⁶ مصرف التنمية الآسيوي، إطار قياس النتائج في المجموعة المصرفية، ص. 4.
⁶⁷ التقرير السنوي للبنك الدولي، 2010.

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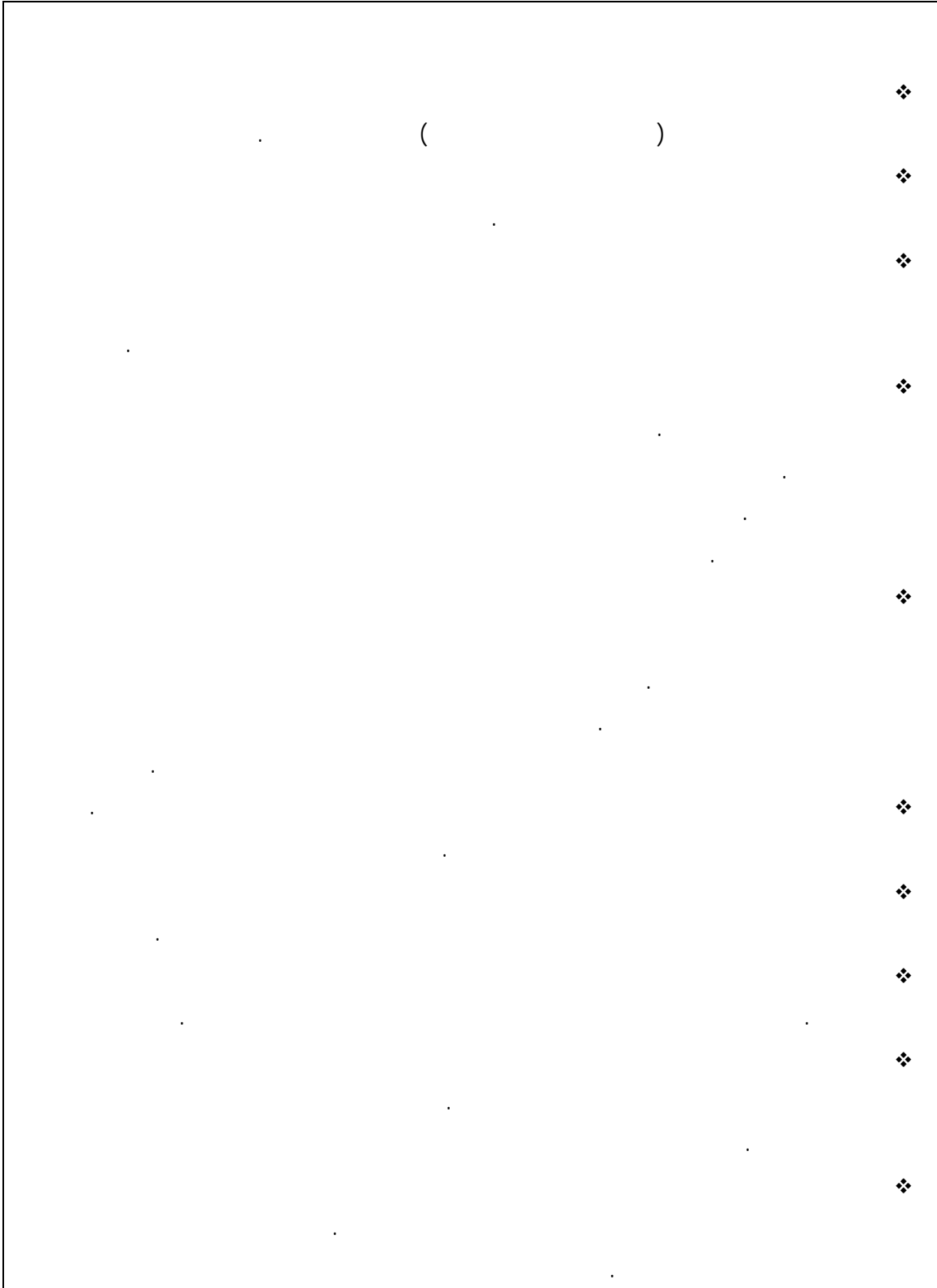
⁶⁸ كما يقدم الصندوق إجازة أبوة ولديه في مبنى المقر مركز للعناية بالأطفال.

