

Document: EB 2011/104/INF.5/Rev.1
Date: 2 December 2011
Distribution: Public
Original: English

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Enabling poor rural people
to overcome poverty

IFAD Policy on Gender Equality and Women's Empowerment

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Executive Board — 104th Session
Rome, 12-14 December 2011

For: Information

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Abbreviations and acronyms

ARPP	Annual Report on Portfolio Performance
ARRI	Annual Report on Results and Impact
COM	Communication Division
ECD	Environment and Climate Change Division
FAFO	Farmers' Forum
FAO	Food and Agriculture Organization of the United Nations
FOD	Financial Operations Department
G&D	Gender and diversity
HRD	Human Resources Division
IFI	International financial institutions
ILO	International Labour Office
IOE	Independent Office of Evaluation of IFAD
KSF	Key Success Factor
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
NALO	North American Liaison Office
NGO	Non-governmental organization
OECD-DAC	Development Co-operation Directorate of the Organisation for Economic Cooperation and Development
OMC	Operations Management Committee
PCR	Project completion report
PDR	Project design report
PMD	Programme Management Department
PPR	Portfolio performance review
PTA	Policy and Technical Advisory Division
RB-COSOP	Results-based Country Strategic Opportunities Programme
RIDE	Report on IFAD Development Effectiveness
RIMS	Results and Impact Monitoring System
RMP	Resources Mobilization and Partnerships
SKM	Office of Strategy and Knowledge Management
SWAP	System-wide Action Plan (gender)
TG-Gender	Thematic group on gender
UNDP	United Nations Development Programme
WDR	World Development Report

Executive summary

1. Addressing gender inequalities and empowering women are vital to meeting the challenge of improving food and nutrition security, and enabling poor rural people to overcome poverty. Agricultural growth is enhanced if women and men are both enabled to participate fully as economic actors and to express their own needs and priorities in decision-making forums. Reducing gender inequalities not only leads to better yields and productivity, faster economic growth and improvements in the quality of life - such as lower infant mortality and child malnutrition - but also contributes to more effective and sustainable development processes. Yet, despite increasing evidence that women's improved capabilities and welfare are strongly linked to poverty reduction, gender inequalities continue to be inordinately large in the developing world. If women had equal access to productive inputs, the Food and Agriculture Organization of the United Nations (FAO) estimates that yields from women's farms would increase by 20-30 per cent and total agricultural output by 2.5-4 per cent in developing countries. In effect, this would reduce the number of global hungry by 12-17 per cent, or by 100 million to 150 million people.
2. Since its foundation in 1978, IFAD has increasingly made addressing gender differences and empowering women a cornerstone of its work to reduce rural poverty and food insecurity. However, in the early years of the twenty-first century, globalization, emerging markets, climate change and population growth pose new opportunities and challenges for poor rural people, particularly for those with few assets, and especially for women. This Policy on Gender Equality and Women's Empowerment provides strategic guidance for IFAD to systematize, intensify and scale up its efforts to close gender gaps and improve the economic and social status of rural women in rapidly changing rural environments. The preparation of a gender policy was also recommended by the corporate-level evaluation of IFAD's performance with regard to gender equality and women's empowerment, conducted in 2010.
3. The Policy on Gender Equality and Women's Empowerment will be central to the attainment of the goal of the IFAD Strategic Framework 2011-2015 to enable poor rural women and men to improve their food security and nutrition, raise their incomes and strengthen their resilience.
4. The policy goal is to enhance the sustainability and deepen the impact of IFAD-supported development initiatives. The purpose is to increase IFAD's impact on gender equality and strengthen women's empowerment in poor rural areas. This will be achieved through three strategic objectives:
 - **Strategic objective 1: Promote economic empowerment to enable rural women and men to have equal opportunity to participate in, and benefit from, profitable economic activities.**
 - **Strategic objective 2: Enable women and men to have equal voice and influence in rural institutions.**
 - **Strategic objective 3: Achieve a more equitable balance in workloads and in the sharing of economic and social benefits between women and men.**
5. The strategic objectives will be implemented through five action areas. Action areas 1 to 3 relate to IFAD's core activities, while action areas 4 and 5 relate to the institutional structures and resources for policy delivery. There are many areas of synergy between the key deliverables. The approach will be tuned to local and regional priorities and realities on the ground.

- **Action area 1: IFAD-supported country programmes and projects.** Output: Gender equality and women's empowerment issues addressed systematically in IFAD-supported country programmes and projects.
 - **Action area 2: IFAD as a catalyst for advocacy, learning and partnerships.** Output: IFAD's strategic advocacy, collaboration and partnerships, and knowledge management about gender equality improved.
 - **Action area 3: Capacity-building of implementing partners and institutional counterparts.** Output: Capacity of partners to address gender issues in agriculture and rural development strengthened.
 - **Action area 4: Gender and diversity balance in IFAD.** Output: Corporate approaches and procedures that support gender and diversity balance developed.
 - **Action area 5: Resources, monitoring and professional accountability.** Output: IFAD's corporate human and financial resources, and monitoring and accountability systems fully support gender equality and women's empowerment.
6. The policy implementation plan for 2012-2015 is presented in annex IX. The activities and outputs are in line with the system-wide action plan for implementation of the United Nations Policy on Gender Equality and the Empowerment of Women. Once the IFAD policy is approved, a communication and consultation strategy will be prepared, and the plan will be refined in partnership with the relevant departments and divisions within IFAD.
 7. Progress on policy implementation will be reviewed and reported to the Executive Board annually. The mid-term review of the policy will be conducted towards the end of 2014, together with the International Labour Organization's participatory gender audit, or equivalent, with the findings reported to the Executive Board in the following year.

IFAD Policy on Gender Equality and Women's Empowerment

I. The context

A. Introduction

1. Addressing gender inequalities and empowering women are vital to meeting the challenge of improving food and nutrition security, and enabling poor rural people to overcome poverty. Agricultural growth is enhanced if women and men are both enabled to participate fully as economic actors, if their time – particularly that of women – is released from laborious and repetitive tasks, and if they are motivated by a fair share of the benefits arising from their endeavours. Development programmes are more relevant if both women and men are able to participate in rural institutions and express their own needs and priorities in decision-making forums. Reducing gender inequalities not only leads to improved yields and productivity, faster economic growth and improvements in the quality of life – such as lower infant mortality and child malnutrition – but also contributes to more effective and sustainable development processes. Yet, despite increasing evidence that women's improved capabilities and welfare are strongly linked to poverty reduction, gender inequalities continue to be inordinately large in the developing world.
2. Since its foundation in 1978, IFAD has increasingly made addressing gender differences and empowering women a cornerstone of its work to reduce rural poverty and food insecurity. Gender issues are addressed as a cross-cutting concern in all aspects of the organization's activities, placing IFAD at the forefront of work on gender issues in the context of agricultural and rural development. However, in the early years of the twenty-first century, globalization, emerging markets, climate change and population growth pose new opportunities and challenges for poor rural people, particularly for those with few assets, and especially for women. In response, IFAD must hone its strategies and instruments to achieve greater and more sustainable impact.¹
3. This Policy on Gender Equality and Women's Empowerment provides strategic guidance for IFAD to systematize, intensify and scale up its efforts to close gender gaps and improve the economic and social status of women in rapidly changing rural environments. The policy will inform all aspects of IFAD's work – country programmes and projects, policy dialogue and advocacy, and communications and learning. The organizational culture and human resource management will be supportive of, and consistent with, its objectives. The preparation of a policy was also recommended by the corporate-level evaluation of IFAD's performance with regard to gender equality and women's empowerment, conducted in 2010.² A glossary of key gender terminology is presented in annex I.

B. Gender inequalities in agricultural and rural development

4. There is renewed understanding in the wider community of the relevance of addressing gender inequalities for increasing agricultural production and strengthening rural economic growth. In exploring the dimensions of rural poverty, IFAD's *Rural Poverty Report* of 2011³ recognizes that some groups are often disproportionately hindered in their attempts to move out of poverty by disadvantages and exclusion rooted in the power inequalities associated with gender, age and ethnic identity. This comes at a cost, not only to the individuals and their families, but also to the national and global economy.

¹ IFAD Strategic Framework 2011-2015

² IOE (2010) Corporate-level Evaluation of IFAD's Performance with regard to Gender Equality and Women's Empowerment, EB 2010/101/R.9

³ IFAD (2011) Rural Poverty Report, new realities, new challenges: New opportunities for tomorrow's generation

5. Women are major players in the agriculture sector, household food and nutrition security, and natural resource management.⁴ They account for 43 per cent of the agricultural labour force in all developing countries and up to 50 per cent in Eastern Asia and Sub-Saharan Africa.⁵ They work along the value chain – in their own enterprises, in family activities and as employees – and undertake a wide range of activities. They also engage in a mix of non-farm activities, as part of their strategy to diversify their livelihood options.⁶ Women also use the natural environment on a daily basis – for water and as a source of fuelwood – and make use of natural products for economic and medicinal purposes. Yet women have significantly less access than men to the assets and services that would enable them to increase their productivity and yields.
6. According to FAO's State of Food and Agriculture 2010-2011 report,⁷ the yield gap between farms run by men and those run by women is estimated to be 20-30 per cent, and this is largely attributed to inequalities in accessing productive resources rather than ability. Closing the gender gap in women's access to productive inputs can have a major impact on agricultural output, particularly in countries where women are most involved in agricultural production, for crops that are mainly grown by women, and where the gap between what women do and the inputs and assets they require is greatest.
7. The *World Development Report* (WDR) 2012⁸ continues an earlier World Bank theme, advocating that gender equality is smart economics, enhancing productivity and improving other development outcomes, including the prospects for the next generation. The last quarter of a century has seen an unprecedented narrowing of many gender gaps – in education, health and labour market opportunities. Nevertheless, glaring gender inequalities remain, which not only constrain women's rights and well-being, but – most importantly – limit global economic growth and human development. The WDR argues that economic growth alone does not reduce gender inequalities and that specific policies and programmes are needed to address those gaps that persist even as countries become richer.
8. Gender equality and the empowerment of women are now recognized as lying at the heart of achieving all the Millennium Development Goals (MDGs) – not just MDG3 on gender equality – and are preconditions for overcoming poverty, hunger and disease.⁹ Given women's roles as managers and users of natural resources and the part they play in agricultural production, they are also central to biodiversity conservation and environmental sustainability, and thus climate change mitigation and adaptation.¹⁰
9. The discourse is not always about closing gaps with regard to women. Societal norms and expectations also prevent men from fulfilling their potential. For example, cultural norms and stereotypes may prevent men from participating in adult literacy classes, childcare or cooking for the household. In some parts of the world, the gender gaps are reversed, with boys experiencing lower participation rates in schooling than girls.
10. Although the causes of gender inequality are often deeply rooted in culture and local traditions, gender roles and relations can – and do – change between communities and over time. This may be a result of changes in technology, new economic opportunities, or the mindsets of household members. Thus, engaging

⁴ World Bank, FAO and IFAD (2009) *Gender in Agriculture Sourcebook*

⁵ FAO (2011) *The State of Food and Agriculture 2010-11, Women in Agriculture, Closing the gender gap for development*

⁶ FAO, IFAD and ILO (2010) *Gender dimensions of agricultural and rural employment: Differentiated pathways out of poverty, Status, trends and gaps*

⁷ FAO (2011) *Op cit.*

⁸ World Bank (2011) *World Development Report 2012, Gender Equality and Development*

⁹ UNDP (2010) *Millennium Development Goals Report 2010*

¹⁰ Indeed, the three Rio Conventions – the Convention on Biological Diversity, the United Nations Convention to Combat Desertification and the United Nations Framework Convention on Climate Change – are working together with the Global Environment Facility to harmonize their approaches to gender mainstreaming for improved global environmental governance. This will be discussed at Rio+20 in 2012.

with both women and men in the development process is crucial. Indeed, women-only events that exclude men can have a damaging impact on women. Thus the challenge is to ensure equal engagement by women and men in development activities, in terms of opportunity to participate and share in the benefits. Nevertheless, inequalities are largely experienced by women and selective interventions are needed to focus on levelling the playing field for them.

