“Looking for New Directions”

Gender Mainstreaming and Women’s Empowerment

Workshop Report

16-17 May 2007
Casa San Bernardo – Rome, Italy
Table of Contents

INTRODUCTION

Rationale for the workshop
Organization of the workshop

LOOKING BACK: FINDINGS OF REVIEW AND SELF-EVALUATION PROCESSES

Summary of presentations
Summary of panel discussion
Plenary discussion: key issues

LOOKING BEYOND: GENDER MAINSTREAMING IN THE INTERNATIONAL CONTEXT

Summary of presentations
Summary of panel discussion
Plenary discussion: key issues
Summary of key issues emerging from the working groups

LOOKING FORWARD: INNOVATIVE WAYS TO INCREASE WOMEN’S ECONOMIC EMPOWERMENT, ROLE IN DECISION-MAKING AND WELL-BEING

Summary of presentations
Summary of panel discussion
Plenary discussion: key issues
Addressing gender issues in the context of IFAD’s strategic objectives and principles of engagement: working group recommendations

CONCLUDING REMARKS

Appendix 1: Programme
Appendix 2: List of Participants

Funding for this workshop has been provided by the Governments of Italy, Japan and Norway.
“Looking for New Directions”
Gender Mainstreaming and Women’s Empowerment Workshop

INTRODUCTION

Rationale for the workshop

Gender equality and women’s empowerment have gained increasing importance for IFAD both as objectives and as instruments for poverty reduction. IFAD-funded programmes and projects take into consideration three dimensions of gender: women’s economic empowerment, participation in decision-making, and improved well-being.

Over the last decade, IFAD has implemented regional and country-specific grant-funded programmes for gender mainstreaming and women’s empowerment. Simultaneously, IFAD’s Gender Plan of Action 2003-2006 was implemented to mainstream a gender perspective into all IFAD’s operations.

In 2005-2006, there was a progress review and an internal evaluation to take stock of the variety of experiences in gender mainstreaming and women’s empowerment and to draw important lessons. The Workshop on Gender Mainstreaming and Women’s Empowerment “Looking for New Directions” (Rome, 16-17 May 2007) was organized by IFAD’s Technical Advisory Division and the Thematic Group on Gender to provide an opportunity to review and analyse these lessons and other findings and discuss emerging issues and the future directions for IFAD’s strategy for gender mainstreaming and the empowerment of women, particularly within the context of the IFAD Strategic Framework 2007-2010.

Organization of the workshop

The workshop was organized around three topics:

- Looking back: findings of the review and self-evaluation processes
- Looking beyond: gender mainstreaming in the international context
- Looking forward: innovative ways to increase women’s economic empowerment, role in decision-making and well-being
Each theme was introduced by a series of presentations, which were followed by a panel discussion and plenary discussion. Working groups were formed to enrich the discussions and the knowledge exchanges on the organizational and institutional processes supporting gender mainstreaming and women’s empowerment, as well as to determine future strategic directions and lay the groundwork for a new gender framework. (For the complete agenda of the workshop, see appendix 1: Programme.)

Approximately 100 people attended the workshop. Participants included IFAD headquarters staff (the President and Senior Management were present), IFAD field staff and consultants and representatives of other United Nations agencies, intergovernmental organizations, non-governmental organizations and the Government of Italy. (For a detailed list of participants, see appendix 2: List of Participants.)
EXCERPTS from the opening remarks by the PRESIDENT

My warm welcome to all of you. Some of you are experts; some are staff from projects; some have been working in this area for many years, some are newcomers; some are legends in your own countries. You all bring passion, interest and commitment.

IFAD has a long-standing record of working on issues of gender. We are not complacent, however. I am not happy where we are. We need to move forward significantly, look for new directions, and do it together. We need to be inspired by you and your many different and varied experiences. I think one common thread is the commitment to and passion for gender mainstreaming and women’s empowerment becoming more of a reality than it currently is.

A lot has happened. We were here in Casa San Bernardo five years ago and had a workshop that laid the foundations for a gender plan of action approved in 2003. We had a strategic framework 2002-2006 in which we recognized the link between poverty reduction and women’s empowerment and gender equality. . . . We have worked very hard together and with many of you to implement this. But I don’t think we can say the battle is over. We can only say it has begun. Mainstreaming of gender, empowering of women, is still a key priority.

I was very honoured to be asked by the Secretary-General, Kofi Annan, to serve on the High-level Panel on System-wide Coherence. In the analytical work we did, it became abundantly clear that, despite good strategies and dedicated people and passion to achieve results, all in all we could not say that the United Nations system had delivered. We have to do more and better. . . .

. . . Gender equality, gender mainstreaming, the empowerment of women, is not a responsibility for an entity in New York. It has to be mainstreamed, a commitment, the responsibility of all of us, wherever we sit, whatever our responsibility. That is the whole concept of mainstreaming. . . .

We need to work with all in a community, including the women. That is a given. Looking at communities, their resilience, their potential, we must look to them, and from a gender perspective. In this workshop we need to take stock, go much deeper – what have we learned, our experiences, what has been successful – so that we can draw and share successes and build on them. This is an opportunity to assess the past, to build on it for the future, to inspire us with new thoughts and ideas. . . . I very much encourage you to share candidly and with passion the successes and the challenges. We must turn a page, a new chapter, with new vigour and new insight. Work hard and change the world!
LOOKING BACK: FINDINGS OF THE REVIEW AND SELF-EVALUATION PROCESSES

The objective of this first session was to analyse the findings of the various review and self-evaluation processes that took place in 2005-2006 on IFAD’s gender programmes, as well as to discuss key factors of success, identify obstacles and draw lessons. The session was chaired by Mr Kevin Cleaver, Assistant President, Programme Management Department, IFAD. Three presentations were given, followed by a panel discussion and plenary discussions. After the plenary discussions, separate groups were formed to discuss regional experiences. The groups were asked to focus on learning and management, organizational processes, and commitment as points of departure in their discussions. These working groups continued after the second session, and the results of their discussions are provided hereafter in the section “Summary of key issues emerging from the working groups”.

“I am convinced that IFAD is serious about gender mainstreaming. It is not an add-on. Whether we do it well or not is something we will see. But it is genuine. . . . We have moved from an idea of gender equity to a realization that the majority of people we serve in the poorest areas of rural developing countries are very often women. . . .” – Kevin Cleaver, Assistant President, Programme Management Department, IFAD

Summary of presentations

The first of three presentations in this session was given by Ms Christiane Monsieur, IFAD consultant, on the results of the survey “Exploring Gender Issues in Our Work”. The presentation drew from survey work conducted by IFAD in 2005 and 2006 through four different questionnaires distributed to IFAD-supported projects, consultants, supervisors and cooperating institutions. Very interesting statistics emerged from the surveys. For example, of the projects that responded (55 per cent), 58 per cent have gender focal points, of whom 30 per cent are men. However, most of the gender focal points also have other responsibilities, mostly in the so-called soft disciplines (the social as opposed to technical components). Men dominate in project management and technical components, while women dominate in the social sectors. Among project directors, 60 per cent confirmed that gender issues are included in their terms of reference. Projects usually have a number of activities to support gender mainstreaming and women’s empowerment, including training and exchange visits, as well as measures to involve women in project components (quotas for women’s participation, women’s groups, etc.). However, men’s participation tends to be higher in about 50 per cent of project components. Among the suggested activities to improve the
effectiveness of gender action in project components, training emerged as the first priority. In addition, the survey revealed that IFAD publications were not widely read. In fact, 85 per cent of the respondents were not aware that IFAD had a Gender Plan of Action. Respondents expressed a need for more concrete examples and case studies.