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⁶⁹ تقود الإشارة المرجعية في فقرات هذا الفصل القارئ مباشرة إلى النقطة ذات الصلة في متن التقرير حيث يرد التحليل الرئيسي للموضوع المقابل ونتائجه.

⁷⁰ تيري ديفيز، الأمين العام لمجلس أوروبا، في اجتماع الأمم المتحدة الرفيع المستوى المعني بالأهداف الإنمائية للألفية، سبتمبر/أيلول 2008.

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⁷¹أرقام الفقرات المدرجة كإشارة في كل توصية تحيل القارئ إلى النص السابق الخاص بالاستنتاجات.

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⁷² مثلاً، بضمان وجود أحكام واضحة تتعلق بالتدريب في برنامج عمل الصندوق والميزانية السنوية فيما يتعلق بالشؤون الجنسانية.
⁷³ كان تقييم الابتكار قد أوصى بوضع جدول أعمال للصندوق ككل على الصعيد المؤسسي يعنى بالابتكار، على أن يتألف من عدد قليل من الموضوعات أو المجالات المختارة. وينبغي لهذه الموضوعات أو المجالات - "الخيارات الكبيرة" - أن تكون في تلك المجالات من الزراعة والقطاع الريفي التي توجد فيها حاجة ثابتة لحلول مبتكرة والتي يتمتع فيها (أو يمكنه أن يطور فيها) الصندوق بميزة مقارنة (أو يمكنه أن يطور فيها ميزة مقارنة) تمكنه من النجاح في الترويج لابتكارات مناصرة للفقراء يمكن توسيع نطاقها.

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<i>Criteria</i>	<i>Definition^a</i>
Project performance	
<ul style="list-style-type: none"> • Relevance 	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, institutional priorities and partner and donor policies. It also entails an assessment of project coherence in achieving its objectives.
<ul style="list-style-type: none"> • Effectiveness 	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
<ul style="list-style-type: none"> • Efficiency 	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.
Rural poverty impact^b	
<ul style="list-style-type: none"> • Household income and assets 	Impact is defined as the changes that have occurred or are expected to occur in the lives of the rural poor (whether positive or negative, direct or indirect, intended or unintended) as a result of development interventions. Household income provides a means of assessing the flow of economic benefits accruing to an individual or group, whereas assets relate to a stock of accumulated items of economic value.
<ul style="list-style-type: none"> • Human and social capital and empowerment 	Human and social capital and empowerment include an assessment of the changes that have occurred in the empowerment of individuals, the quality of grass-roots organizations and institutions, and the poor's individual and collective capacity.
<ul style="list-style-type: none"> • Food security and agricultural productivity 	Changes in food security relate to availability, access to food and stability of access, whereas changes in agricultural productivity are measured in terms of yields.
<ul style="list-style-type: none"> • Natural resources and the environment 	The focus on NRE involves assessing the extent to which a project contributes to changes in the protection, rehabilitation or depletion of NRE.
<ul style="list-style-type: none"> • Institutions and policies 	The criterion relating to institutions and policies is designed to assess changes in the quality and performance of institutions, policies and the regulatory framework that influence the lives of the poor.
Other performance criteria	
<ul style="list-style-type: none"> • Sustainability 	The likely continuation of net benefits from a development intervention beyond the phase of external funding support. It also includes an assessment of the likelihood that actual and anticipated results will be resilient to risks beyond the project's life.
<ul style="list-style-type: none"> • Promotion of pro-poor innovation, replication and scaling up 	The extent to which IFAD development interventions have: (i) introduced innovative approaches to rural poverty reduction; and (ii) the extent to which these interventions have been (or are likely to be) replicated and scaled up by government authorities, donor organizations, the private sector and others agencies.
Overall project achievement	This provides an overarching assessment of the project, drawing upon the analysis made under the various evaluation criteria cited above.
Performance of partners	
<ul style="list-style-type: none"> • IFAD • Government • Cooperating institution • NGO/CBO* *community-based organization 	This criterion assesses the contribution of partners to project design, execution, monitoring and reporting, supervision and implementation support, and evaluation. The performance of each partner will be assessed on an individual basis with a view to the partner's expected role and responsibility in the project life cycle.