C. Gender inequalities as a major cause of low productivity and failed rural development

11. **Rural women generally have more limited access to inputs, services, productive infrastructure and technologies than men.** The yield gap between farms run by men and those run by women is largely the result of unequal access to productive resources rather than lack of ability.¹¹ Women in almost all rural societies face specific challenges in accessing productive inputs, land and natural resources, and technologies. There tends to be a bias in service delivery towards men, from extension and research, to technology development and training, to financial services and business advice. A lack of security with regard to assets – especially land – places women in a position where they are less willing, and less able, to take risks and innovate. The lack of collateral prevents them from accessing formal lending services. An absence of clarity regarding property and inheritance rights reduces interest in investments with long-term benefits, such as soil and water conservation measures or planting tree crops. While the lack of services and basic infrastructure – such as water supply, energy, roads and markets – weighs heavily on all rural dwellers, its negative impact is higher on women and girls who are usually responsible for fetching water and firewood.
12. **Rural women are often demotivated because they do not fully share in the benefits of their endeavours.** In many communities, men control the bulk of the proceeds from cash crop and livestock production, even though women provide a substantial amount of labour. Men traditionally play a greater role in producing crops and livestock for the market, negotiating prices, transporting large volumes and handling cash sales, even for enterprises developed by women. Women's weak integration into value chains also reflects time availability and mobility constraints. When an enterprise becomes commercialized, women may find that they bear a disproportionate burden of additional work, without sharing in the additional benefits generated, or that men take over enterprises that were once regarded as falling within women's domain. Alternatively, the development of independent income streams by women can sometimes result in men experiencing a loss of status in the home, leading to an increase in domestic violence.
13. **Rural women lack voice in public decision-making.** Cultural norms and practices, lack of education and self-confidence, and a shortage of time all inhibit women's ability to contribute to decision-making in public affairs at all levels – from community to national. Many tasks associated with rural living are divided along gender lines, which results in differences in the priorities, incentives, opportunities and knowledge of women and men. Consequently, rural women's lack of voice means that public investments and policies neglect to address up front the specific priorities and constraints of half the population, and thus largely fail to achieve the intended development outcomes. Indeed, while apparently gender-neutral, they may actually have adverse effects on women.
14. **Rural women are overburdened by their daily workload.** Rural women's working days are typically longer than men's, as they multitask to combine a wide range of productive and household duties, including care-giving. Rural women often spend many hours collecting water and harvesting firewood for household needs – tasks that are becoming more onerous as a result of depleted forest resources and water scarcity. Sanitation and drinking water are often relatively low priorities for

¹¹ FAO (2011) *Op cit.*

domestic budget allocations and official development assistance, despite the huge benefits for public health, gender equity, poverty reduction and economic growth.¹²

D. Addressing gender inequalities to strengthen development impact and effectiveness

15. **Closing gender gaps would make a major contribution to improving food and nutrition insecurity and reducing malnutrition.** If women had equal access to productive inputs, FAO estimates that yields on women's farms would increase by 20-30 per cent and total agricultural output by 2.5-4 per cent in developing countries. In effect, this would reduce the number of global hungry by 12-17 per cent, or 100 million-150 million people.
16. **Addressing gender issues would enhance the relevance, effectiveness and sustainability of programmes and projects.** Evidence shows that improving gender equality and empowering rural women:
 - *Increase household income and assets.* When women are empowered economically, income flows increase. Women typically spend a higher proportion of their cash income than men on food and other items to meet immediate household needs. When women's participation in household decision-making is strengthened, this tends to result in more household assets.
 - *Strengthen human and social capital.* Developing the skills base of members of rural communities – through training in literacy and numeracy, or financial and legal literacy – empowers rural women and men to take more informed decisions. Training women as members and leaders of organizations results in strengthened social capital and ensures that development interventions are more relevant.
 - *Conserve the natural environment.* Labour-saving technologies such as fuel-efficient stoves and planting woodlots reduce women's workload as well as the burden on the natural resource base. Women's participation in social infrastructure committees improves the management of water supplies.
 - *Strengthen project sustainability.* When women participate in project design and implementation, project sustainability is increased.¹³

E. IFAD's experience

17. IFAD has an unique opportunity to increase its contribution to reducing rural poverty and improving food and nutrition security as a result of the specificity of its work with smallholder farmers, many of whom are women, and the focus on the field level as the core business. In doing so, IFAD builds on several decades of experience in promoting gender equality and women's empowerment in rural areas, and integrating gender concerns into its operations.
18. Since its foundation in 1978, IFAD has increasingly made addressing gender differences and empowering women a cornerstone of its work to reduce rural poverty and food insecurity. From the outset, IFAD has sought to ensure that rural women benefit from its investments, as reflected in the General Conditions for Agricultural Development Financing. On the basis of experience, and in line with the development community at large (see annex II), the approach has gradually evolved from a focus on women-specific project activities into paying more attention – from the early 1990s - to the roles of and relations between women and men with regard to rural livelihoods, addressing relevant inequalities and including women more systematically as project beneficiaries and as stakeholders.
19. IFAD has mobilized a significant amount of loan and grant funds, as well as its administrative resources for pursuing gender equality initiatives in field operations and at headquarters. These have been complemented by donor supplementary

¹² UNDP (2010) *Op cit.*

¹³ A review of 271 World Bank projects by the International Food Policy Research Institute found that when women are consulted, sustainability of projects is increased by 16 per cent (cited by IFPRI (2000) *Women the key to food security, Looking inside the household*).

funds provided for specific capacity-building, piloting and learning initiatives that could not be financed at the time under IFAD's regular budget.¹⁴

20. Since the late 1990s, the five regional divisions have implemented programmes funded through IFAD grants and supplementary funds. These programmes built capacity, leveraged resources and technical assistance, established new partnerships, supported advocacy and policy dialogue, yielded valuable learning for IFAD's programmes and beyond, and – in some divisions – resulted in specific regional gender strategies. Several initiatives have been undertaken to draw lessons and share learning from these programmes for the purpose of improving IFAD's impact on the ground.
21. Over the years, IFAD has worked in partnership with the Rome-based agencies (FAO and World Food Programme), the United Nations Entity on Gender Equality and the Empowerment of Women (UN-Women), other international financial institutions, specialized NGOs and civil society organizations in order to undertake joint initiatives for advocacy, learning and capacity-building related to gender issues in agricultural and rural development. IFAD also participates in global networks, such as the United Nations Inter-Agency Network on Women and Gender Equality, the OECD-DAC Network on Gender Equality and Development, and the Multilateral Development Banks Gender Working Group.
22. **Policy and operational instruments.** IFAD's strategies for the economic advancement of poor rural women, adopted in 1992, firmly established the improvement of women's incomes and control over assets as IFAD's principal entry point for the improvement of women's overall status. Subsequent operational instruments were developed by IFAD to integrate gender concerns more systematically in its project and programme cycle (see annex III). Many of IFAD's policies have gender considerations embedded within their principles and approaches (see annex IV). Similarly, gender considerations have now been mainstreamed into the full range of operational procedures, from the preparation of results-based country strategic opportunities programmes and project design, through monitoring and implementation, to final evaluation (see annex V). Simultaneously, specific measures are taken in IFAD-supported projects to bridge traditional gender gaps.
23. Gender equality within IFAD has been supported over the years through the introduction of proactive measures to improve work-life balance, such as alternative working arrangements, paternity leave and day care for children. IFAD's Code of Conduct contains most of the elements that are required for a diversity-supportive culture.
24. **Achievements.** IFAD's performance on gender equality and women's empowerment was evaluated by the Independent Office of Evaluation of IFAD (IOE) in 2010. At the time, women represented nearly 50 per cent of participants in IFAD-supported projects and 88 per cent of projects were rated medium to high in performance on gender equality at completion.¹⁵ At the time of writing this policy, the gender balance in professional categories in IFAD was better than the average for other United Nations agencies, although further progress was needed at the P-5 level and above.
25. The evaluation of IFAD's performance in promoting gender equality and women's empowerment found that IFAD performs better than other financial institutions in improving operational processes in order to strengthen its gender work. This reflects the initiatives to mainstream gender considerations into IFAD's project

¹⁴ The tracking of gender expenditure and activity data from 2010 showed that IFAD invested 13 per cent of the total PMD budget on staff and consultants' time and a further 14 per cent of the budget on activities related to promoting gender equality and women's empowerment (these figures exclude field-level investments). Of the total expenditure on gender-related activities, 44 per cent was funded from the administrative budget, 40 per cent from IFAD grants and 16 per cent from supplementary funds. On average, IFAD staff spend around 10 per cent of their time on gender-related activities (this figure excludes specialist staff working exclusively on gender activities).

¹⁵ IFAD (2010) Report on IFAD's Development Effectiveness

cycle and procedures, which are fully documented in annex V. As a result, the evaluation found that IFAD had achieved significant results in the field, in terms of building women's capacity, empowering them economically and strengthening their decision-making roles. It also recognized that IFAD had played a prominent advocacy role, bringing the contribution of rural women to the attention of policymakers at the global, regional and national levels. However, the evaluation recommended consistency across the portfolio, greater accountability at all levels, more effective learning and promotion of a corporate culture supportive of the principle and practice of gender equality. IFAD committed to developing a gender policy in the Management response to the evaluation.

26. **Lessons learned and best practices.** Over the years, field experience, learning events and self-assessments of the regional gender programmes and, most recently, the corporate gender evaluation, have generated a significant body of knowledge on successful approaches at project level. IFAD has progressively drawn lessons on the factors that determine good performance in gender mainstreaming in the project and programme cycle. IFAD has found that better functioning projects generally have: a well-articulated gender strategy grounded in gender and socio-economic analysis; adequate human and financial resources to implement the strategy, including gender expertise in the management team; progressive but realistic targets for women's participation in project activities; and gender-sensitive monitoring and evaluation (M&E) systems. The awareness and commitment of counterpart institutions, project management and implementing partners provide the necessary enabling environment for projects to succeed in promoting gender equality and women's empowerment.
27. These essential building blocks for success have been synthesized in the "Key features of gender-sensitive project design and implementation", which are used to guide the design and implementation processes (see annex VI). These key features represent a set of minimum common standards to be complemented by IFAD's rich experience of the approaches that have proved most effective in achieving its strategic objectives in different sectors and geographic contexts.
28. Lessons learned from IFAD's experiences will continue to shape IFAD operations (see annex VII). Best practice statements for mainstreaming gender by thematic area are presented in annex VIII. In the field, IFAD-supported projects and grant-funded initiatives have implemented specific affirmative action for women, aimed to:
- increase the profitability of women's economic activities through improved access to and control over productive assets and economic services; entrepreneurial skills training; stronger links to more profitable markets; improved access to both informal and formal financial services; and negotiation of expanded and more secure tenure rights within both statutory and customary systems;
 - enable rural women to have greater voice and influence over the decisions that affect their lives by promoting and strengthening both women's own organizations at community level and above, but also women's expanded membership and leadership in mixed farmer and rural producer organizations; transferring decision-making over project funds and choice of service providers; reserving places for women in project-related decision-making bodies; and generally increasing women's self-confidence and esteem;
 - build women's knowledge and skills through gender-sensitive extension and business advisory services, functional literacy and vocational training, and also through informal means - which have proved particularly effective with women - such as peer learning, exchange visits and exposure to role models; and
 - ease the drudgery of rural women's work and enable them to manage their competing and demanding tasks more efficiently by improving access to basic infrastructure, primarily domestic water supply - in which IFAD continues to invest directly but also to leverage funding from other sources; and by

facilitating changes in gender relations that lead to a more equitable sharing of tasks among household members.