The second presentation, entitled “Self-Assessment of Regional Gender Programmes,” was given by Ms Anna Martella, IFAD consultant. The self-assessments carried out by regional divisions consisted of case studies, stakeholder interviews and desk reviews. Lessons learned were analysed at the operational, policy and learning levels. At the operational level, it was found that supplementary funds performed an important kick-start role and succeeded in raising other funds. Pilot activities were more useful when they were linked to the main project activities and were not stand-alone. Training was highly appreciated, but needed to be more strongly linked to the operational level (‘how to’). Monitoring and evaluation were considered the weak point at the operational level, and it was recommended that new indicators and tools be developed. Demand-driven programmes and sector-wide approaches represent particular operational challenges. At the policy level, the presentation highlighted that IFAD cannot go far on its own, given its limited influence and field presence, and that partnerships are therefore essential for policy impact. In this regard, partnerships with national mechanisms for the advancement of women (for example, ministries of women) and with international organizations (the United Nations Development Fund for Women [UNIFEM] and the Food and Agriculture Organization of the United Nations [FAO]) and networking with gender-active non-governmental and civil society organizations were seen as extremely valuable. At the learning level, Ms Martella pointed out the lack of dissemination of relevant documentation and the need for much more documentation on experiences. Quality research is needed to improve the analysis of fieldwork and to broaden IFAD’s visibility and impact. These processes need to rely on appropriate feedback and dissemination mechanisms, with a cautious approach to overreliance on the Internet. For future design, attention should be given to ownership and participation, as well as to the clarity of objectives and indicators. Resources must be commensurate with objectives, and partners need to be carefully selected. Finally, activities need to be matched to the level of intervention. For example, some activities are more appropriate at the regional level, and others at the national or subregional levels.
Ms Annina Lubbock, Senior Technical Advisor, Gender and Social Targeting, Technical Advisory Division, IFAD, gave the third presentation, “Lessons Learned from IFAD,” and discussed three main areas: the normative framework, organizational culture and capacity. With respect to the normative framework, she described the prerequisites developed in the Gender Plan of Action and how they were systematically applied at different points of the project cycle. She underscored that the gender framework needs to be continually updated and consolidated, as well as vigorously applied to minimize the unevenness of gender mainstreaming across divisions. Regarding organizational culture, Ms Lubbock highlighted the need for individuals who are aware of and committed to gender mainstreaming. She emphasized that Senior Management played a critical role in this respect, serving as role models and leading by example. She then asked a number of questions for reflection. Has IFAD failed to internalize the link between gender inequality and poverty? Is its focus on household food security declining? Is the focus on people, poverty and participation weaker, with more attention being given to process (market chains, etc)? She also pointed out that gender is perceived as soft and non-technical and that many women tend not to want to be involved because they do not want to be considered “gender women”. With respect to capacity and competency development, she pointed out the need for highly tailored and demand-driven training that is innovative in delivery. She also stated that the training needs to be evidence-based and integrated into the new quality assurance and quality assurance processes. She mentioned the value of having limited, but earmarked IFAD resources for gender mainstreaming, complemented by a strategic use of supplementary funds. Finally, she highlighted the important role of the country programme managers in creating linkages between institutional processes and results.

“In the way that UN staff need to take a security course and test, the same should be done for gender. If the UN really believes that gender is important, it needs a system like this. People's performance should be assessed on gender issues. And if they don’t perform adequately, they should no longer be allowed to work for the UN.” – Marcella Villareal, Director of the Gender, Equity and Rural Employment Division, FAO

Summary of panel discussion

Following the presentations, a panel discussion began with short interventions by invited respondents: Ms Clare Bishop-Sambrook, IFAD consultant; Mr Vugar Mehidiyev, Project Director in Azerbaijan; Ms Govind Kelkar, Programme Coordinator, the IFAD-
Ms Bishop-Sambrook shared the intervention, “Project Coordination Unit Experiences in Gender Mainstreaming in Central and Eastern Europe and the Newly Independent States”. She spoke about how the countries of the region were faring with respect to gender mainstreaming in their projects. Five indicators were being used to determine progress: shared responsibility, comprehensive gender plans, adapted approaches and activities to improve outreach, financial contributions from main loan programmes, and integrated reporting. There were three key factors of success: the relevance of gender issues to the main loan programme, the commitment of Senior Management and staff and the internalization of gender grant activities (rather than subcontracting) for learning and replication. For improving gender mainstreaming at the project coordination unit, Ms Bishop-Sambrook highlighted the need for gender specialists and overall staff development in gender mainstreaming, as well as gender action plans for all unit activities, with technical backstopping and grant funds for experimentation and innovation. She also placed a premium on partnerships and participation in poverty reduction strategies and task forces.

Mr Mehdiyev described how the gender mainstreaming process for his project had begun several years ago, precisely at the venue where the current workshop was being held. His team, including Government ministers and the programme director, had visited the first gender mainstreaming initiative. When they returned to Azerbaijan, the process began, and the gender component was introduced immediately and at a significant level. Government officials were on board, and all gender progress reports had to be submitted to Parliament. Everyone accepted gender mainstreaming as an objective, an instrument and a component. Coordinators were appointed, as well as women community organization specialists for each district. He emphasized the broad-based commitment to gender mainstreaming as a critical factor of success.

Ms Kelkar presented the regional programme in Asia implemented in partnership with UNIFEM as a successful example of policy dialogue based on three innovations: partnership between IFAD and UNIFEM, work on indigenous women and men and the work in Cambodia and Viet Nam. She attributed success to UNIFEM’s ownership of the programme with respect to gender mainstreaming. One major outcome was the establishment of the five-year development plan in India, which has three major areas of concern: economic empowerment of women, violence against women and
health care among women and children. She explained that this was the first time that violence against women was being treated as an economic issue at the national level. Ms Kelkar also spoke about the drafting of poverty reduction strategy papers, particularly in Nepal and Pakistan, and the consequent positive change in the two countries because of lobbying by gender groups and non-governmental organizations. Gender budgeting is an important accountability tool. She concluded by underscoring the factors that are most critical in influencing policy: gender consultation and advocacy with high-level government officials, close association with non-governmental organizations, technical advisory groups appointed to address specific issues, high-quality research and knowledge management, and bringing the voices of women into the policy process. More than 1 million signatures were sent from women at the grass roots in South Asia demanding a stronger international agency for women in the new One UN System.