Definition of Evaluation Criteria used by the Office of Evaluation

a. These definitions have been taken from the Organisation for Economic Co-operation and Development/Development Assistance Committee *Glossary of Key Terms in Evaluation and Results Based Management* and from the IFAD Evaluation Manual (2009).

b. It is important to underline that the new manual also deals with the "lack of intervention". That is, no specific intervention may have been foreseen or intended with respect to one or more of the five impact domains. In spite of this, if positive or negative changes are detected and can be attributed in whole or in part to the project, a rating should be assigned to the particular impact domain. On the other hand, if no changes are detected and no intervention was foreseen or intended, then no rating (or the mention "not applicable") is assigned.

Evaluation Framework		
Objectives	Key activities	Key questions
Assess the relevance and adequacy of IFAD's strategic guidance on gender mainstreaming, gender equality and women empowerment (first objectives page 7)	<ul style="list-style-type: none"> - Benchmarking IFAD's strategic guidance on Gender in relation to comparators (other agencies and other IFAD policies) - Desk review of IFAD's strategic guidance on gender-all documents related to Gender approved by EB, GC and Executive Management Committee, - Self assessment of PMD - Desk review of other agencies gender policies/strategies (World Bank, AfDB ,UNDP, WFP,FAO, DfID, SDC, CIDA) - Interview with IFAD staff - Interviews with other agencies informers 	<ul style="list-style-type: none"> • Is IFAD's strategic guidance on Gender relevant for IFAD's rural poverty reduction mandate? • Is it relevant to the diverse institutional and cultural circumstances of IFAD's country partners (borrowing member countries)? • Is it consistent with the practices of other development assistance agencies? • Is it appropriate to the changing features of IFAD' operational modalities within the new development assistance architecture and the emerging global issues in agricultural and rural development? • What are the experiences of other organizations in terms of corporate processes and instruments to support Gender objectives? • What are the determinants of performance in promoting gender objectives in other organizations? • What are the good practices and successful approaches of other organizations in promoting gender objectives? • To what extent does IFAD's strategic guidance on Gender provide the institution with a clear, coherent (along corporate policy and guidelines), results focused and well resourced framework to promote gender equality and women empowerment? • What are the recommendations for future IFAD gender strategic guidance?
Assess the performance and results of IFAD's efforts to promote gender equality and women empowerment in its country programmes (second objectives page 7)	<ul style="list-style-type: none"> - Desk review (existing evaluations - selected completion reports- COSOPs and design documents of the ongoing portfolio) - Review specific section on gender n existing OE evaluation reports and the sample of ongoing portfolio - Identify good practices and constraints faced in promoting gender objectives - Interview with relevant IFAD staff - Review annual division and corporate-level portfolio 	<ul style="list-style-type: none"> • Is IFAD Strategic guidance on gender well reflected into IFAD's Country Programmes (COSOPs- project design and implementation- non lending operations)? • Do IFAD projects set monitorable objectives for women and men beneficiaries? • Does the M&E system include measurable indicators for progress in gender objectives?

Evaluation Framework		
Objectives	Key activities	Key questions
	<p>review reports related to gender</p> <ul style="list-style-type: none"> - Self assessment by PMD - Consolidate performance - Country visits and structured discussions with key policymakers, key partners, government officials, projects staff, implementing agencies, NGOs and representatives from civil society , in country international donors, advocacy groups, IFAD country representatives - Preparation of briefing notes /ppp and final report including ACP 	<ul style="list-style-type: none"> • Are baseline gender disaggregated data available through RIMS or otherwise? • Have the gender objectives (equal access to assets and basic services, stronger decision making and representation, better knowledge and well being) been achieved or are likely to be achieved? • Do country partners have a buy- in for gender objectives in IFAD supported projects? • Has IFAD forged partnerships for gender equality at country level? • Is policy dialogue used to promote gender objectives in IFAD country programmes? • What are the factors affecting project performance in achieving gender objectives? • What is the influence of the regional/country context in achieving gender objectives? • Have the Regional Gender Programmes been relevant and effective? • What are the actual results being achieved on the ground relating to Gender? • Are the achieved Gender results likely to be sustainable? • What are the key lessons and insights from IFAD's efforts in Gender pre and post Gender mainstreaming? • Based on the above, what are the key recommendations for the future of IFAD's gender efforts?