F. Rationale for the Policy on Gender Equality and Women's Empowerment

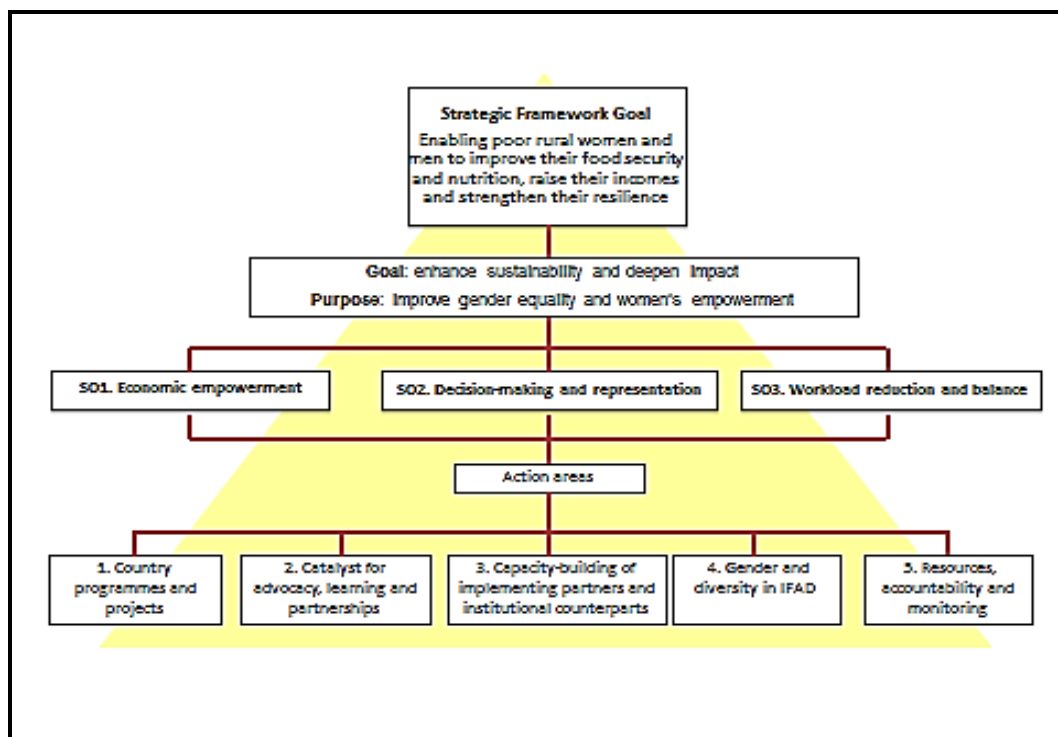
29. Building on IFAD's experience and achievements in field operations in promoting gender equality and women's empowerment, as well as in the broader policy arena, this policy is needed to expand and scale up successful approaches, meet the new challenges facing rural women and men in the evolving global economy, and increase IFAD's policy influence. It also responds to the recommendations of the corporate evaluation of gender performance. Thus, this policy seeks to:
- Provide clear objectives, comprehensive policy guidance – including a results framework and implementation plan – and a focus on outcomes (rather than processes) related to gender equality for development effectiveness in agricultural and rural development;
 - Increase the capacity of IFAD leadership, Management and staff to engage in, and be accountable for, the principles and practice of gender equality within the organization and its programmes;
 - Deepen the impact of IFAD operations – in terms of profitability and sustainability – through the systematic consideration of gender issues at all stages of the country, programme and project cycle, bridging the gaps between design and implementation, and ensuring more even performance within and among regions; and
 - Improve systems for more effective learning and reporting, both to serve Management decision-making for improving IFAD performance and to inform advocacy and policy dialogue.

II. Policy on Gender Equality and Women's Empowerment

30. The gender equality policy is central to achieving the goal of the IFAD Strategic Framework - to enable poor rural women and men to improve their food security and nutrition, raise their incomes and strengthen their resilience. The gender policy is embedded within this framework: gender equality and women's empowerment are included in both the objectives and the core principles of engagement for achieving IFAD's vision.

A. Policy goal and purpose

31. The policy goal is to enhance the sustainability and deepen the impact of IFAD-supported development initiatives. The purpose is to increase IFAD's impact on gender equality and strengthen women's empowerment in rural areas. This will be achieved through three strategic objectives (SOs) and five action areas for implementation (see figure 1).

Figure 1: Main elements of Policy on Gender Equality and Women's Empowerment

32. The policy is underpinned by three core principles:
- gender equality as a means of strengthening development effectiveness of all IFAD's operations;
 - gender equality as a value for IFAD as an organization; and
 - gender equality as a matter of justice.

B. Strategic objectives

33. **Strategic objective 1: Promote economic empowerment to enable rural women and men to have equal opportunity to participate in, and benefit from, profitable economic activities.**

In order to engage in productive activities effectively and efficiently, women and men require access to and control over assets – land, inputs, technologies and finance. They also need access to economic services such as extension, training and business development. Most importantly, in order to maintain their interest and motivation in participating in economic activities, they need to have access to and control over the benefits arising from their endeavours, in particular, income and equitable remuneration for work performed.

34. **Strategic objective 2: Enable women and men to have equal voice and influence in rural institutions.**

For rural development outcomes to be effective and sustainable, both women's and men's voices need to be heard and respected at all levels. Women and men may have different roles in the economy and in society, and consequently their priorities, needs and interests may differ. In household decision-making, women's contributions need to be valued alongside men's. Barriers to women's participation - both as members and leaders - in rural producer organizations, cooperatives and community organizations, from the local through to the national level, need to be removed. Similarly, women's groups and rural producer organizations need to be supported to allow networking for experience sharing and advocacy. Women also need to be enabled to fulfil their role in decision-making at the community level and beyond.

Strategic objective 3: Achieve a more equitable balance in workloads and in the sharing of economic and social benefits between women and men.

In order to reduce the daily workload of rural living – especially among women with their double role of domestic and productive work – rural people need improved access to basic rural infrastructure and services such as water supply, energy, roads and transport. As a result of the time and energy saved, they gain the opportunity to engage in economic activities of their choice and improve their well-being. Investments in domestic and multiple-use water sources and in affordable labour-saving technologies can release time from laborious and repetitive tasks such as food preparation, and facilitate greater sharing of roles and responsibilities between women and men. It is also important to strive for greater gender equity in the distribution of work and share of related economic and social benefits.

C. Results framework

35. The results framework presented in table 1 is in line with the Results Measurement Framework 2013-2015 and the Results and Impact Management System (RIMS) first- and third-level results indicators (2011). The indicators are based on existing, available sources of information. These are expected to evolve along with IFAD's own M&E systems, leading to the identification of improved indicators that are more accurate in assessing progress towards the specified outcomes, and can be more systematically be documented.
36. The principal anchor indicator at present will be chronic child malnutrition because it is strongly correlated with women's empowerment.¹⁶ IFAD will invest in developing measures of impact that are more gender-sensitive, including the household asset ownership index and income or expenditure flows, with a view to incorporating them into the results framework during policy implementation. The outcome indicators reflect IFAD's contribution to the achievement of the three strategic objectives through its country programmes. IFAD will work with the Rome-based agencies, UN-Women, the World Bank and regional IFIs, research institutions, NGOs and other partners to improve statistics on the economic status and well-being of rural women and to monitor related policies and investments.
37. While the indicators in table 1 represent the core indicators for the gender policy, additional ones may be needed for the different regions, where appropriate. For example, indicators for strategic objective 2 could include an increase in the number of women in the project area with identity cards or an increase in the proportion of women elected members in local government in the project area.

¹⁶ Smith L., Ramakrishnan, U., Ndiaye, A. Haddad, L. and Martorell, R. (2003). The importance of women's status for child nutrition in developing countries, Research report 131. Washington, DC: International Food Policy Research Institute.

Table 1: Results framework

Goal			Source
To enable poor rural women and men to improve their food security and nutrition, raise their incomes and strengthen their resilience (IFAD Strategic Framework)			Corporate Results Framework impact data
Purpose	Impact	Indicators	Source
IFAD Policy on Gender equality and Women's Empowerment	IFAD's impact on gender equality and women's empowerment increased	▪ Reduction in level of child malnutrition	RIMS level 3 or national surveys
		▪ Percentage of project completion report (PCR) scores of 4 and above on project impact on gender equality and women's empowerment at programme/ project completion	PCR
		▪ Increase in household assets owned by women	Sex-disaggregated RIMS household asset index to be developed for RIMS baseline surveys
Strategic objectives	Outcomes	Indicators	Source
1. Promote economic empowerment of rural women	Participation of rural women and men in, and benefit from, profitable economic activities in agriculture, natural resource management and rural development increased	▪ PCR score on women's economic empowerment	PCR
		▪ Percentage of women:men accessing advisory, savings and borrowing services	RIMS level 1
		▪ Percentage of women:men who are members of groups related to economic activities (crop/livestock production, savings and credit, and marketing)	RIMS level 1
		▪ Percentage of women:men accessing development funds	RIMS level 1
		▪ Rural women's incomes/expenditure as compared to men	To be developed for baseline surveys
2. Increase rural women's decision-making power and representation	The voice and influence of women in rural institutions increased	▪ PCR score on women's representation and decision-making	PCR
		▪ Percentage of women:men in the membership of non-economic groups (managing infrastructure, natural resource management, community and social infrastructure).	RIMS level 1
		▪ Percentage of women in leadership positions in economic groups in IFAD-supported projects	RIMS level 1
		▪ Percentage of women leaders in apex organizations associated with IFAD country programmes	Farmers' Forum (FAFO) data
		▪ Proportion of women participating in Farmers' Forum (every two years)	FAFO data
3 Reduce the workload of rural women and promote balance	A reduced workload and a more equitable balance between workloads for women and men in productive and household responsibilities and in sharing the economic and social benefits achieved	▪ PCR score on workload reduction and balance	PCR
		▪ Improvements in social infrastructure: number of drinking or multiple-use water systems constructed or rehabilitated	RIMS level 1

D. Operational approaches

38. Within the organization and in its programmes, IFAD will:

- Address gender equality as a cross-cutting theme in all its policies, projects and programmes;
- Take into account differences that exist among women - age, nationality, ethnicity, socio-economic category - and the dynamics in gender roles;
- Use gender analysis to understand the different roles, interests and priorities of women and men, and tailor policies, projects and programmes accordingly;

- Implement in parallel, when necessary, women-focused activities to address existing imbalances (in economic and career opportunities, decision-making and workload);
- Make focused efforts to provide young rural women with economic and social development opportunities;
- Engage with men and leaders as partners in promoting gender equality and attitudinal change; and
- Apply continuous learning and analysis based on field experiences to develop more effective approaches and to generate information for evidence-based advocacy and policy dialogue.