Mr Mac'botongore spoke about the IFAD-supported Central Kenya Dry Area Smallholder and Community Services Development Project, which has not benefited from a regional gender programme, but which nevertheless has been able to mainstream gender. He mentioned that affirmative action had been accepted (30 per cent of recruitments must involve women). One basic premise in the project was the value of women’s time, and, in this regard, the project introduced time-saving components such as locating health dispensaries and water sources closer to where people lived. In addition, alternative forms of energy were introduced. He also acknowledged the sensitivity of gender issues and the need to “sensitize the insensitive”.

Ms Nunez paid tribute to IFAD, describing it as the one agency in Latin America that has been able to promote gender mainstreaming and women’s empowerment in the rural development projects it supports. She had a number of suggestions for improving the effectiveness of gender mainstreaming: greater attention to gender experience and balance when hiring staff, particularly technical officers; budgets should be commensurate with engagements; more and better research on the links between gender equality and poverty reduction, which then need to be part of the policy dialogue; and stronger partnerships to institutionalize the gender issue through greater sustainability. She also stated that a greater focus was needed on equal rights, the phenomenon of male chauvinism, and violence against women. She also acknowledged that it is always better to increase the number of women in decision-making bodies at all levels. For improved monitoring, she referred to a particular methodology tested in El Salvador, based on
a mathematical model, that has proven successful and should be replicated.

“An empowered woman is a better worker than an empowered man.” – Nicholas Mac’botongore, Project Manager in Kenya

Plenary discussion – key issues

- **Knowledge management.** There is a lack of visibility of IFAD-supported activities with respect to gender equality and women’s empowerment, and so much of what is being done is not documented or transmitted into the public policy domain.

- **The role of men.** Concern was expressed about the role of men in gender mainstreaming and how the focus is usually on women. Men need training, as well as a deep understanding of why there is a focus on women. The example was given of China, where the feminization of agriculture is leading to the mass migration of men to urban areas, and there is therefore a greater need to empower men economically – to help them tap into economic activities and credit that are outside the agricultural sector – and thus to remain in rural areas.

- **Advocacy in funding for gender activities during loan negotiations.** It was recommended that IFAD should have a clear and unequivocal position on the allocation of funds for gender activities in its loan negotiations with governments so as to ensure that funds designated for gender-specific actions are not diverted to other activities.

- **Scope of gender activities.** Because of decentralization processes, it is important that IFAD involve federal and state governments in its gender activities. In addition, gender activities need to look at countrywide processes to explore sector-wide processes.

- **Role of gender focal points.** The question arose as to whether gender focal points are supposed to be activists or educators-trainers or both. The responsibility of being a gender focal point is often passed on to younger and less professionally experienced women. Mechanisms should be in place to assure that the roles and responsibilities of gender focal points at adequate or higher levels of decision-making are clear and enforced.
• **Focus on outcomes.** In all IFAD’s gender work, the focus should not be on IFAD’s image, but on the outcomes with respect to what it has set out to achieve. Outcomes should be evidence based and empirically tested.

“The concept of gender is very delicate and, in Arab countries, is often misunderstood to mean going against tradition, something that is being done against men. In order to mainstream gender, we need to speak more about human development.” – Rasha Omar, Country Programme Manager, IFAD

**LOOKING BEYOND: GENDER MAINSTREAMING IN THE INTERNATIONAL CONTEXT**

The objective of this session was to provide insights into the debate on gender mainstreaming since the Fourth World Conference on Women (Beijing 1995) and discuss the success stories, limitations and challenges faced by international organizations. The session was chaired by Matthew Wyatt, Assistance President, External Affairs Department, IFAD. There were four presentations, which were followed by a panel discussion and plenary discussions. After the plenary discussions, the separate groups from the first session continued their talks, this time focusing on possible strategic approaches towards the future in promoting gender equality and empowering rural women. The working groups then presented, in plenary, the results of their talks.

**Excerpts from the opening remarks by Mr Matthew Wyatt**

Gender mainstreaming is especially important today because the United Nations Millennium Development Goals [MDGs] offer an invaluable opportunity to reinvigorate efforts to achieve positive development outcomes, in particular MDG 3, which is about gender equality and the empowerment of women.

The debate about gender mainstreaming and women’s empowerment is in full swing at the international level. This is one of the reasons why there was such strong advocacy by women’s organizations on the High-level Panel on United Nations System-wide Coherence, of which the IFAD President was a member. One of the key recommendations of the Panel was to strengthen the United Nations gender architecture in order to provide a strong and coherent voice on gender issues and to establish one strong UN entity for women.

Over the last years, critical voices have questioned the success and even the purpose of gender mainstreaming. I noticed that the broad conclusions from this morning’s presentations were quite negative, and I
guess there is a danger with that. It may well be true, but it might lead to a kind of defeatism if we are not careful.

I think it is extremely important for IFAD, and we would not be doing our work properly, if we did not mainstream gender into all our programmes and activities. We certainly understand that on an intellectual level. But according to some of our findings, we are not always managing to translate this into practice as well as we should.

This afternoon we want to look across the fence and hear from our partner organizations about the challenges they face and the approaches they take. I hope in your discussions you will be able to find positive examples of successful gender mainstreaming and help us to learn the lessons from them.

**Summary of presentations**

The first presentation, entitled “Looking Beyond: Lessons Learned from Evaluation Efforts to Empower Women and Promote Gender Equality in Development Cooperation,” was given by Ms Rasha Omar, Country Programme Manager, IFAD, on behalf of the author, Ms Berti Aasen, sociologist and senior researcher at the Norwegian Institute of Urban and Regional Research. Ms Aasen had analysed the evaluation of gender programmes conducted at the United Nations Development Programme, the International Labour Organization, the Norwegian Agency for Development Cooperation, the Swedish International Development Cooperation Agency, the UK Department for International Development, UNIFEM and the European Union. Three common findings emerged from the evaluations: (i) As a result of weak institutionalization, gender issues are being given low priority and value. (ii) Because of policy “evaporation,” the practical implementation of strategies lacks the support of policy formulation. (iii) The changing architecture of aid is resulting in a weakened attention to gender equality. Ms Omar explained the elements that are needed to improve gender equality within development agencies at the country level and for the global development agenda. Within development agencies, there is a need for clear goals and mandates, stronger leadership; accountability and incentives for performance, more resources and earmarked funds, a clarification of gender concepts, improved reporting results and additional training. At the country level, greater attention must be given to gender equality in poverty reduction strategies and the harmonization agenda. There should also be budgeting for gender mainstreaming, especially because ministries of finance and planning are involved. Increased support for women initiatives and organizations is needed, and policy commitments should be realized. At the global level, more context- and sector-specific research is required. In addition, there should be a stronger global
advocacy platform in the United Nations, where the normative framework for gender equality and women’s empowerment is established.