Evaluation Framework		
Objectives	Key activities	Key questions
<p>- Assess the performance and results of IFAD's efforts to promote gender equality and women empowerment in business processes</p>	<p>- Interviews and document review of the following departments or units:</p> <ul style="list-style-type: none"> · Board of Directors, · Executive Management Committee , · Human Resources, · External Relations and Communications, · Programme Management Department, and the · IFAD Office of Evaluation 	<ul style="list-style-type: none"> - To what extent do programmatic and non programmatic systems in IFAD effectively promote gender equality and women's empowerment? - Are the accountability systems for implementing IFAD's strategic guidance on gender equality adequate? - Are gender-equality related results and outcomes adequately included and measured in IFAD's Corporate Management Results? - Are IFAD's human resources policy and practices conducive to the promotion of gender equality and women's empowerment? - How aware and supportive is IFAD staff of gender policies? - Have capacities to mainstream gender been adequately developed? Is there encouragement of leadership and excellence in promoting gender equality and women's empowerment within IFAD? - Does IFAD's culture promote the achievement of gender-equality objectives? - Is there appropriate recognition of effort to achieve IFAD's gender-equality goals? - Do the resources to achieve IFAD's gender equality efforts match what is needed to achieve the desired results? - Are the systems and processes aligned and coherent to achieve the desired results?

List of Projects and COSOPs Covered by the Building Blocks

1. Meta-evaluation Projects and Country Programme Evaluations				
COUNTRY	EVALUATIONS	<u>Region</u>	<u>Year included in ARRI</u>	<u>Project Type</u>
PROJECT EVALUATIONS				
Bangladesh	Netrakona Integrated Agricultural Production and Water Management	PI	2002	AGRIC
Chad	Ouadis of Kanem Agricultural Development Project	PA	2002	RSRCH
Haiti	Small-scale Irrigation Schemes Rehabilitation Project	PL	2002	IRRIG
Mauritania	Oasis Development Project-Phase II	PA	2002	AGRIC
Morocco	Livestock and Pasture Development Project in the Eastern Region	PN	2002	LIVST
Namibia	Northern Regions Livestock Development Project	PF	2002	LIVST
Peru	Management of Natural Resources in the Southern Highlands Project (MARENASS)	PL	2002	RSRCH
Philippines	Rural Micro-Enterprise Finance Project	PI	2002	CREDI
Tanzania	Kagera Agricultural and Environmental Management Project (KAEMP)	PF	2002	AGRIC
Yemen	Tihama Environment Protection Project	PN	2002	AGRIC
Benin	Income Generating Activities Project (IGAP)	PA	2003	RURAL
Burkina Faso	Special Programme for Soil and Water Conservation and Agroforestry in the Central Plateau (Phase I and II)	PA	2003	AGRIC
Ecuador	Indigenous and Afro-Ecuadorian People's Development Project	PL	2003	RURAL
Guinea	Smallholder Development Project in North Lower Guinea	PA	2003	RURAL
Lebanon	Smallholder Livestock Rehabilitation Project	PN	2003	LIVST
Nepal	Hills Leasehold Forestry and Forage Development Project	PI	2003	RURAL
Venezuela	Support Project for Small Producers in the Semi-Arid Zones of Falcon and Lara States	PL	2003	AGRIC
Ethiopia	Special Country Programme Phase II	PF	2004	IRRIG
Gambia	Rural Finance and Community Initiatives Project (RFCIP)	PA	2004	CREDI
Jordan	Agricultural Resource Management Project Phase II (ARMP)	PN	2004	AGRIC
Lao	Northern Sayabouri Rural Development Project	PI	2004	RURAL
Paraguay	Peasant Development Fund Credit Project - Eastern Region (PDF)	PL	2004	CREDI
Senegal	Rural Micro-Enterprise Project	PA	2004	RURAL
Tunisia	Integrated Agricultural Development Project in the Governorate of Siliana (PDARI)	PN	2004	AGRIC
Vietnam	Ha Giang Development Project for Ethnic Minorities	PI	2004	RURAL
China	Southwest Anhui Integrated Agricultural Development Project	PI	2005	AGRIC
Ghana	Upper East Region Land Conservation and Smallholder Rehabilitation Project II (LACOSREP II)	PA	2005	AGRIC