39. Specifically in its programmes, IFAD will:

- Use participatory approaches to ensure that the voices of different segments of the rural population - men, women, youth, indigenous people, the poor and the better-off - are equally heard and valued;
- Work with the entire household, leveraging the complementarities between women and men, young and old, to improve household incomes and food security and share the benefits equally;
- Empower women as well as men by transferring power of decision, including the use of funds (such as community development funds) and the selection of service providers;
- Invest in building the self-esteem, knowledge and skills (technical, leadership, managerial) of women and girls, particularly when combined with functional literacy and legal literacy on women's rights;
- Use quotas for women selectively as a way of fostering change, but always accompanied by other measures (primarily capacity-building);
- Work to catalyse change in traditional cultures to support gender equality and women's empowerment using gradual approaches and mobilizing the support of local innovators and leaders;
- Work with counterpart institutions to create an enabling policy, institutional and cultural environment to support gender equality and women's empowerment and sustain impact; and
- Model gender equality, for example through gender-balanced design and implementation support missions.

III. Implementation strategy

40. The strategic objectives will be implemented through five action areas. Action areas 1 to 3 relate to IFAD's core activities, while action areas 4 and 5 relate to the institutional structures and resources for policy delivery. There are many areas of synergy between the key deliverables. The approach will be tuned to local and regional priorities and realities on the ground.

A. Action areas

41. **Action area 1: IFAD-supported country programmes and projects.** *Output: Gender equality and women's empowerment issues addressed systematically in IFAD-supported country programmes and projects.*

IFAD will ensure that gender analysis continues to inform project design and that gender issues are adequately addressed throughout the programme and project cycle, i.e. during RB-COSOP preparation; programme and project design; implementation support and supervision; and monitoring and evaluation. The "Key features of gender-sensitive design and implementation" (annex VI) will continue to be used as a tool for strengthening design and implementation - as well as in IFAD's quality enhancement and assurance processes - and in conjunction with IFAD's operational guidance on targeting. Staff capacity-building will be critical to this process to ensure that IFAD remains one of the premier international organizations in supporting gender equality and women's empowerment at the field level. Training programmes will take into account the evolution of IFAD's business

model in terms of staff decentralization and the increasing focus on economic empowerment.

Accordingly, projects supported by IFAD loans and grants will be grounded in an understanding of the gender dynamics of rural livelihoods, including gender-based differences in access to productive resources and services, participation in decision-making, livelihood strategies and outcomes, and needs and priorities. This understanding is essential not only for profiling target groups and strengthening project impact, but also for ensuring that the project “does no harm”.

Gender strategies that respond to the three strategic objectives of economic empowerment, representation and workload reduction will be articulated and implemented in country programmes and projects. Proactive measures to ensure and support women’s participation as direct beneficiaries and as active members and leaders in project-related decision-making bodies are often necessary to overcome inherent gender inequalities. Drawing on IFAD’s experiences, such measures could include ensuring that investment proposals are designed with the active participation of both women and men, building self-esteem, providing leadership training, and using quotas, household mentoring and gender-sensitive service delivery.

Attention to gender equality and women’s empowerment must be reflected in project staffing and implementation arrangements, as well as in resource allocation. The M&E and learning systems are required to collect, analyse and interpret sex-disaggregated data, develop specific indicators as needed – preferably with the participation of rural women and men – and document experiences in order to assess impact and improve performance. The lessons learned also contribute to knowledge management and engagement in evidence-based policy dialogue (action area 2). The mid-term review and evaluation should reflect not only on whether the project has contributed to gender equality and the empowerment of rural women but also whether improvements in gender equality have enhanced project performance. Technical assistance, improved knowledge management (action area 2) and the capacity-building of implementing partners (action area 3) are essential complements to these procedural measures.

42. **Key deliverables on country programmes and projects include:**

- 1.1 Comprehensive guidelines and procedures to mainstream gender concerns into all stages of the COSOP, programme and project cycle in place.
- 1.2 Understanding and capacity of IFAD Management and staff - in headquarters and the field - to address gender equality and women’s empowerment for improved project performance and country-level policy dialogue increased.
- 1.3 Adequate specialist technical support to design and implementation support missions provided.
- 1.4 Indicators to measure project impact on gender equality and women’s empowerment as well as the impact of gender equality on project performance and sustainability of impact improved.
- 1.5 Project capacity to generate and act on experiences and lessons learned improved.

43. **Action area 2: IFAD as a catalyst for advocacy, learning and partnerships.**
Output: IFAD’s strategic advocacy, collaboration and partnerships, and knowledge management on gender equality improved.

IFAD’s growing presence around the world provides increasing opportunities for policy dialogue and advocacy, collaboration and partnerships, and knowledge management. Influencing policies, laws and the practices of partner organizations is one of the pathways for overcoming obstacles and achieving greater scale and impact on the ground for gender equality and women’s empowerment. Experience has demonstrated that the establishment of consensus and norms at the global

level can help to create more enabling conditions for local, regional, and national efforts to achieve women's empowerment. In turn, country-level experiences and successes can influence broader regional and global processes and serve as a catalyst for wider change. Effective means to share and apply knowledge are critical for leveraging greater results.

To inform and influence policies, laws and practices, IFAD will participate in strategic partnerships and coalitions, drawing on insights and knowledge distilled from the operations it supports. It will cultivate mechanisms for knowledge sharing that help identify key issues, accelerate innovation and scaling-up of best practices, and contribute to the evidence base for more effective policies and practices. And it will strengthen its capacity for developing and implementing strategies to promote gender issues in policy dialogue and advocacy at country, regional and international levels. This will include making use of its external communications systems to convey strategic messages and information to key audiences, and supporting regional and country-level networking and dialogues among rural women farmers.

To improve its effectiveness in this area, IFAD will also strengthen its own institutional capacity – including the thematic group on gender – by adopting a more focused approach to knowledge management on gender in agriculture and rural development. It will take advantage of new opportunities for generating practical, field-based, experiential knowledge through direct supervision and implementation support missions. Internal systems for capturing and sharing insights and lessons learned will be strengthened by linking knowledge events with field operations to learn from what IFAD is accomplishing and ensure that these experiences inform future COSOP and project design and implementation. Equally, knowledge will be shared across development organizations and IFIs by linking and contributing to external knowledge networks.

In addition to collaboration for advocacy and learning, IFAD will enlarge the impact of its activities through alliances with agencies with complementary mandates and through cofinancing larger programmes. Partners will include other IFIs, United Nations agencies, civil society organizations, the private sector, academic and research institutions, and apex producer organizations.

44. **Key deliverables on IFAD as a catalyst include:**

- 2.1 Communication and advocacy strategy to advance the economic empowerment of rural women, including the integration of gender perspectives into IFAD's advocacy on thematic priority areas, developed and implemented.
- 2.2 Results-based evidence from regular field programmes and pilot activities systematically generated, documented and shared for advocacy, capacity-building of partners and scaling up.
- 2.3 Contributions to policy platforms on gender issues in agriculture and rural development more effective and strategic.
- 2.4 Cofinanced investments in agricultural and rural development have greater gender focus.

45. **Action area 3: Capacity-building of implementing partners and institutional counterparts.** *Output: Capacity of partners in addressing gender issues in agriculture and rural development strengthened.*

The creation of an enabling institutional environment is essential for the sustainable implementation of gender equality strategies. IFAD does not directly implement its projects and programmes but works through partners at various levels. Partners range from project management/coordination units, implementing partners at field level (which may include decentralized government agencies, NGOs, and civil society organizations), government bodies at central through to

local levels, political representatives, civil society organizations, apex producer organizations, academic institutions and other donors.

IFAD will work in partnership with key institutions and donor agencies to build a shared understanding of the relevance of gender equality and women's empowerment for agriculture and rural development, contributing its own experience and lessons learned from the field (action area 2). Technical skills will be developed at three levels: first, to mainstream gender concerns into key thematic areas – such as rural financial services or value chains; second, to deliver on aspects of project design and implementation, such as gender-sensitive community mobilization, baseline surveys and impact assessments; and third, to draw on these experiences to participate in evidence-based advocacy and policy dialogue.

IFAD will participate in and promote collaborative initiatives to train trainers and develop a cadre of gender experts in the region who can provide high-quality and needs-based training and technical assistance in the context of agriculture and rural development programmes and projects (not only funded by IFAD). The experts will be drawn from staff from national partner institutions – such as ministries, project management units, farmers' organizations, NGOs - as well as independent consultants from the regions. It will also support peer-to-peer learning and networking among these trainers and experts. Delivery on action area 3 will provide a solid foundation for successful outcomes in action areas 1 and 2. These activities will largely be financed through grant funds. In addition, loan projects will regularly allocate funds for training on gender issues for staff from project management/coordination units.

46. **Key deliverables on capacity-building include:**

- 3.1 Understanding in key counterpart institutions of the relevance of gender equality for sustainable agricultural and rural development increased.
- 3.2 Skills of implementing partners, including project management units, strengthened to address gender in key thematic areas and delivery of rural development programmes.
- 3.3 Regional and national capacity of gender experts developed to support the design and implementation of gender-sensitive agricultural and rural development programmes.

47. **Action area 4: Gender and diversity balance in IFAD.** *Output: Corporate approaches and procedures that support gender and diversity balance developed.*

Gender diversity – as well as diversity in other aspects such as age and nationality – is necessary to increase organizational effectiveness. Well-managed diversity broadens perspectives, enriches toolkits, increases innovativeness, improves responsiveness to client needs, and, in the longer term, is more robust in responding to new organizational challenges. Attention to gender and diversity within an organization enhances the growth and use of each staff member's capacity, improves trust between managers and staff, and fosters a culture of respect and dignity. Moreover, an organization with internal gender equality measures in place signals engagement with United Nations values and is more credible as an advocate in its relations with governments and other partners.

IFAD's Code of Conduct already presents most of the key elements required for a diversity-supportive culture and further efforts will be made to integrate them fully into daily work and human resources procedures. Creative learning mechanisms will be used to broaden the understanding of how diversity affects processes and behaviours within the organization, to create internal momentum for change and to identify the actions needed. The key deliverables noted below will be phased in as IFAD's ongoing Change and Reform Agenda evolves. The deliverables are broadly in line with the forthcoming United Nations system-wide action plan on gender,

particularly with reference to the standards for assessment of headquarters' performance.

48. **Key deliverables on gender and diversity include:**

- 4.1 Understanding of practical implications of gender and diversity (G&D) for IFAD and buy-in by staff and managers increased.
- 4.2 Gender mainstreamed into human-resource-led training programmes.
- 4.3 Gender and diversity dimensions of existing reporting systems progressively improved.
- 4.4 Gender and diversity concerns progressively incorporated into human resources rules and procedures.

49. **Action area 5: Resources, monitoring and professional accountability.**

Output: IFAD's corporate human and financial resources, and monitoring and accountability systems fully support gender equality and women's empowerment.

In order to deliver on the policy, IFAD will invest adequate human and financial resources to support gender-related actions. Institutional responsibilities for gender equality and women's empowerment will be defined at all levels - from Senior Management to technical staff - and monitored to ensure successful policy implementation. A high-level task force - led by a member of Senior Management - will be established for corporate guidance and accountability, including fulfilling the requirements of the system-wide action plan (SWAP) for implementation of the United Nations Policy on Gender Equality and the Empowerment of Women.¹⁷ The thematic group on gender will provide technical support to the high-level task force. The roles of the thematic group and the divisional gender focal points will be recast. Opportunities will be identified for deploying outposted gender advisers in all regions.