The second speaker was Ms Marcela Villarreal, Director of the Gender, Equity and Rural Employment Division at FAO. She began her presentation by highlighting how much progress had been made in gender mainstreaming over the past 20 years. She also acknowledged the challenges that lie ahead, of which leadership and accountability are central. She explained that accountability should be identified very forcefully with the higher levels of an organization. She explained that equality is enshrined in the Charter of the United Nations, and everybody working within the United Nations system should respect these principles. She argued that competencies in gender mainstreaming should be tested in the same way that security awareness is tested. She also dismissed the notion that gender mainstreaming could be carried out without a specific budget line and explained that, at FAO, every project is reviewed by the gender unit. Ms Villarreal went on to discuss the lack of understanding of the terminology relating to gender and women and the difficulty of quantitatively measuring progress in gender mainstreaming, since gender is a relational concept and the terminology needs to be clarified. Moreover, she urged that the terminology must go beyond the linkage to poverty reduction and capture its stronger, natural relationship to inequality. She concluded by stating that, if development were focused more on poverty reduction than on inequality, many of the gender issues would be overlooked.

The third presentation, entitled “Looking for New Directions: Gender Mainstreaming as a Strategy for Women’s Empowerment,” was given by Ms Cecile Mukarubuga of the Regional Programme, Francophone and Lusophone West Africa, UNIFEM. She described some of the successes at the global level, including the ratification of the Convention on the Elimination of All Forms of Discrimination against Women by 32 additional countries and the formulation of laws against discrimination in the workplace and employment. She went on to describe some of UNIFEM’s achievements in the region, including building gender-mainstreaming capacities in several countries; supporting gender-sensitive budgeting in Kenya, Mozambique, Senegal, Tanzania and Uganda; facilitating the incorporation of a gender perspective in legislation and supporting subregional bodies so as to ensure gender mainstreaming. She described some of the main challenges in carrying out gender mainstreaming. At the institutional level, she cited weak women’s initiatives and organizations, limited or non-existent women’s movements, a lack of synergy between women’s initiatives and
women’s organizations, the lack of donor support and the fact that national gender policies are often stand-alone policies. She highlighted the need to bridge the gap between policies and practices, particularly through increasing investment in human capital for women, strengthening support to governments in developing and implementing gender plans of action that may be monitored, supporting women’s initiatives and institutions in playing a strategic role in positioning gender equality among key strategies and budgeting processes, and increasing financial support for women’s issues. Ms Mukarubuga also stated that the strategic involvement of men must be actively sought.

The fourth presentation, entitled “Mainstreaming Gender: Some ILO Lessons Learned,” was given by Ms Adrienne Cruz of the Bureau for Gender Equality of the International Labour Organization. Ms Cruz first spoke about “upstreaming” and the need to mainstream gender at the planning stage. She gave the example of human resources development, explaining that it is easier to build the technical skills of someone who believes in gender equality than vice versa. In this regard, she recommended that all vacancy announcements explicitly state a demonstration of or exposure to gender issues as a job requirement. In addition, terms of reference should articulate gender responsibilities, and donor agreements should include gender mainstreaming and corresponding budget lines. Ms Cruz went on to talk about the need to work with men as strategic and implementation partners and that “masculinity” issues must also be addressed. She recommended reaching a critical mass of 30 per cent men in gender work. She concluded her presentation by describing how the International Labour Organization intends to strengthen its gender-mainstreaming efforts. In this regard, she emphasized the need to drive agendas rather than respond to them and the need for all programming initiatives to pass through a quality assurance mechanism. In order not to end up correcting situations that might have been prevented, services and training should be provided early on. She spoke of the importance of working with national constituents and gender initiatives and institutions, as well as the critical need for funding. In conclusion, she stressed that gender-awareness must lead to gender-responsiveness and that gender equality must be at the heart of all our work.

**Summary of panel discussion**

Following the presentations, Ms Bianca Pomeranzi, Senior Gender Advisor, Directorate for Development Cooperation, Italian Ministry of Foreign Affairs, intervened as a respondent and stressed that, despite progress, ground was being lost; gender mainstreaming was
being lowered in the hierarchy; and new aid modalities (sector-wide approaches, budget support and even poverty reduction strategy papers) were not empowering women. In her opinion, many of the technical tools were not useful because they are imposing a strategy as a way of approaching gender mainstreaming. As a gender advisor, her job was not to teach other women in other countries how to tackle the term gender or how to tackle their men. All she could do was to serve as a catalyst for them, for women in the South both within and outside their organizations, so as to help them act as independent agents in their own surroundings.

"Why do we have to explain gender? Let us embody gender. We are all gender.“ – Bianca Pomeranzi, Senior Gender Advisor, Directorate for Development Cooperation, Italian Ministry of Foreign Affairs

**Plenary discussion: key issues**

- **Accountability at high levels.** The idea of not hiring anyone who does not believe in gender mainstreaming needs to be applied at all levels, including at Senior Management levels. Frustration was expressed that gender-sensitive staff often must depend on the whims of Senior Management or that progress is set back when a gender-sensitive senior manager moves on and is replaced by a manager who is not gender sensitive.

- **An agenda that drives rather than reacts.** The more proactive approach to gender mainstreaming and the empowerment of women involves an agenda that is a driving force rather than a reactive agenda. This is seen as the way forward. In this regard, such an approach should be utilized in mechanisms of distribution, particularly in terms of enabling women to gain access to markets and by introducing insurance schemes to protect women from exploding health costs.

- **Focus on the positive.** A number of participants expressed frustration over the emphasis on the negative. There are many successful initiatives, and these need to be documented, disseminated and replicated. There should be at least equal focus, if not more focus on what works relative to what does not work.

**Summary of key issues emerging from the working groups**

The key issues that emerged from the two working group sessions are presented in the table that follows.

**What are the most important topics we should work on?**
| Learning, knowledge management, visibility | - Sharing positive experiences; building on and documenting successes; capturing good and best practices  
- Showing impact: is IFAD a learning organization?  
- Sharing and managing knowledge at all levels  
- Gender dimension in knowledge management strategies  
- Lateral learning exchanges (visits and seminars)  
- Translating research into action  
- More efficient use of information and communication technology  

⇒ Priority issues include (i) sharing experiences, successes and best practices related to gender; (ii) sharing them in an innovative way (laterally and horizontally) and within a learning cycle; (iii) referring to the gender dimension of the knowledge management strategy. |
| Ownerhsip, commitment, cultural change | - Recognizing and valuing differences and diversity  
- Including men in the gender discourse  
- Organizational change: we work together; “do what you preach”  
- Leadership and institutional ownership; the role of management and technical units and teams  
- Education for more gender-sensitive institutions  
- Political commitment of executive directors  
- Incentives  
- Gender in the Strategic Framework  
- Promoting exchanges between champions and non-champions  
- Sensitization and capacity-building of those segments of civil society that might be responsible for projects and policies in the future  

⇒ Priority issues include (i) the role of leadership, particularly commitment; (ii) considerations of differences, diversity (including masculinity); (iii) organizational change, including education; (iv) incentives and champions (horizontal exchanges) |
| Normative work, accountability (businesses, procedures, processes, instruments) | - Accountability mechanisms  
- Importance of gender forcefully articulated from the top levels of an organization  
- Role and commitment of Senior Management  
- Institutionalizing gender issues (detach from individuals)  
- Gender mainstreaming in all IFAD policy and other key documents and processes  
- Gender-awareness reflected in budgets  
- Gender-sensitive recruitment and selection processes (e.g. gender experiences as a core competency)  
- Loan agreement must stipulate gender issues that must be addressed; gender mainstreaming in loan agreements  
- Gender issues in the new quality assurance process  