1. Meta-evaluation Projects and Country Programme Evaluations

COUNTRY	EVALUATIONS	Region	Year included in ARRI	Project Type
Ghana	Upper West Agricultural Development Project (UWADEP)	PA	2005	AGRIC
India	North Eastern Region Community Resource Management Project for Upland Areas	PI	2005	AGRIC
Mongolia	Arhangai Rural Poverty Alleviation Project	PI	2005	LIVST
Mozambique	Niassa Agricultural Development Project	PF	2005	RURAL
Georgia	Agricultural Development Project	PN	2006	CREDI
Niger	Special Country Programme - Phase II	PA	2006	AGRIC
Philippines	Cordillera Highland Agricultural Resource Management Project	PI	2006	AGRIC
Romania	Apuseni Development Project	PN	2006	CREDI
Tanzania	Participatory Irrigation Development Programme	PF	2006	IRRIG
Albania	Mountain Areas Development Programme (MADP)	PN	2007	AGRIC
Belize	Community-Initiated Agriculture and Resource Management Project (CARD)	PL	2007	AGRIC
Burkina Faso	Community Based Rural Development Project	PA	2007	RURAL
Pakistan	Dir Area Support Project (DASP)	PI	2007	RURAL
Philippines	Western Mindanao Community Initiatives Project	PI	2007	RURAL
Argentina	Rural Development Project for the North-Eastern Provinces (PRODERNEA)	PL	2008	RURAL
China	Qinling Mountain Area Poverty Alleviation Project (QMAPAP)	PI	2008	AGRIC
Guatemala	Rural Development Programme for Las Verapaces (PRODEVER)	PL	2008	RURAL
Korea DPR	Uplands Food Security Project	PI	2008	AGRIC
Madagascar	Upper Mandraré Basin Development Project - Phase II	PF	2008	RURAL
Ethiopia	Rural Financial Intermediation Programme (RUFIP)	PF	2009	CREDI
Benin	Roots and Tubers Development Programme	PA	2009	RURAL
China	West Guangxi Poverty Alleviation Project	PI	2009	AGRIC
Yemen	Raymah Area Development Project	PN	2009	RURAL

2. List of Projects Reviewed by the Desk Review Study

1. 2009 The Federative Republic Of Brazil, State Of Paraíba Cariri And Seridó Sustainable Development Project (Procase)
2. 2009 The Arab Republic of Egypt On-farm Irrigation Development Project in the Oldlands (OFIDO)
3. 2009 The Republic Of The Gambia Livestock And Horticulture Development Project (LHDP)
4. 2009 Georgia Agricultural Support Project
5. 2009 The Republic Of Liberia Agriculture Sector Rehabilitation Project (ASRP)
6. 2009 Desarrollo Comunitario Forestal en los Estados del Sur (Campeche, Chiapas y Oaxaca)
7. 2009 Nepal High Value Agriculture Project In Hill And Mountain Areas
8. 2009 Sri Lanka National Agribusiness Development Programme (NADeP)
9. 2008 Ethiopia Pastoral Community Development Project II
10. 2006 Argentina Proyecto De Desarrollo Rural De La Patagonia (PRODERPA)
11. 2006 Madagascar Projet d'Appui au Développement de Menabe et du Melaky (AD2M)
12. 2006 Niger Initiative De Réhabilitation Et De Développement Agricole Et Rural (IRDAR)
13. 2006 Tanzania Rural Micro, Small And Medium Enterprises Support Programme (MUVI)
14. 2006 Zambia Rural Finance Programme
15. 2006 Sudan Butana Integrated Rural Development Project
16. 2006 Vietnam Decentralized Programme For Rural Poverty Reduction In Ha Giang And Quang Binh Provinces
17. 2005 Bangladesh Microfinance For Marginal And Small Farmers Project
18. 2004 Republic of Kenya Southern Nyanza Community Development Project
19. 2004 Burkina Faso Programme De Développement Rural Durable (PDRD)
20. 2003 Sudan Gash Sustainable Livelihoods Regeneration Project
21. 2003 Ethiopia Pastoral Community Development Project (PCDP)
22. 2003 Burkina Faso Programme d'Investissement Communautaire en Fertilité Agricole