Baseline data for the allocation of staff and expenditure from IFAD's administrative budget to gender-related activities were collected in 2011. Based on this experience, and in consultation with other institutions that carry out similar assessments, systems for the uniform and periodic collection of such information across IFAD will be developed and the results reported to assess trends. IFAD will allocate resources under its grants programme to support capacity-building and research relevant to gender equality and women's empowerment (action areas 2 and 3). Supplementary funds will also be mobilized, not for core activities but for new initiatives with potential for scaling-up and replication or for an activity that cannot be funded directly through the regular budget.

Management decision-making for improving performance will be informed by systematic learning and reporting through the corporate M&E systems and results framework. IFAD's primary reporting instrument will be the annual Report on IFAD's Development Effectiveness (RIDE) which has a specific section on gender and reports against the corporate results framework. The latter contains several RIMS indicators relevant to gender equality and women's empowerment, and data on gender balance in staffing. From 2011, the IOE has introduced into all evaluations a specific assessment and rating on gender equality and women's empowerment, and the Annual Report on Results and Impact (ARRI) of IFAD operations will provide an overview of results and lessons learned. The annual regional portfolio performance reviews (PPRs) will be reviewed and guidance will be provided to support regions in their self-assessment of progress in supporting gender equality and women's empowerment through their country and regional programmes.

¹⁷ The SWAP will be presented to the United Nations System Chief Executives Board for Coordination in April 2012.

50. ***Key deliverables on resources, monitoring and accountability include:***

- 5.1 Institutional responsibilities for gender equality strengthened at all levels, including the formation of a high-level task force.
- 5.2 The requirements of the United Nations gender SWAP met.
- 5.3 The role and capacity of regional gender advisers strengthened, and associated budgetary allocation.
- 5.4 Reporting on policy implementation and results through corporate reporting systems (RIDE and PPR) improved.
- 5.5 Systems for periodic tracking of the allocation of staff time and activity to gender developed.

B. Implementation plan

51. The implementation plan for 2012-2015 is presented in annex I. The activities and outputs are in line with the United Nations gender SWAP. Once the policy is approved, a communication and consultation strategy will be prepared, and the plan will be refined in partnership with the relevant IFAD departments and divisions. Baseline data for all indicators in the results framework (table 1) will be established, where possible.

C. Reporting

52. A selected number of the indicators identified in the results framework will be monitored and reported annually through the RIDE. The full set will be used for internal reporting via the Annual Report on Portfolio Performance (ARPP). A summary of progress on policy implementation will be reviewed by the high-level task force and reported to the Executive Board annually. The midterm review of the policy will be conducted towards the end of 2014, together with the International Labour Organization (ILO) participatory gender audit, or equivalent, and reported to the Executive Board in the following year.

Glossary of gender terms

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, behaviours and the relations between women and men are dynamic. They can change over time and vary widely within and across a culture, even if aspects of these roles originated in the biological differences between the sexes.
Gender Equality	Means women and men have equal rights, freedoms, conditions and opportunities to access and control socially valued goods and resources and enjoy the same status within a society. It does not mean that the goal is that women and men become the same, but rather that they have equal life chances. This applies not only to equality of opportunity but also to equality of impact and benefits arising from economic, social, cultural and political development.
Gender Equity	Means fairness of treatment for women and men according to their respective needs. A gender equity goal often requires measures to rectify the imbalances between the sexes, in particular to compensate for the historical and social disadvantages of women. Equity can be understood as the means, where equality is the end. Equity leads to equality.
Empowerment	Refers to the process of increasing the opportunity of people to take control of their own lives. It is about people living according to their own values and being able to express preferences, make choices and influence – both individually and collectively – the decisions that affect their lives. Empowerment of women or men includes developing self-reliance, gaining skills or having their own skills and knowledge recognized, and increasing their power to make decisions and have their voices heard, and to negotiate and challenge societal norms and customs.
Gender 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. Thus gender mainstreaming is fully reflected, along with other core priorities, in the mindset of IFAD's leadership and staff, and its values, resource allocations, operating norms and procedures, performance measurements, accountabilities, competencies, and learning 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 both women's and men's 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 men and women from having equal opportunity to access, and benefit from, the resources and services they need to improve their livelihoods.

Policies and plans of action on gender equality in selected international financial institutions and United Nations agencies

Organization	Year	Policy instrument
African Development Bank	2001 2009-2011	The Gender Policy Gender Equality and Women's Empowerment: An Updated Gender Plan of Action
Asian Development Bank	1998 2008-2010 2011-2012	Gender and Development Gender and Development Plan of Action Implementation Matrix of Gender and Diversity Plan of Action
Food and Agriculture Organization of the United Nations	2002-2007 2008-2013 Forthcoming (2012)	Gender and Development Plan of Action Gender and Development Plan of Action Policy on Gender Equality
Inter-American Development Bank	2010	Operational Policy on Gender Equality in Development
International Labour Organization	1999 2010-2015	Policy on Gender Equality Action Plan for Gender Equality
United Nations Development Programme	2008-2011	Gender Equality Strategy
World Bank	1994 2001 2007-2010	Operational Policy and Bank Procedures: Gender and Development Gender Mainstreaming Strategy Gender Equality as Smart Economics: A World Bank Group Gender Action Plan Three-year Road Map for Gender Mainstreaming
World Food Programme	2009 2010-2011	Gender Policy Corporate Gender Action Plan

IFAD's milestones on gender equality and women's empowerment

Milestone	Year	Focus
Strategies for the Economic Advancement of Poor Rural Women	1992	This document forged a strategic link between the empowerment of women and gender issues in rural development and the achievement of household food security, which was at that time a major objective of IFAD-supported projects.
Household Food Security and Gender - Memory Checks for Programme and Project Design	1999	The checklists included questions about household food security and gender differences that needed to be addressed in different agricultural and natural resource sectors during the design of IFAD-funded projects. Introduced by a President's Bulletin for use in project design. http://www.ifad.org/gender/approach/gender/mem.htm
Gender Plan of Action, Mainstreaming a Gender Perspective in IFAD's Operations	2003-2006	The plan operationalized the principles and objectives set out in IFAD's Strategic Framework 2002-2006 that related to gender mainstreaming and women's empowerment by systematizing and scaling up ongoing efforts to mainstream a gender perspective in IFAD programme and project cycle. The plan established the prerequisites for gender-sensitive project design, and identified performance-related indicators. In addition, the plan focused on learning about effective development approaches, in order to strengthen IFAD's policy dialogue and advocacy work. http://www.ifad.org/gender/policy/action.pdf
Framework for Gender Mainstreaming in IFAD's Operations	2008	The framework, adopted by the Programme Management Department, synthesized the gender mainstreaming measures integrated into IFAD's project and programme-related business processes following the 2003-2006 Plan of Action. It confirmed the core principles, standards for operations and performance indicators contained in the previous gender plan. http://www.ifad.org/gender/framework/framework.pdf
Consultation on the Eighth Replenishment of Fund's Resources	2008	The Consultation requested IOE to: "Conduct an evaluation of IFAD's performance on gender equality and women's empowerment. Based on the findings of the evaluation, the Executive Board will decide on the need to develop a corporate policy and implementation strategy on gender".
Acceptance of MDG3 Champion Torch by IFAD's President	2009	This established a high profile for IFAD as a role model for gender equality and women's empowerment. IFAD committed to "doing something extra" in four principal domains: strengthening its own results on the ground; promoting women's leadership; advocacy in favour of rural women; and investment in technology development and capacity-building. http://www.ifad.org/events/op/2009/mdg3.htm
Corporate-level Evaluation of IFAD's Performance with regard to Gender Equality and Women's Empowerment	2010	IOE undertook this evaluation with three main objectives: (i) assess the relevance, clarity and coherence of IFAD's strategic guidance on gender equality and women's empowerment to IFAD's mandate and to those of its country partners; (ii) assess the performance and results of IFAD's efforts in its country programmes and business processes; and (iii) generate lessons learned and recommendations that will assist the Executive Board and IFAD Management in deciding on the need for a gender policy and in determining the future strategic and operational directions of the Fund on gender http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/gender.pdf

Gender equality in other IFAD policies

Policy	Year	Principles and approaches
Targeting Reaching the Rural Poor	2006	<p>Principle: Address gender differences and have a special focus on women within all identified target groups – for reasons of equity, effectiveness and impact – with particular attention to women heads of household, who are often especially disadvantaged.</p> <p>www.ifad.org/pub/policy/target/targeting_e.pdf</p>
Improving Access to Land and Tenure Security	2008	<p>Principles: Projects must be designed in a way that they “do no harm” to the land tenure interests of the rural poor, especially those of women, indigenous and tribal peoples and other vulnerable groups.</p> <p>Strengthening women’s rights to land will contribute not only to gender equality – women are particularly vulnerable and disadvantaged under most tenure systems – but also to poverty reduction, since women are responsible for household subsistence production and welfare.</p> <p>www.ifad.org/pub/policy/land/e.pdf</p>
Rural Finance	2009	<p>Approach: Mainstreaming gender equality and women’s empowerment is integral to effective approaches to rural financial services.</p> <p>www.ifad.org/pub/basic/finance/eng.pdf</p>
Engagement with Indigenous Peoples	2009	<p>Principle: Gender equality: IFAD will continue to incorporate a gender focus in its programmes, with a special commitment to improve the well-being of indigenous women.</p> <p>http://www.ifad.org/english/indigenous/documents/ip_policy_e.pdf</p>
Environment and Natural Resource Management	2011	<p>Principle: Address gender inequalities and differences in their capacity with special focus on women’s empowerment as a valuable strategy for managing natural resources and responding to climate change.</p> <p>http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-9.pdf</p>

Gender mainstreaming in IFAD's project cycle and procedures

Project cycle

Procedure	Document	Gender aspects/requirements
Country Strategic Opportunities Programme (COSOP)	Updated Guidelines and Source Book for Preparation and Implementation of a Results-Based Country Strategic Opportunities Programme (RB-COSOP) Volume 1: Guidelines (January 2011)	Gender analysis has to be incorporated into the COSOP. The document includes a specific section on targeting, which also addresses gender issues. Gender issues are to be mainstreamed throughout the report and the specific strategies to empower women and their organizations described. The COSOP strategic objectives can include specific reference to gender equality and women's empowerment. A COSOP gender issues checklist is included in appendix VI of the guidelines. http://www.ifad.org/operations/policy/cosop/guidelines/sourcebook/cosop.pdf
Project Design Report (PDR)	Guidelines for Project Design Report (January 2011) Framework for Mainstreaming Gender in IFAD's Operations (2008) Pre-requisites of Gender-Sensitive Design: Checklist for design (2001 and amended) Environmental and Social Assessment Procedures (2009)	Gender disaggregation of the target group is a design requirement. Targeting, gender and participation are key features of IFAD operations and are to be included in sections on project description, implementation and the M&E system. Annex 2 on poverty, targeting and gender provides a detailed description of the project's gender strategy based on the Framework for Mainstreaming Gender in IFAD's Operations. The gender checklist is to be used to guide the formulation of the gender strategy. The environment and social assessment procedures require that gender differences, especially the role of women, be addressed in identifying opportunities for enhancing environmental and social sustainability, and emphasize women's participation in community-based natural resource management, as well as in cost-recovery and delivery systems. http://www.ifad.org/gender/framework/framework.pdf http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-7.pdf
Quality Enhancement (QE)	Guidelines for Internal Project Review (December 2007)	The quality criteria against which projects are assessed include a set of Key Success Factors (KSF) and their respective guidance questions. KSF 2 refers specifically to targeting, gender and participation. http://www.ifad.org/actionplan/deliverables/qe.pdf
Quality Assurance (QA)	Guidelines for QA Function and Process (December 2007)	The review considers if the project design has addressed and reflected appropriately IFAD policy and guidance documents e.g. Strategic Framework, Policy on Targeting, gender policy and the Rural Finance Policy. http://www.ifad.org/actionplan/deliverables/qa.pdf
Direct Supervision and Implementation Support (DSIS)	Supervision and Implementation Support of Projects and Programmes Funded from IFAD Loans and Grants (September 2007) Framework for Mainstreaming Gender in IFAD's Operations (2008)	A review of project performance in terms of gender-equity has to be included in the terms of reference; adequate time is required for gender-balanced consultations with beneficiaries; and an assessment of gender-differentiated participation in and benefits from the project is to be contained in the final report. Requirements for implementation include: discussion on gender in start-up workshops; participation of women in activities and decision-making; allocation of resources to gender mainstreaming in the annual workplan and budget; and regular monitoring of sex-disaggregated data. A detailed gender checklist for supervision/ implementations support is included in annex 9. http://www.ifad.org/operations/projects/supervision/guidelines.pdf www.ifad.org/gender/framework/framework.pdf
Project Completion Report (PCR)	Guidelines for project completion (June 2006)	The PCR is to assess the effectiveness and efficiency of the gender strategy adopted by the project and the impact of project activities on gender equality and women's empowerment, both in quantitative and in qualitative terms. http://www.ifad.md/Sites/ifad_md/Uploads/Project%20Completion%20Guidelines.8899726BD0E34908848FE6FF76372229.pdf