⇒ Priority issues include (i) accountability mechanisms and role of Senior Management; (ii) gender mainstreaming in IFAD policy and key documents; (iii) gender awareness reflected in budgets; (iv) human resource development and gender in the recruitment process |
| Project level, quality and impact (methods, | - Gender sensitivity among the recruitment criteria for project management  
- Better monitoring and evaluation of gender activities in projects and programmes (gender-disaggregated data collection and analysis; gender mainstreaming performance indicators) |
| tools, people | • How do we measure outcome, effects and impact?  
• Empowerment of the project coordination unit, training of staff and management  
• Gender mainstreaming in project design, implementation  
• Mandatory implementation  
• Addressing gender issues and taking an operational approach at the institutional level and at the grass roots  
• Put people first, not banks; development on a human scale (social capital emphasized during project formulation and implementation)  
• Peer review processes  

⇒ Priority issues include (i) gender-sensitive recruitment; (ii) gender-sensitive monitoring and evaluation, with indicators to measure progress, effects and impact; (iii) empowerment; training of the project coordination unit; (iv) gender mainstreaming in the project cycle; (v) use of people-centred approaches |
| IFAD’s capacity to address gender | • Advocacy within the organization  
• Resources: human and financial  
• Strengthening internal monitoring capacity, self-assessment  
• Clarifying gender concepts  
• Being more proactive (driver)  
• Being a member of a gender thematic group  
• Stronger role for gender focal points  
• Thematic evaluation of gender  
• Women’s leadership development among project staff  

⇒ Priority issues include (i) in-house advocacy, including clarifying concepts; (ii) stronger mechanisms such as gender focal points and gender thematic groups; (iii) human and financial resources |
| Partnerships, advocacy, policy dialogue | • Partnership with national, governmental and women’s organizations  
• IFAD’s role in transforming policies into enforceable legislation  
• Capacity-building among social movements  
• Global policy analysis with a gender dimension  
• Strategic partnerships within IFAD, governing bodies, donors, governments, gender initiatives and institutions  
• Working with partners on policy dialogue at all levels (local, district, country, global)  
• Greater involvement of men in the gender equation  
• Advocating the predominant role of women in agriculture  
• Emerging issue: preventing and combating violence against women (ensure the security and safety of women)  
• New aid architecture that responds to current realities  

⇒ Priority issues include (i) strategic partnerships at different levels; (ii) policy dialogue; institutional strengthening; (iii) involvement of men |
| Other | • Funding for rural women’s projects  
• Training for women in marketing, production and resource control and management  
• Microcredit for women; access to markets  
• Funding for regional programmes  
• Focus on economic empowerment; activities for income generation and asset control by women  
• Project budget for gender activities (not extra resources)  
• Strive for 100 per cent functional literacy among adult women  
• Taking into account time limits and the introduction of time-saving technologies  
• Concrete sector-specific measures (World Bank’s Gender Action Plan) |
LOOKING FORWARD: INNOVATIVE WAYS TO INCREASE WOMEN’S ECONOMIC EMPOWERMENT, ROLE IN DECISION-MAKING AND WELL-BEING

The objective of this session was to provide innovative strategies for gender mainstreaming, women’s economic empowerment and improved decision-making within the context of the IFAD Strategic Framework 2007-2010. The session was chaired by Ms Gunilla Olsson, Executive Director, Action Plan, IFAD. There were two presentations, which were followed by a panel discussion and plenary discussions. After the plenary discussions, separate groups were formed to discuss entry points and priorities from a gender perspective relative to the Strategic Framework. The working groups then presented their recommendations in plenary to Mr Kevin Cleaver, Assistance President, Programme Management Department.

Excerpts from the opening remarks by Ms Gunilla Olsson

The workshop timing is ideal because we are now implementing two major corporate policy documents that IFAD recently adopted. Both provide guiding principles for IFAD’s work on reducing rural poverty. The first I want to mention is IFAD’s targeting policy, approved by the Executive Board in September 2006, which pays particular attention to gender issues. It states that “in any given context, IFAD will, together with its partners, identify the target groups through a gender-sensitive poverty and livelihood analysis” 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.”

The second is IFAD’s new Strategic Framework 2007-10, approved in December 2006, which reiterates that “for development efforts to be effective, differences in gender roles and responsibilities need to be taken into account.” IFAD will focus particularly on women, “because addressing inequalities and strengthening the capacity of rural women to perform their productive roles more effectively has a major impact on poverty reduction and on household food security.”

Let me add something more here and introduce another overarching dimension, which has become one of IFAD’s driving forces: innovation. IFAD supports innovations that enable rural poor women and men to improve their livelihoods and quality of life and collaborate with rural people directly in identifying innovations. It seems to me that this will be
Summary of presentations

In the first presentation, Ms Mayra Buvinic, Senior Director, Gender and Development, Poverty Reduction and Economic Management, the World Bank, introduced the World Bank’s Gender Action Plan: Gender Equality as Smart Economics, which was approved in 2006 and runs until 2010. Ms Buvinic explained that the timing is important, since the German Chancellor, Ms Angela Merkel, would be stressing the importance of gender equality and women’s empowerment at the G-8 Summit in Germany in June 2007 and would also be supporting the World Bank’s Gender Action Plan. The objective of the plan is to advance women’s economic empowerment in World Bank client countries in order to promote shared growth and to accelerate the implementation of Millennium Development Goal 3. She explained that the plan was formulated with the full support and participation of donors, thus increasing the accountability of the World Bank in producing results. The Bank has performed more effectively in social sectors than in economic sectors, and the plan focuses on a narrow set of sectors that correspond to areas of Bank expertise. The framework of the plan considers interventions at the policy level, where the focus is on making markets work for the benefit of women, and at the agency level, where the objective is to empower women to compete in markets. Ms Buvinic then described the guiding principles of the plan: selective coverage, with a focus on 15 to 20 countries; tailoring to fit country realities; an evidence-based approach; an orientation towards results; a success-driven approach; and reliance on incentives and results rather than mandates. She added that staff could not be mandated to conduct gender mainstreaming, especially in a large organization with the “20 million” other mandates that staff need to adhere to. Therefore, the budget will allocate funds to staff who want to use gender mainstreaming.