3. List of 2009 COSOPs Reviewed by the Desk Review Study

1. Democratic Republic of the Congo
2. Islamic Republic of Pakistan
3. Republic of Malawi
4. Republic of Peru
5. Republic of the Sudan

4. List of Projects Reviewed During the Five Country Visits

Project Name	Country	Approval Date	Effectiveness Date	Closing Date	Previous Evaluations by IOE
1. Las Verapaces Rural Development Programme	Guatemala	08 Dec 1999	06 Sep 2001	31 Mar 2012	Interim evaluation
2. National Rural Development Programme Phase 1: Western Region	Guatemala	11 Sep 2003	20 Oct 2006	30 Jun 2013	
3. West Nabouria Rural Development Project	Egypt	23 Apr 2002	09 Apr 2003	31 Dec 2011	
4. Upper Egypt Rural Development Project	Egypt	14 Dec 2006	24 Sep 2007	31 Mar 2016	
5. Microfinance and Technical Support Project	Bangladesh	10 Apr 2003	20 Oct 2003	30 Jun 2011	Bangladesh CPE
6. Sunamganj Community-Based resources Management Project	Bangladesh	12 Sep 2001	14 Jan 2003	30 Sept 2014	Bangladesh CPE
7. Maghama Improved Flood Recession Farming Project Phase II*	Mauritania	05 Sep 2002	23 Jul 2003	31 Jan 2011	
8. Oasis Sustainable Development Programme	Mauritania	17 Dec 2003	18 Nov 2004	30 Jun 2013	
9. Smallholder Enterprise and Marketing Programme	Zambia	09 Dec 1999	07 Nov 2000	31 Dec 2008	
10. Rural Finance Programme	Zambia	02 Dec 2004	07 Sep 2007	31 Mar 2014	

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Excerpts of the Report of the Chairperson of the Evaluation Committee on the Corporate-level Evaluation on IFAD's Performance with regard to Gender Equality and Women's Empowerment

1. The Evaluation Committee discussed the Corporate-level evaluation on IFAD's performance with regard to gender equality and women's empowerment undertaken by IOE. The Committee also had the opportunity to discuss the written IFAD Management Response to the document prior to the Executive Board's consideration of the evaluation in December 2010.
2. The Committee welcomed the evaluation. The report was found to be comprehensive, well-written and cover important operational and organizational aspects of gender equality and women's empowerment.
3. The Committee supported the findings and recommendations of the evaluation and would recommend to the Board the development of an evidence-based policy on gender. This policy document should be developed based on an IFAD-wide consultation to ensure ownership, including during implementation.
4. Concerning the operational aspects, the members noted the importance of measuring the level of investments and administrative budgets, as well as tracking and reporting results on gender equality and women's empowerment.
5. The Committee acknowledged that IFAD is doing better than its peers but also took note that performance is only moderately satisfactory. In this regard, it was noted that IFAD should take advantage of the experiences of bilateral agencies and other development partners on gender equality and women's empowerment.
6. Concerning organizational aspect, the Committee found culture change to be important and requested IFAD Management to treat the related areas in the ongoing IFAD human resources reform as a priority.
7. Members encouraged IFAD to build on the positive momentum of this evaluation, including the development of a system to track results on gender equality from quality assurance to evaluation, human resources development and sensitization gender-specific training. On the latter, the Committee emphasized the need to allocate the financial resources in a timely fashion to be able to undertake this activity at the beginning of next year. This requires Management to adopt a holistic approach and to plan from the start.
8. The Committee welcomed the proposal on choosing gender as a big bet for its corporate innovation agenda.
9. The Committee welcomed the organization of a stakeholder workshop in collaboration with the Food and Agriculture Organization (FAO) in order to discuss the findings and recommendations of the evaluation. The Committee also recommended the presentation of the evaluation report together with the Management Response at the forthcoming session of the 9th Replenishment of IFAD in order to engage a wider group of IFAD member states.