M&E	A Guide for Project M&E (2000)	This guide provides practical tips and examples on how to put in place an M&E system that tracks sex-disaggregated differences and assesses how well the project is doing in terms of gender-balanced impact. http://www.ifad.org/evaluation/guide/index.htm
Results and Impact Management System (RIMS)	Results and Impact Management System: First- and Second-Level Results Handbook (February 2011) Results and Impact Management System: Practical Guidance for Impact Surveys (January 2005)	Sex-disaggregated data are collected for a number of indicators at the first-level results (outputs). Data on literacy and child malnutrition are disaggregated by sex in the third-level results (impact) indicators. http://www.ifad.org/operations/rims/handbook/e.pdf http://www.ifad.org/operations/rims/guide/e/part1_e.pdf
Evaluation	Evaluation Manual: Methodology and Processes (April 2009) Action Plan for the Implementation of the Findings and Recommendations of the Peer Review of IFAD's Evaluation System (November 2010)	The participation of women in evaluation teams is highly recommended. The promotion of gender equity is an integral dimension embedded within the various evaluation criteria for assessing both project performance (i.e. relevance, effectiveness, efficiency) and impact (i.e. rural poverty impact; household income; human/social capital and empowerment; household food security and agricultural productivity; natural resources and environment; institutions and policies). The evaluation is to assess whether women have benefited from the project and to identify the main reasons for their exclusion. Each evaluation report includes a dedicated section, where a consolidated rating and lessons on gender are presented. http://www.ifad.org/evaluation/process_methodology/doc/manual.pdf http://www.ifad.org/gbdocs/eb/ec/e/65/EC-2010-65-W-P-6.pdf

Procedures

Annual Report on Results and Impact of IFAD's Operations (ARRI)	Evaluation Manual: Methodology and Processes (April 2009) Action Plan for the Implementation of the Findings and Recommendations of the Peer Review of IFAD's Evaluation System (November 2010)	The ARRI highlights the results and impact of IFAD-funded operations, and draws attention to systemic issues and lessons learned, with a view to further enhancing the Fund's development effectiveness. The IFAD Evaluation Manual establishes gender equity as an integral dimension embedded in the various evaluation criteria used by IOE. A dedicated section on gender will be introduced in the forthcoming ARRI report. http://www.ifad.org/evaluation/process_methodology/doc/manual.pdf http://www.ifad.org/gbdocs/eb/ec/e/65/EC-2010-65-W-P-6.pdf
Portfolio Review	Guidelines for Portfolio Review (April 2010)	The portfolio review includes a description of the measures to ensure that projects directly benefit poor men and women and how gender aspects have been incorporated during project implementation. The section on project performance assesses the project's ability to address gender and women's empowerment issues, in line with guidance from IFAD's Framework for Gender Mainstreaming. http://xdesk/sites/pd/portfolioreview/Guidelines/Portfolio%20Review%20Guidelines%202010.pdf
Report on IFAD's Development Effectiveness (RIDE)	Guidelines for Portfolio Review (April 2010)	The RIDE report draws on the portfolio preview process. It provides a general assessment of project performance, including on how gender aspects have been incorporated while implementing projects. http://xdesk/sites/pd/portfolioreview/Guidelines/Portfolio%20Review%20Guidelines%202010.pdf

Key features of gender-sensitive design and implementation

The key features were first developed in 2001. They are used in project design (including the quality enhancement and assurance processes), supervision and completion reporting. They reflect IFAD's field experience regarding the critical factors of successful project performance in promoting gender equality and women's empowerment. They have been adjusted over time based on experience. Since 2006 they have been used in conjunction with IFAD's operational guidance on targeting.

Key feature 1: Using gender analysis

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

Key feature 2: Measures for women's empowerment

Based on the above, the project design report articulates – or the project implements – actions that work towards the achievement of the three strategic objectives of the policy:

- Economic empowerment;
- Representation and decision-making; and
- Workload reduction and balance.

Key feature 3: Measures for gender mainstreaming

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

- Tailoring the menu of activities and delivery mechanisms to address the different needs and interests of women and men (such as the selection of value chains dominated by women), paying specific attention to the needs of young women;
- Allocating adequate human and financial resources to implement the project's gender strategy;
- Ensuring and supporting women's active participation in project-related decision-making bodies and committees;
- Setting and monitoring targets for women's and men's participation in project activities;
- Ensuring that project management arrangements (composition of the project management/ coordination unit, staff terms of reference, etc.) reflect attention to gender equality and women's empowerment concerns; and
- Ensuring direct project outreach to women, as well as men (for example through appropriate numbers and qualification of field staff, household approaches to extension etc.), especially where women's mobility is limited.

Key feature 4: Learning and M&E monitoring

The project's logical/results framework and monitoring and evaluation (M&E) system specify in design – and project M&E units collect and analyse sex-disaggregated performance and impact data. Project lessons learned on working on gender equality and women's empowerment are documented.

Key feature 5: Strengthening the enabling environment

Other features which strengthen the implementation of gender-sensitive projects include:

- Selecting implementing partners who have a commitment to and experience of working on gender equality and women's empowerment;
- Delivering gender awareness raising and training for staff from the management unit, implementing partners and counterpart institutions; and
- Involving men in beneficiary awareness raising and training on gender equality and women's empowerment.

Examples of IFAD's experiences of improving development impact through promoting gender equality and women's empowerment

Strategic objective 1: Economic Empowerment

Policy dialogue on women's land rights in the Gambia. Under the Livestock and Horticulture Development Project (LHDP), effective since March 2010, the dialogue with the government authorities has paved the way for women to inherit land. As a result of sensitization and awareness-raising activities with government officers at the field level, women have achieved greater access to land and the majority now have land ownership rights, with the ability to pass this land to their kin. These practices have not yet been nationalized, but are largely observed at the village level where the discussions have taken place.

Improving women's access to finance in Yemen. One of the underlying objectives of the Dhamar Participatory Rural Development Project, DPRDP (2004-2012) is to mobilize local community members, in particular women and young people, to take part in planning and implementing project activities. The majority of women in Dhamar are illiterate, their participation in social and civic affairs is restricted, and they have limited ownership of land or property. One of the project's greatest successes has been teaching young and adult women to read and write, and enabling them to manage their money. More than 6,500 women have completed elementary literacy training and nearly 3,000 have started their second year. Building on this achievement, 140 savings and credit groups have been set up, the vast majority of which are women's groups created by women from the literacy classes. Young women have acquired important new skills, enabling them to increase their incomes, strengthen their livelihood security and resilience to food insecurity, earn the respect of their neighbours and take up positions of responsibility in their communities. The women's savings and credit group model has been replicated in other Governorates and the project is considered a flagship for community development at the national level.

Household mentoring in Uganda. The District Livelihoods Support Programme, DLSP (2007-2014) has adopted an innovative extension methodology to work with poorer households. Under the household mentoring approach, adult members of a household meet together with a trained mentor, selected from the local community. During these visits, men and women in a household are assisted in planning their livelihoods, working together to improve their food security and income, and to share in the benefits equally. This methodology has proved to generate profound impacts at the household level, not only in terms of food security and increased incomes, but also in terms of gender equality and HIV/AIDS mainstreaming. The distinctiveness of this approach is that it brings about changes in gender relations "from within", rather than being imposed "from outside".

Learning routes and exchange of experience. Peer-to-peer education and experiential learning are valuable means of empowering poor rural women, as well as disseminating knowledge and building capacity among project staff. The learning routes methodology is a continuous process of training in the field that is organized thematically around experience, case studies and best practices on innovative rural development practices in which local actors themselves become trainers. Three Learning Routes on Gender and Microfinance took place in Uganda in 2011, with participants drawn from throughout the region. A study tour was also organized in Bangladesh for Afghan project staff to learn how to empower women through developing the livestock value chain.

In Peru it was found that interaction among poor rural women during their travels and exchanges had an important empowering effect. Women started envisioning a possibility

for change by discovering the relevance of their own ideas as reflected in the experience of others. The learning route was also an occasion for women, who rarely have time available for leisure activities, to travel and interact with new people beyond the sphere of their family and the local community.

Gender-sensitive value chain development in Guatemala. The IFAD-supported Rural Development Programme for Las Verapaces (2001 – 2011) promoted value chain enhancement for a variety of crops (vegetables, spices, coffee and cocoa) through the implementation of a leading-edge and well-managed gender strategy. It financed investments to enhance the value of farm products, including the facilitation of meetings and negotiations between smallholders and buyers at various levels of the value chain, building capacity for grading and sorting, and providing branding and marketing support (e.g. coffee “cupping” competitions). The approach was gender-sensitive, ensuring that discussions within farmers’ associations involved women alongside men, and that work and resources were fairly distributed among them. The programme offered other specific services to women, including literacy and training on accounting, group management and technical skills. It assisted women in obtaining identity documents, which are a prerequisite for accessing government services, opening bank accounts, and benefiting from other commercial services such as mobile telephone use. When women gathered for training or literacy, they were also provided with reproductive health information and services.

The employment of a qualified full-time gender adviser contributed significantly to this success in promoting the inclusion and advancement of women. This resulted in the successful implementation of the programme strategy of integrating women into high-value agricultural production and processing - activities that were usually restricted to men. It also enabled women to enjoy the benefits generated from the activities that they controlled. These benefits were mainly used for improved household nutrition and for children’s education. But in cases where the level of income increased significantly, women also reported improvements in housing.

Women poultry producers in Bangladesh. Under the Microfinance and Technical Support Project, MFTSP (2003-2010) IFAD supported the development of women-centred poultry value chains. The project created a value chain that is community-based and geographically limited, thereby overcoming the constraint of women’s limited mobility. Women were trained to be specialized actors at well-defined nodes in the chain (i.e. model poultry breeders, mini-hatchery owners, chick rearers and poultry keepers), and value was added by upgrading and managing gene flow (improved poultry). The level of technology was appropriate because mini-hatcheries are easy to build and manage. The project benefited from staff committed to empowering women, both within government departments and in the implementing organizations. In this way, women generated an income stream for the household. Overall household income was raised, there were more equitable roles and relations in the household, and women’s status within the village increased.