The next presentation was offered by Mr Edward Heinemann, Regional Economist in IFAD’s Eastern and Southern Africa Division, who introduced the IFAD Strategic Framework 2007-2010. Mr Heinemann explained that the context for gender mainstreaming within IFAD must be clear and understood or else gender mainstreaming risks being marginalized. He said that the first level of context is provided by the Strategic Framework, which he described as a more rigorous and definitional document than the previous strategic framework and a starting point for all other in-house processes, including country strategies, quality assurance, knowledge management, innovation, and even the corporate
planning system. He went on to describe the framework, the overarching goal of which is to ensure that “Poor rural women and men in developing countries are empowered to achieve higher incomes and improved food security”. He then presented the strategic objective: that poor rural men and women in developing countries should have better access to and have available the skills and organization to take advantage of natural resources; improved agricultural technologies and production services; a broad range of financial services; transparent, competitive agricultural inputs, plus produce markets; opportunities for rural enterprise development and employment; and local and national policy and programming processes. He mentioned the operational outcomes in the six areas covered by IFAD’s strategic objectives and principles of engagement. These results included increased incomes and enhanced food security for the immediate target group of IFAD-supported projects and a strengthened national capacity for rural agricultural poverty reduction, and he emphasized outputs in terms of country, regional and global programmes and knowledge products. In his view, gender concerns are implicit within the entire Strategic Framework, which is centred on rural women and men. He also highlighted the principles of innovation and “targeting poor and vulnerable people” as key principles that require gender-responsiveness, since women provide the greater part of the labour force, have less access to resources, and tend to be poorer and more marginalized.

“However much you criticize yourself, IFAD is really at the forefront of gender mainstreaming efforts.” – Mayra Buvinic, World Bank

Summary of panel discussion

Following the two presentations, a number of discussants were invited to respond. These included the Honourable Soukeyna N’diaye Bâ, who was the Minister of Decentralized Cooperation and Regional Planning in charge of Local Economic Development of Senegal from 2002 to 2005 and is currently the Executive Director of the International Network of Alternative Financial Institutions; Ms Eve Crowley, Senior Officer for Rural Employment and Poverty Alleviation, FAO; Ms Martha Hirpa, Director of Gender Equity, Heifer International; and Ms Ingrid Schreuel, Forestry Engineer and IFAD consultant.

The Honourable N’diaye Bâ spoke about the microfinance sector and the fundamental importance of a gender approach. She emphasized the significance of microfinance and other factors that help build the capacity of women to take decisions. Among the challenges, she cited the need to identify and adopt a set of tools to help women
strengthen their capacities, as well as understand gender issues more effectively. She also cited the requirement for longer-term microfinancing at reasonable rates, as well as other credit products, facilities and instruments that can help women entrepreneurs enter new markets. Other challenges include the control of household income, land tenure and ownership rights, and equal pay for women. The Honourable N’diaye Bâ emphasized the importance of training and capacity-building to meet these challenges and the responsibility of non-governmental organizations, partners and governments to cooperate. All of this requires a great deal of training and capacity-building. She concluded by saying that the challenge of family disintegration may be met by strengthening the economic power of women so that their abilities are recognized.

Ms Crowley spoke about the requirement for innovation in four emerging areas. The first area is demographic transformation as people’s landholdings shrink and the rural workforce grows significantly. This means that, in order to tackle poverty, women’s empowerment is key, and, within this, employment is critical, particularly in terms of equal wages, decent working conditions, the negotiating capacity of women’s unions in collective bargaining, and the like. These must be given more attention. The second area is the security of land rights among women and the need to clarify the nature of these rights. She mentioned new methodologies for territorial surveys and mapping, systems to promote group landholdings, and the issue of secondary rights, and she emphasized the importance of exploring such innovations. The third area is the focus on women’s food crops (for example, pigeon peas) that are also environmentally sound. The fourth area is technology and equipment and the importance of viewing women as designers and engineers. Ms Crowley underscored that women know their needs and that many basic tools have not been adapted for women. She concluded with a call to enable women to innovate more and to involve women more. She highlighted that a critical factor in women’s involvement has been women’s social movements. While stating that women’s social movements are a delicate issue within the United Nations, she underlined their importance at the micro- and macrolevels.

Ms Martha Hirpa spoke about gender mainstreaming within Heifer International, an international non-governmental organization that is based in the United States and focuses on ending poverty and hunger through projects involving livestock. Ms Hirpa stated that gender mainstreaming is working, but that it is not the only initiative that fosters equality, particularly since there is a huge gap in all sectors and at all levels. The centre of attention for Heifer is decision-making, highlighting that gender equality is about power
relations, economic empowerment, asset empowerment, etc. She briefly described a programme, Women and Livestock Development, through which women become owners of livestock and other assets. This is not simply a gender mainstreaming approach, but includes strategic interventions that would leverage the power of women at “the round table, the flat table or the circle” to participate in decisions. She concluded by saying that the most important asset is power.

Ms Schreuel described a handbook, entitled “Closing the Gap,” that was developed in Central America to guide rural organizations towards gender equity. The handbook relies on a simple methodology that allows rural men and women to measure the current degree of gender equity within their rural organization, to identify affirmative actions that might reduce any gaps between men and women, and to measure any progress. She also described the grading and evaluation system, which enables users to determine whether affirmative action should be taken among both men and women, among men, or among women or whether no action is needed. She also acknowledged that IFAD projects recognize the key role of rural organizations in rural development processes and encouraged all IFAD divisions to validate, adapt, publish and use the handbook.

Plenary discussion: key issues

- **Microfinance and savings.** Microfinance needs to go beyond income generation to actual savings, which should also be an indicator of a project’s success. In many poor areas, women’s groups are able to save. Moreover, microfinance is the first service they wish to have.

- **Challenges of local participation.** It was pointed out that poor rural people are in a state of powerlessness when it comes to expressing their needs and their ability to meet the conditions for their participation. In this situation, it is important for IFAD to establish local partnerships to help small farmers participate. Local synergies must be tapped.

- **Laws, policies and institutions.** Access and opportunities for poor rural people are key, but they cannot materialize without favourable laws, policies and institutions. In this regard, the Strategic Framework recognizes the critical nature of institutional development, which is present in the strategic objectives and principles of engagement of the Strategic Framework.
Addressing gender issues in the context of IFAD’s strategic objectives and principles of engagement: working group recommendations

Participants were requested to form four working groups to discuss ways to address gender issues in the context of IFAD’s six strategic objectives and principles of engagement. To guide their discussions, the working groups were provided with the following table.

<table>
<thead>
<tr>
<th>Strategic objectives, principles of engagement</th>
<th>Entry points and priorities from a gender perspective(^1)</th>
</tr>
</thead>
</table>
| 1 Natural resources, especially secure access to land and water, and improved natural resource management and conservation practices | o Policy dialogue on equal access to land  
o Establish and support women’s associations (in water, community forests, etc.)  
o Women’s indigenous knowledge and roles in protecting biodiversity  
o Women pastoralists |
| 2 Improved agricultural technologies and effective production services | o Labour-saving technologies  
o Training and extension  
o Livestock (small ruminants, veterinary services)  
o Innovation in agriculture |
| 3 A broad range of financial services | o Social performance, impact of microfinance institutions  
o Credit plus services for poor women  
o Women’s equal access to the full range of rural financing |
| 4 Transparent and competitive markets for agricultural inputs and produce | o Strengthen niches for poor women  
o Focus on specific produce (e.g., non-timber forest products)  
o Strengthen women’s roles in value chains |
| 5 Opportunities for rural off-farm employment | o Small and medium enterprises |