RESPONSIBILITIES FOR IMPLEMENTING THE PLAN OF ACTION²⁶

Unit/Position	Implementation Responsibilities
Senior management	<ul style="list-style-type: none"> • Ensure POA is implemented and monitored by allocating necessary human and financial resources. • Include progress in gender mainstreaming as agenda item in senior management meetings twice a year.
Office of Evaluation and Studies (OE)	<ul style="list-style-type: none"> • Includes gender equality as impact domain in new evaluation methodology. Requires evaluations to disaggregate impact information and analysis by gender.
Office of the General Counsel (OL)	<ul style="list-style-type: none"> • Fully utilizes Schedule 3A (additional covenants) to describe actions for gender mainstreaming within the limitations of project appraisal report. • Recalls section 7.13 as actions binding for borrower under Article 3 of loan agreement. • Ensures that letters of agreement and appointment with CIs specify tasks related to gender issues. • Monitors POA with reference to above.
External Affairs Department (EAD)	<ul style="list-style-type: none"> • Catalyses partnerships with other donors and civil-society groups for advocacy and policy dialogue of gender issues and women's empowerment. • Advocates gender and development issues and women's empowerment in global and regional policy forums. • Contributes to strengthening dissemination of gender-related knowledge. • Maintains and expands gender subsite, with technical support of Gender Focal Point, Technical Advisory Division (PTGFP) and WGGPP. • Mobilizes external resources to support implementation of POA.
Assistant President (AP)/PMD	<ul style="list-style-type: none"> • Ensures that POA is implemented and monitored by allocating mentioned responsibilities, and necessary human and financial resources. • Ensures that divisional workplans and budgets incorporate gender-mainstreaming responsibilities. • Includes progress in implementing POA as agenda item in PMD meetings every six months. • Recognizes WGGPP as thematic group. • Allocates responsibility to PT to review existing IFAD reporting formats (including supervision and key files) to ensure adequate and consistent reporting on gender mainstreaming. • Ensures that letters of agreement with CIs specify tasks related to supervision of gender issues.
Regional Division Directors	<ul style="list-style-type: none"> • Ensure that POA is implemented and monitored by allocating the mentioned responsibilities, and necessary human and financial resources. • Incorporate gender-mainstreaming objectives and activities into divisional workplans and budgets and individual staff scorecards. • Increase efforts to ensure implementation support is available where needed. • Include progress in gender mainstreaming as agenda item in divisional meetings every three months. • Ensure, in collaboration with OL, that letters of agreement with CIs specify tasks related to supervision of gender issues.

²⁶ Mainstreaming a Gender Perspective in IFAD's Operations, Plan of Action 2003-2006, see Annex V of the Progress Report on the Project Portfolio, pages 59-60, EB 2003/78/R.16.

 Nominate staff members to participate in WGGPP.