Tajik women hand-spinning mohair yarns take on the international markets. The majority of rural Tajik women have few earning opportunities and rely largely on their husbands, most of whom have to migrate to Russia and Kazakhstan to work as taxi drivers, carpenters or seasonal labourers. In some cases, the men do not return, leaving the women and their children to rely on their relatives for support. Livestock is one of the main sources of income. Tajik women traditionally hand-process mohair fleece and spin mohair yarns for export to Russia. In 2009, IFAD and the International Centre for Agricultural Research in Dry Areas (ICARDA) launched a new project - Improving Livelihoods of Small Farmers and Rural Women through Value-Added Processing and Export of Cashmere, Wool and Mohair - focusing on the marketing aspects of these products and providing capacity-building along the entire value chain. This project has helped women to organize themselves into producers’ groups and, as a result of the

training, they are able to sort and grade the fibre. They are also developing their marketing strategies and experimenting with innovative products such as mohair carpets. The project has helped Tajik women gain access to the North American market, and they are now seeking to make a dent in the European market. Having started with almost nothing, today they have paved the way for themselves to earn much higher incomes and to achieve greater independence, self-confidence and self-reliance.

Promoting marketing activities of women fishmongers in Benin. The Participative Artisanal Fisheries Development Support Programme (2003-2011) implemented several learning activities for fishers, and women's participation was very high (about 71 per cent). An intensive communication strategy ensured that information on the programme activities reached both women and men producers. Newsletters, radio programmes and documentaries were produced to inform target groups on fish stock recovery plans and reservoirs. In addition, 110 literacy teachers, both male and female, were hired to run a post-literacy programme for the benefit of almost 3000 people (of whom 36 per cent were women) and evaluation showed that about 80 per cent of learners had become literate. The programme supported the formalization of 50 women's fishmonger groups and strengthened their management and accounting capacity through training and exchange of experience. Five hundred ponds were purchased by the programme to enable women's fish trader and processor organizations to market fish. Women's processing and marketing activities were further supported by the construction of market spaces and a training programme for improving the quality of fish products.

Strategic objective 2: Representation and citizenship rights

The Concurso methodology in Peru. IFAD-funded projects in Andean Peru have experimented with an innovative methodology to promote sustainable access by poor farmers and women to service providers. The *concurso* methodology draws from the mythological *Pacha Mama Raymi- the celebration of Mother Earth-* and involves the organization of public competitions in which communities and groups submit their business proposals to compete for government funding. A committee, comprising both societal and local government representatives, selects eligible proposals. Through this mechanism, public funding is transferred directly to poor farmers who can use these resources to contract technical assistance. Women's groups are encouraged to participate by organizing women-only competitions. Prior to the *Concurso*, women participate in exchange visits to stimulate new business ideas and to learn how to formulate their proposals through simple pro-poor business formats.

The most innovative aspect of this mechanism is that it enables women to make autonomous decisions regarding their livelihoods. They define their training needs and choose and contract the service provider accordingly. Selecting the experts is an empowering experience, as women can choose the experts that best meet their specific needs and socio-cultural characteristics. Women use their social networks to identify the experts, tending to choose quechua-speaking trainers coming from neighbouring communities. This system has promoted the development of a market for pro-poor, pro-women service provision in the Andean region. Moreover, service providers train all family members, thereby enabling women with lower levels of education to be helped by their children and husbands. This has resulted in a more integrated family approach to farming.

Global gathering of women pastoralists. Women play crucial roles within pastoralist societies both in raising livestock and in maintaining family cohesion. Yet they are greatly marginalized due to limited decision-making opportunities within their societies and restrictive gender roles, making their struggle within pastoralist livelihood systems all the more complex. The first Global Gathering of Women Pastoralists, cofinanced and co-organized by IFAD, took place in Mera, India in November 2010. The purpose was to enable women pastoralists to participate equitably in decision-making. Participants

adopted the Mera Declaration and called on governments, governing agencies of the United Nations, other relevant international and regional organizations, research institutes and their own customary leaders to support and recognize the essential role of pastoralists in global environmental sustainability, including the conservation of biodiversity, mitigation of climate change and combating desertification; and to ensure the equal rights of pastoralist women and recognize their key role in society.

Strengthening the voice of women farmers. In 2010, IFAD organized a global Farmers' Forum at which a day was set aside only for women producers and women's organizations. The women released a statement calling on governments to include women farmer leaders in country and global policy processes and in the design of projects and programmes, establish quotas for participation, and increase the capacity of farmers' organizations to address gender issues.

Improving women's access to legal, property and inheritance rights. The Legal Empowerment of Women Programme (2008-2011) operated in five countries to promote gender equality and reduce women's vulnerabilities through economic and legal empowerment. In Burundi, over 500 women were trained as para-jurists on subjects such as women's rights, laws, inheritance rights and conflict resolution. About 1,000 cases were presented by women, 90 per cent of which were on issues such as mistreatment, abandonment, polygamy, violence and sexual abuse. The jurists operating at the *Centres de Developpement Familial*, were able to solve 20 per cent of cases by coming to amicable agreements, often with the intermediation of local leaders. The project was well received by the community and the large number of cases submitted by women demonstrated the great need for legal services by women.

In India, the programme prepared specific tribal-related legal information material for community mobilizers working in tribal projects. In Liberia, attention focused on identifying obstacles to rural women's access to land and other productive resources, and building the capacities of authorities and communities to create the environment and conditions for change. In Senegal, the existing agricultural policy was reviewed and training provided to promote gender equality and equity in the preparation of the new economic and social policy. In Malawi, awareness campaigns were conducted on women's rights, HIV/AIDS and girl child education. Messages were delivered through speeches, drama, and traditional dances by a team of peer educators trained by the programme on gender violence and inheritance, as well as on theatre for development.

Strategic objective 3: Workload reduction and balance

Improving women's access to water in Kenya and Mozambique. Improving access to water for domestic purposes can have a tremendous impact on saving women's and children's time and reducing their workload. Under the Central Kenya Dry Area Smallholder and Community Services Development Project, CKDAP (2000-2010) the time and effort saved by collecting water from piped water within the homestead or from a nearby spring tap, was up to five hours per day. Women spent the time saved on other activities, including casual labouring, working in their own fields, watering livestock, irrigating their kitchen gardens, starting small businesses, or keeping their house and surroundings cleaner. Likewise, in Mozambique thanks to wells being sunk closer to their homesteads, many women in Sofala Bank Artisanal Fishery Project, PPABAS (2002-2011) saved energy and gained one or two hours per day for doing domestic, agricultural and fishing activities, depending on the location and season. The extra time spent in their fields or fishing for shrimps enabled them to bring more food home for consumption and sale in the market.

Other benefits included a reduction in the incidence of diarrhoeal diseases, particularly among children, and improvements in women's physical health because they did not have to carry heavy jerry cans so far, which damaged their backs. Women had more time

to cook meals at home and to care for their children, which resulted in family relationships becoming more harmonious. In Kenya, there was also less social tension over water supplies between women.

IFAD best practice statements for mainstreaming gender by thematic area

Natural resources – land, water, energy and biodiversity. Support and promote: (i) government recognition of women’s rights to the benefits from and control over natural resources; (ii) equal access to new technologies, training and credit facilities for enhanced conservation and use of animal/plant genetic resources and food production for both women and men; (iii) gender-differentiated knowledge systems (including indigenous) to enhance learning and raise awareness on sustainable uses, management and conservation of natural resources; (iv) strengthened capacity for governance of integrated natural resource management through inclusive approaches such as participatory mapping, decision-making and governance; (v) partnerships to enhance learning on, and awareness of, gender-differentiated management of natural resources; (vi) reduced gender inequalities in community-based users’ groups through training and positive actions; (vii) measures to increase women’s voice in the planning and running of community water schemes, alongside men’s; (viii) reduced gender inequalities in accessing land ownership through sensitization campaigns, training, joint land-titling, and policy dialogue activities.

Climate change adaptation and mitigation. Support and promote: (i) climate change risk analysis that identifies differentiated impacts on women, men and children; (ii) consultation with women and men farmers to address their specific needs when designing adaptation responses in the agriculture and rural development sector; (iii) provision of training to women and men on key adaptation topics, including adjusting cropping patterns based on climate variability, sustainable agricultural systems for nutrition and high value-added products, sustainable land management, early warning systems, and disaster risk reduction; (iv) gender equality in access to climate change mitigation funds; (v) increased research on gender-sensitive technologies that are energy- and water-efficient and promote resilience to changing climatic events and other risks; (vi) solutions to the specific challenges faced by women, men and children in climate change-related policy dialogue and mainstreaming effective responses into policies, programmes and projects.

Agricultural technologies and production services. Support and promote: (i) crop production practices and technologies that reduce labour needs (in terms of time and intensity), especially those related to women’s labour, including adapted mechanization, harvesting, transportation and processing of produce; (ii) gender-sensitive educational and learning programmes to enhance the decision-making capacities and adaptive innovations of women and men in the selection of crop varieties and production inputs and in integrated crop, pest, soil, water and farm management practices; (iii) enhanced technologies and knowledge enabling women to better manage water resources for crop irrigation and home consumption; (iv) business enterprises suited to specific gender needs; for example, seed production, nursery management and various post-harvest activities, value addition and marketing for women; (v) integration of women’s and men’s needs into infrastructure projects, including roads and irrigation systems; (vi) investments in basic infrastructure that are critical to ease women’s workload and facilitate their productive activities, such as domestic water supplies and sanitation.

Financial services. Support and promote: (i) a comprehensive strategy for the development of pro-poor gender-sensitive financial sectors; (ii) regulations that enable rural financial institutions to increase outreach to rural women and men, and provide the basis for controlling their soundness; (iii) an effective supervision system that is capable of protecting poor women and men clients and helping rural financial institutions (RFIs) to maintain or achieve soundness and social responsibility; (iv) capacity-building and enhancing gender-awareness training of RFI managers and staff; (v) building up business linkages between banks and non-bank RFIs, or RFIs operating at various regional levels

to enable poor women and men have access to a range of financial services;
 (vi) developing financial products tailored to women's and men's specific needs.

Value chains and marketing. Support and promote: (i) gender analysis of existing or potential value chains to identify gender-based differences in value-chain activities; (ii) the development of value chains that are relevant to women or that have the potential to generate new employment opportunities for women; (iii) women's ability to challenge traditional gender roles and take up new roles as producers and market actors in value chain development; (iv) training and capacity-building activities aimed at strengthening women's agency in terms of value chain governance through participation in farmer groups and marketing boards, or the formation of women-only groups when appropriate; (v) gender equity in access to, ownership of, and control over resources relevant to value-chain development such as land, natural resources and credit; (vi) gender equitable access to and use of information communication technology for market information exchange; (vii) measures to engage with men for gender-balanced value chain development, supporting women's activities at each node of the value chain and avoiding the risk of male or elite capture; (viii) gender sensitization of private sector actors and service providers to avoid marginalization or non-recognition of women's role in the selected value chains; (ix) adoption of participatory M&E to assess identify the location and proportion of women and men in specific value chains and whether male or elite capture is occurring.