\(^1\) To be defined according to project, country programme, regional programme and corporate level; priorities to be set for projects, countries and subregions according to gender needs.
The working groups then presented their recommendations in plenary. The following additional entry points were proposed:

**Natural resources, especially secure access to land and water, and improved natural resource management and conservation practices**
- Issues of control over and ownership of land and the quality of land, in addition to access
- Women’s inheritance of land and property rights
- Supporting dialogue among government, civil society organizations and other United Nations organizations with respect to natural resource management
- Positioning on specific actions related to the mitigation of the effects of climate change, along with the gender perspective
- Management of natural resources allied with a microentrepreneurial approach
- Legalization of community systems (e.g. water ownership)

**Improved agricultural technologies and effective production services**
- Expanding the quality and quantity of trained extension staff
- Expanding the extension curriculum
- Additional research into women’s food crops

**A broad range of financial services**
- Promoting savings mobilization as a starting point for microfinance
- Demystifying credit and establishing mutual trust
- Focusing on insurance products

| and enterprise development | o Migration  
o Skills and vocational training for young women |
|-----------------------------|--------------------------------------------------|
| 6 Local and national policy and programming processes | o Women’s involvement in political and decision-making positions  
o Address men’s biases in terms of policies and practices  
o Focus on the community and municipal levels |
| Emerging issues | Violence against women  
Disaster mitigation |
Transparent and competitive markets for agricultural inputs and produce

- Improved market infrastructure
- Ensuring women’s safety as they travel to and from markets
- The issue of men taking over women’s crops after the women have added value
- Empowering women’s organizations

Opportunities for rural off-farm employment and enterprise development

- Partnerships with the private sector and universities for marketing
- Promoting poultry microbusinesses, as well as fisheries and fish ponds
- Incentives for microbusinesses to counter violence against women
- Placing a premium on innovation through women’s contests and awards for reductions in the violence against women

Local and national policy and programming processes

- All entry points should be incorporated into the policy dialogue and programming processes
- Strengthening partnerships with government institutions and helping build government capacity in and awareness of gender issues
- HIV/AIDS programmes should include a gender perspective

In addition to these recommendations, it was suggested that IFAD should adopt key quantitative and qualitative indicators of success at the corporate level. This might include indicators of gender compliance in IFAD projects (e.g. 70 per cent of projects must “good” or “better” in terms of gender compliance by 2008) and assessments of staff on gender competence during recruitment and evaluation. To sustain results, it was recommended that regional gender programme coordinators be named at headquarters, that terms of reference include gender as a competency, and that Senior Management be accountable for gender mainstreaming through explicit performance assessment indicators. It was also suggested that regional programme gender focal points be given more power within project coordination units.
CONCLUDING REMARKS

After the recommendations presented by the working groups, Mr Kevin Cleaver gave his concluding remarks (see extract below).

Concluding remarks by Mr Kevin Cleaver

I believe that the IFAD Gender Action Plan is and has been helpful to IFAD and its partners. It put gender issues on the map. There are CPMs [country programme managers], the President and two Assistant Presidents in this room, and this shows that gender equality is serious business for us. I think there is genuine commitment in IFAD. Gender issues are found in many of our strategies and projects.

Is this a cup half empty or half full? I suspect that if you look at other donor organizations, you wouldn’t find this level of commitment in terms of actual performance. It is in IFAD’s projects that the deeds of IFAD are manifested. We are financing women’s groups, particularly through microcredit components. We finance knowledge dissemination on gender issues. We undertake policy dialogue where women’s issues are incorporated. We focus on women’s access to assets, which I think is the most important thing: educational, land, knowledge assets. A lot more needs to be done, but these are IFAD deeds, not just words.

Let me talk about the future. One scenario is the gender mainstreaming scenario. If we know what to do, why not simply do it in all relevant IFAD projects and activities? This requires technical support, a thematic group and partners that assist, but essentially it is a question of coordination and broad-based commitment to gender issues by IFAD staff and our country counterparts.

My view is that we do know how to incorporate gender issues in our work and that we can mainstream gender issues into our projects. However, we need a stronger thematic group in IFAD, one that should reach out more forcefully beyond the borders of IFAD, a thematic group that includes FAO and WFP [the World Food Programme], the World Bank, and other UN agencies like UNIFEM, project staff, governments and civil society. Secondly, more energy needs to be devoted to dissemination of knowledge and information. And with respect to monitoring and evaluation of projects, we must improve our statistical database and M&E [monitoring and evaluation] attention to gender issues. If we have data that demonstrate failure or success, we stand on firmer ground. Dissonance can only be put to rest by having strong, reliable, credible data. So mainstream, yes, but we still need dedicated gender terms and dedicated gender focus.

Plenary discussions: key issues

- The IFAD Strategic Framework and gender. A good deal of concern was expressed about the lack of explicit reference to
gender in IFAD’s new Strategic Framework. It was felt that, without such references, mainstreaming gender issues into corporate processes and structures would not be possible, particularly human resource policies, which are crucial. While gender is implicit in the Strategic Framework, for example, in targeting, empowerment and innovation, it was felt that this is not sufficient.

- **Funding IFAD’s work on gender.** Participants stressed the need for adequate resources to support IFAD’s gender work. Kevin Cleaver pointed out that, given current budgetary restrictions, it is unlikely that additional funding will become available through IFAD’s administrative budget. He emphasized that IFAD is well placed through its flexible grant resources and that these resources should be exploited creatively and on a larger scale to address gender concerns. One particular area where grant resources may be used more effectively is in ensuring that gender issues are addressed explicitly and measurably in country agricultural and rural development programmes through poverty reduction strategy papers and country strategic opportunity programmes. At the same time, participants pointed out that, while useful and necessary, giving grants to external partners to implement gender-related programmes does not adequately respond to the need to build IFAD’s institutional capacity and learning.

- **Commitment of Senior Management.** Resources are important, but much may be achieved by enhancing existing processes, giving them special attention, particularly on the part of managers and staff in decision-making positions; for example, strengthening the capacity of country programme managers and providing assistance to field staff who implement projects, given that many country programme managers and gender focal points are based at headquarters. This is not so much a question of funding as it is a question of political will on the part of Senior Management.

- **Incentives for gender mainstreaming.** If gender is to be mainstreamed, incentives beyond funding must be provided to accomplish this. There was concern that the use of a gender checklist is more a policing activity and does not create incentives. Incentives need to be more deeply rooted, especially in a bureaucratic organization that is not focused on the bottom line. Incentives have to arise from personal and political motivation, vision and a deep sense of moral obligation. Many people join such organizations because they believe in the task at hand: rural poverty reduction. The only way to accomplish this
task is to develop a greater focus on women. Up to 70 per cent of rural agricultural households are managed by women. Work on gender issues is no longer simply a question of equity. It is a question of efficiency. Without a focus on women, 70 per cent of the target population might be missed.

- **Outcomes and impacts.** It was underscored that stated intentions are not sufficient. The key to successful gender mainstreaming lies in the outcomes and impacts resulting from gender mainstreaming efforts. At IFAD, the success of every project is evaluated and measured by the project’s impact on gender equity and the empowerment of women through independent evaluations and through results in the field. It was also suggested that there should be more intensive exchanges of the results of evaluations and impact assessments within the United Nations system and that a peer review mechanism might be introduced.