Country Portfolio Managers	<ul style="list-style-type: none"> • Ensure that COSOPs include GEM and GDI information (where available) Ensure that COSOPs identify gender-related constraints and opportunities. Ensure that project design complies with standard design features. • Ensure that start-up workshop discusses gender strategy and is substantially attended by women. • Ensure that AWP/Bs address gender as cross-cutting concern. Ensure that PMU monitors gender mainstreaming. • Ensure, in collaboration with OL, that letters of appointment specify tasks related to the supervision of gender issues. • Expand on partnerships and cofinancing arrangements to ensure implementation support for gender. • Ensure grant funding is used as a catalyst to improve gender-related field impact.
Regional gender focal points/regional economists	<ul style="list-style-type: none"> • <i>Provide guidance, advice and assistance on policy-related issues in gender mainstreaming to regional directors and CPMs.</i> • <i>Strengthen knowledge exchange with external sources on gender and development. Participate in WGGPP and in external events.</i> • <i>Manage time-bound activities in support of gender mainstreaming.</i> • <i>Assist in integration of gender issues into regional activities.</i> • <i>Represent IFAD on gender issues to external audiences.</i>
Technical Advisory Division (PT) Director	<ul style="list-style-type: none"> • Ensures that gender concerns are taken into account in all aspects of division's work, specifically TRC, PDT and review of grant proposals. • Includes progress in gender mainstreaming as agenda item in division's meetings every three months. • Ensures that key files are revised to address gender as cross-cutting concern. Incorporates gender-mainstreaming objectives and activities into divisional workplan and budget.
PT Gender Focal Point	<ul style="list-style-type: none"> • Advises senior management on issues related to POA implementation. • Ensures that project design meets gender-sensitive design prerequisites. Undertakes baseline survey to identify benchmarks for POA. • Assists in monitoring POA, as requested by AP/PMD. • Assists in revision of letters of agreement to specify tasks related to supervision of gender issues. • Assists in revision of supervision report format to cover gender issues. • Establishes, maintains and expands internal and external gender networks, including gender subsite. • Strengthens its knowledge exchange with external sources on gender and development. • Chairs WGGPP. • Advocates gender and development issues in global and regional policy forums. • Represents IFAD on gender issues to external audiences.
Working Group on Gender in Projects and Programmes (WG)	<ul style="list-style-type: none"> • Provides policy advice related to gender mainstreaming. • Maintains and expands internal and external gender networks. • Meets regularly for learning and information exchange on gender and development. • Contributes to gender subsite through collection of dissemination of 'best practices' across regions and sectors.

Table 1. RESULTS FRAMEWORK FOR GENDER MAINSTREAMING IN IFAD OPERATIONS ²⁷		
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		
<i>Results-based Country Strategic Opportunities Programmes (COSOP) integrate gender concerns</i>	Percentage of COSOPs rated 4 or better on gender under Results Based Country Strategic Opportunities Programme (RB-COSOP) MAT KSF 2	COSOP MAT KSF 2 - question on gender 2.4 ³
<i>Project design fully integrates gender concerns according to the Key features of gender sensitive design and implementation</i>	Percentage of project design reports rated 4 and above on gender as per 'Pre-Key features of gender-sensitive design and implementation' 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 ⁴ Departmental Management Plan, Programme Management Department (as a key performance indicators KPI). from 2009
<i>Grant design fully integrates gender concerns according to the Key features of gender sensitive design and implementation</i>	Percentage of grant design documents scored 4 and above and for gender focus	Gender-sensitivity score in grants assessment template following grants TRC
<i>Project implementation ensures gender-equitable participation in and benefit from project activities</i>	Percentage of projects scoring 4 and above on gender focus in implementation ⁵	Annual Portfolio Performance Report (PPR)
<i>Grant implementation ensures gender-equitable participation in and benefit from project activities</i>	Percentage of grants scoring 4 and above on gender focus ⁶	Annual Portfolio Performance Report (PPR)
<i>Supervision/implementation support gives attention to gender mainstreaming and women's empowerment</i>	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
<i>Project completion reports give attention to gender mainstreaming/women's empowerment</i>	Project completion reports (PCRs) ratings factor in attention to gender equality/women's empowerment ⁷	Rating by PMD Front Office

³ 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 <http://www.ifad.org/operations/policy/cosop.htm> and Guidelines <http://www.ifad.org/operations/policy/cosop/guidelines/index.htm> 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).

⁴ 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 the Key features will be derived from RRN gender checklist scores.

⁵ PPR Guidelines for 2009 will update guidance for scoring on "gender focus" in line with the "Key features".

⁶ As above

⁷ Revision of PCR Guidelines will detail scoring criteria for ge/we

²⁷ <http://www.ifad.org/gender/framework/framework.pdf>

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⁷⁴ أي في سياق الموافقات على تقارير إنجاز المشروعات وفي تقديرات أداء المشروعات.