Rural enterprise development and non-farm employment opportunities. Support and promote: (i) conducive policy frameworks that focus on removing the constraints that prevent rural women from embarking on small and medium scale enterprises; (ii) development of appropriate business support services and training that take into account gender-specific needs and constraints, including limited literacy and time availability of poor rural women; (iii) access to improved livelihood technologies and greater sharing of domestic work among adult family members to free up women's time to engage in entrepreneurial activities; (iv) entrepreneurial activities relevant to the needs of women, avoiding stereotyped approaches; (v) agricultural and non-farm rural enterprises that offer profitable opportunities for wealth creation and decent employment to poor rural women and men; (vi) monitoring of women's control over the benefits generated by their enterprises to ensure there is no elite/male capture as businesses become more profitable.

Technical and vocational skills development. Support and promote: (i) women's participation in defining their training and skill development needs during project design and implementation; (ii) the development of training packages and approaches that take into account gender-specific constraints such as low literacy levels and self-esteem which are critical for empowerment; (iii) scaling-up of family-centered approaches to extension, which tackle gender inequalities at the household level and are more effective in increasing agricultural production and income, and enhancing food security; (iv) the establishment of a cadre of village-based women trainers and promoters, particularly in contexts where cultural norms restrict women's ability to interact with men who are external to the family; (v) participatory, learning-by-doing methodologies such as learning routes and farmer-to-farmer exchange visits targeted at women alongside men; (v) leadership skills training, particularly for young rural women, to promote more gender-balanced participation in decision-making bodies; (vi) M&E system that tracks not only the number of women and men participating in training activities, but also their impact on gender equality and women's empowerment.

Rural producers' and community-based organizations. Support and promote: (i) the use of tools to identify and address gender inequality issues in institutional analysis during project design and implementation; (ii) gender-sensitive organizational development for both mixed and women-only organizations through the provision of incentives, the application of quotas and the implementation of training and capacity

building measures, in leadership and management, as well as in technical skills; (iii) the formation and strengthening of women-only groups, or women's committees or platforms within mixed organizations, in socio-cultural contexts where they are needed to strengthen women's confidence and ability to participate; (iv) gender-balanced participation in leadership positions in rural producer and farmer organizations, both formal and informal, with a special emphasis on young rural women; (v) participatory M&E to measure and monitor the impact of programmes both in qualitative and in quantitative terms on gender equity and women's empowerment within rural organizations; (vi) networking among women's organizations and women members and leaders in mixed organizations; (vii) the creation of clusters and apex organizations of grass-roots groups.

Livestock and fisheries. Support and promote: (i) understanding of different roles women and men play in the management and control of livestock when designing livestock-related programmes and policies; (ii) formulation of measures aimed at improving women's decision-making capacity and control over income by boosting livestock production; (iii) the design of veterinary and other livestock-related services that take account of local social and cultural norms (i.e. women's limited mobility, safety conditions) that constrain women's ability to access those services or to act as service providers; (iv) negotiations between men and women to ensure that men do not feel threatened when women's control over livestock production and income increases; (v) the formation of gender-responsive resource management bodies at the community level to ensure that women have access to marine resources needed for aquaculture development; (vi) action to enable marginalized groups of male and female fishers, processors and traders to access new markets; (vii) identification of alternative livelihoods to reduce reliance of poor fishers on fishing activities, which puts pressure on fragile and constricted marine resources and coastal ecosystems.

Forestry. Support and promote: (i) sustainable forest management policies and projects and the equitable distribution of benefits among women and men; (ii) addressing gender differences in knowledge and roles in forestry when designing and implementing development programmes; (iii) mechanisms to avoid potential conflicts among competing uses of forests and their by-products and to ensure that women's and men's traditional and indigenous rights to forest use are not diminished with the implementation of new projects and policies; (iv) women's participation and cooperation in community groups or forest resource management committees created for project management; (v) training of female forestry extension agents and raising their awareness of the gender differences in the use of forest resources.

Implementation Plan for IFAD's Policy on Gender Equality and Women's Empowerment, 2012-2015

Action area and key deliverables	Activities	Time frame	Lead responsibility
1. Country programmes and projects			
1.1 Comprehensive guidelines and procedures to mainstream gender in place	1.1.1 Strengthen existing guidelines and procedures for loans and grants (e.g. RB-COSOP, PDR, PCR) 1.1.2 Develop new guidelines as necessary	Ongoing	PTA, PMD Front Office
1.2 Understanding and capacity of IFAD management and staff to address gender issues in agricultural and rural development increased	1.2.1 Assess capacity and develop training plan 1.2.2 Train staff and Senior Management on a mandatory basis 1.2.3 Improve and develop practical methods and tools 1.2.4 Integrate gender equality and women's empowerment into other IFAD training tools and resources 1.2.5 Develop gender expertise in thematic areas	Ongoing	Regional Divisions, PTA, PMD Front Office
1.3 Adequate specialist technical support to design and implementation support missions provided	1.3.1 Ensure gender expertise on design missions 1.3.2 Ensure gender expertise on implementation support missions 1.3.3 Strengthen quality and consistency of reporting on gender aspects in direct supervision reports 1.3.4 Integrate gender equality and the empowerment of women into other training tools and resources	Start 2012	Regional Divisions to deploy, PTA to help identify and brief
1.4 Impact indicators improved	1.4.1 Establish partnerships to develop and strengthen indicators for the three strategic objectives 1.4.2 Improve RIMS gender-related information for level 3 anchor indicators and level 2 1.4.3 Strengthen M&E systems to collect and analyse sex-disaggregated data	Start 2012	PTA, RIMS Working Group, IOE
1.5 Capacity to generate and act on experiences and lessons learned increased	1.5.1 Document innovative approaches and lessons learned at programme/project level 1.5.2 Pilot gender-focused client satisfaction surveys in projects to determine how well project activities are working for women and men, and what needs to be improved 1.5.3 Share lessons at regional workshops, other knowledge management events for guiding current implementation, future design, scaling-up and policy dialogue	Ongoing, to be strengthened	Regional Divisions with PTA support
2. IFAD as a catalyst for advocacy, learning and partnerships			
2.1 Communication and advocacy strategy developed	2.1.1 Review field experience to identify policy constraints and identify priorities 2.1.2 Develop communication and advocacy strategy 2.1.3 Review and periodically update strategy	Start 2012	COM, SKM, TG-Gender, PTA, RMP, NALO
2.2 Results-based evidence from regular field programmes and pilot activities generated, documented and shared	2.2.1 Document results from regular field programmes and pilot activities 2.2.2 Form learning partnerships, mobilize funds and establish links with research programmes for systematic action research 2.2.3 Pilot and analyse innovative approaches and gender-sensitive research 2.2.4 Disseminate information through formal and social media products, peer-reviewed publications, knowledge management networks and communities of practice 2.2.5 Enhance and update IFAD's gender website regularly	Ongoing, to be strengthened	Regional Divisions, PTA, SKM, COM, ECD
2.3 Contributions to policy and advocacy platforms on gender in agricultural and rural development more effective and strategic	2.3.1 Participate directly in platforms 2.3.2 Establish strategic partnerships with organizations with capacity to participate in policy and advocacy forums 2.3.3 Prepare and disseminate policy briefs and publications 2.3.4 Support regional and country-level networking and dialogue among rural women	Ongoing, to be strengthened	SKM with PMD and RMP/NALO support
2.4 Co-financed investments in	2.5.1 Form partnerships for cofinancing	Ongoing	PMD, RMP

agricultural and rural development have greater gender focus	2.5.2 Participate in joint missions and learning activities		
3. Capacity building of implementing partners and institutional counterparts			
3.1 Understanding in key counterpart institutions about relevance of gender equality for sustainable ARD increased	3.1.1 Conduct awareness-raising and training workshops 3.1.2 Disseminate policy briefs and case studies	Start 2013	PMD with SKM support
3.2 Technical skills of implementing partners strengthened to address gender in key thematic areas and delivery of ARD	3.2.1 Integrate gender events into IFAD's regular programme of regional workshops 3.2.2 Organize national workshops and training events 3.2.3 Organize learning routes focusing on gender 3.2.4 Support networking, peer-to-peer exchange and South-South initiatives	Ongoing	Regional Divisions with PTA support
3.3 Regional and national capacity of gender experts developed	3.3.1 Conduct regional and subregional training of trainers for gender experts	Start 2013	PTA
4. Gender and diversity balance in IFAD			
4.1 Understanding of practical implications of G&D for IFAD and buy-in by staff and managers increased	4.1.1 Conduct learning clinics and focus group discussions to identify benefits of G&D on IFAD's business performance, capacity building needs and appropriate solutions	Start 2012	HRD
4.2 Gender mainstreamed into HR-led training programmes	4.2.1 Identify HR training programmes requiring attention to G&D, or develop new courses if required 4.2.2 Design and deliver G&D-sensitive modules	Start 2012	HRD
4.3 Gender and diversity dimensions of existing reporting systems improved	4.3.1 Revise annual staff survey to better incorporate G&D	Start 2012	HRD
	4.3.2 Prepare annual gender and diversity report, including gender parity in staffing	Ongoing, to be strengthened	High level gender task force with HRD
	4.3.3 Undertake ILO participatory gender audit, or equivalent, at least once every five years	2014	PTA
4.4 Gender and diversity concerns incorporated into HR rules and procedures	4.4.1 Strengthen recruitment procedures 4.4.2 Integrate assessment of gender equality and women's empowerment into staff performance evaluation 4.4.3 Strengthen career enrichment and advancement opportunities 4.4.4 Strengthen implementation and institutional acceptance of work/life balance provisions	Ongoing	HRD
5. Resources, monitoring and professional accountability			
5.1 Institutional responsibilities for gender equality established at all levels, including formation of a high level task force	5.1.1 Mainstream responsibilities for gender equality into terms of reference at all levels 5.1.2 Establish high-level gender task force and recast thematic group on gender 5.1.3 Recast role of gender focal points, with package of terms of reference, capacity-building, peer-to-peer exchange and attention to workload balance with other responsibilities 5.1.4 Ensure adequate and itemized budget allocations to fulfil these functions 5.1.5 Introduce best performance awards for HQ and field staff, projects and divisions	Start 2012	OMC
5.2 Requirements of United Nations gender SWAP met	5.2.1 Annual report on implementation progress, reviewed by high-level task force and communicated to Board	Start 2012	TG-Gender
	5.2.2 Participate systematically in inter-agency coordination mechanisms		PTA
	5.2.3 Participate in gender SWAP peer review process		
5.3 Role and capacity of regional	5.3.1 Deploy out-posted regional gender advisers in all divisions, with their own budget	Start 2012	Regional

gender advisers strengthened, with budget allocations	5.3.2 Organize training and knowledge sharing events to develop capacity		Divisions, PTA, HRD
5.4 Reporting on policy implementation and results through corporate reporting systems improved	5.4.1 Align annual reporting by PMD divisions on gender-related activities via portfolio performance review with gender policy objectives and action areas	Start 2012	PMD Front Office
	5.4.2 Strengthen formats for relevant sections of PPR, PCR, country evaluations, RIDE and ARRI for both loans and grants	Start 2012	PMD, IOE
	5.4.3 Conduct mid-term review of policy, report to Board and update implementation plan	2014	High-level gender task force with TG-Gender, PTA
5.5 Systems for financial resource tracking developed	5.5.1 Refine tracking system for IFAD's administrative budget, based on experiences of 2011 and practices elsewhere	Ongoing, to be strengthened	PTA, with support of FOD
	5.5.2 Establish baseline, review and report periodically		
	5.5.3 Develop system to track resources to support gender equality at project level	2014	PTA, regional divisions, with support of FOD