Following the plenary discussions, Ms Annina Lubbock and Ms Maria Hartl both confirmed the progress that had been made since the last gender workshop was held five years previously. They did not, however, underestimate the amount of work that still needed to be done in order to mainstream gender.

"This workshop was proof again of how important it is to get together, to listen to each other and to discuss. Virtual discussions cannot replace this. Only when we talk and listen to each other do we learn and move ahead.” – Maria Hartl

"I have drawn so much energy from this workshop, and I hope you have drawn that energy, too. From being together, sharing and communicating. Those of us who are working on this difficult subject need this energy. It is so easy to lose it. We are all so very busy. Perhaps we should be more selective in what we do. But gender mainstreaming and rural poverty reduction will always be our focus. Let’s stay connected.” – Annina Lubbock
## Appendix 1: Programme

### Wednesday 16 May 2007

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>08:30</td>
<td>Registration</td>
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<tr>
<td>09:00</td>
<td>Opening remarks by the President of IFAD</td>
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<tr>
<td>09:15</td>
<td>Introduction and presentation of the programme</td>
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| 09:30  | **Topic 1 – Looking back: findings of review and self-evaluation processes**<br>This panel session will analyse findings from the various review and self-evaluation processes of IFAD’s gender programmes that took place over the last two years, as well as discuss key factors for success, identify remaining obstacles and draw lessons.  
**Chairperson:** Mr Kevin Cleaver (Assistant President, Programme Management Department, IFAD)<br>**Rapporteur:** Ms Cristiana Sparacino (Western and Central Africa Division, IFAD)<br>**Presentations:** Ms Annina Lubbock (Technical Advisory Division, IFAD); Ms Anna Martella and Ms Christiane Monsieur (consultants, IFAD)<br>**Discussants:** Ms N. N. Mac’botongore, Project Manager, Kenya; Mr Vugar Mehdiyev, Project Director in Azerbaijan; Ms Govind Kelkar, IFAD-UNIFEM Gender Mainstreaming Programme, Asia; Ms Lola Ocón Núñez, consultant IFAD; Ms Clare Bishop-Sambrook, consultant IFAD |
| 11:00  | Coffee break                                                        |
| 11:20  | Analysis of regional experiences (working groups)                    |
| 12:30  | Lunch                                                               |
| 14:30  | **Topic 2 – Looking beyond: gender mainstreaming in the international context**<br>This panel will provide insights into the debate on gender mainstreaming since the Fourth World Conference on Women (Beijing 1995) and discuss success stories, limitations and challenges faced by international organizations.  
**Chairperson:** Mr Matthew Wyatt (Assistant President, External Affairs Department, IFAD)<br>**Rapporteur:** Ms Rasha Omar (Near East and North Africa Division, IFAD)<br>**Presentations:** Ms Rasha Omar (Near East and North Africa Division, IFAD); Ms Marcela Villarreal (Director, Gender, Equity and Rural Employment Division, FAO); Ms Cecile Mukarubuga (Regional Director, Francophone and Lusophone West Africa, UNIFEM)<br>**Discussants:** Ms Bianca Pomeranzi (Senior Gender Advisor, Directorate for Development Cooperation, Ministry of Foreign Affairs, Italy) |
| 16:00  | Organizational and institutional processes supporting gender mainstreaming and women’s empowerment (**buzz groups**) and plenary discussions |
| 18:00  | Poster viewing and exchange; reception                               |
### Thursday 17 May 2007

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
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<tr>
<td>09:00</td>
<td>Participatory summary of day 1</td>
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| 09:30  | **Topic 3 – Looking forward: innovative ways to increase women’s economic empowerment, role in decision-making and well-being**  
This panel will discuss innovative strategies for gender mainstreaming, women’s economic empowerment and improved decision-making within the context of the IFAD Strategic Framework 2007-2010.  
*Chairperson:* Ms Gunilla Olsson (Executive Director, Action Plan, IFAD)  
*Rapporteur:* Ms Maria Hartl (Technical Advisory Division, IFAD)  
*Presentations:* Ms Mayra Buvinic (Senior Director, Gender and Development, Poverty Reduction and Economic Management, World Bank); Mr Edward Heinemann (Eastern and Southern Africa Division, IFAD)  
*Discussants:* Ms Eve Crowley (Senior Officer on Rural Employment and Poverty Alleviation, FAO); Ms Martha Hirpa (Director of Gender Equity, Heifer International); Honourable Soukeyna N’diaye Bâ (Executive Director, International Network of Alternative Financial Institutions); Ms Ingrid Schreuel, consultant IFAD |
| 11:00  | Coffee break                                                                                                                                                        |
| 11:20  | Strategic directions for rural women’s empowerment (working groups)                                                                                               |
| 12:30  | Lunch                                                                                                                                                              |
| 14:00  | Strategic directions for rural women’s empowerment (working groups) continued                                                                                  |
| 15:00  | Feedback of working groups to plenary and discussions                                                                                                             |
| 16:45  | **Concluding remarks, Mr Kevin Cleaver (Assistant President, Programme Management Department, IFAD)**                                                             |
Appendix 2: List of Participants

IFAD Senior Management

Mr Lennart Båge, President of IFAD
Mr Kevin Cleaver, Assistant President, Programme Management Department
Mr Matthew Wyatt, Assistant President, External Affairs Department
Ms Gunilla Olsson, Executive Director, Action Plan
Ms Vera Weill-Halle, Senior Adviser for Innovative Financing

Programme Management Department (PMD)

Mr Cheikh Sourang, Senior Programme Manager

Central and Eastern Europe and the Newly Independent States (CEN) and Near East and North Africa (PN) Division

Ms Mona Bishay, Director

Ms Mariam Awad, Consultant, Programme of Action to Reach Rural Women in the Near East and North Africa Region

Ms Lenyara Khayasedinova, Gender Coordinator, CEN

Ms Mylene Kherallah, Regional Economist

Ms Rasha Omar, Country Programme Manager

Mr Vugar Mehdiyev, IFAD Programmes Director, Rural Development Programme for Mountainous and Highland Areas, Azerbaijan

Ms Leijla Sunagic, Gender Specialist, Livestock and Rural Finance Development Project, Bosnia and Herzegovina

Ms Maria Muradyan, Gender Specialist, Rural Areas Economic Development Programme, Armenia

Western and Central Africa Division (PA)

Mr Hussein Karim, Regional Economist

Ms Sylvie Marzin, Country Portfolio Manager

Ms Cristiana Sparacino, Country Portfolio Manager

Mr Loko Nsimpasi, Country Portfolio Manager

Ms Laura Puletti, Programme Assistant

Mr Guy Raul Sanon, Coordinator, Rural Microenterprise Support Project (PAMER), Burkina Faso
Ms Saky Souleymane Roumanatou, Sociologist, Gender Specialist, Project for the Promotion of Local Initiative for Development in Aguié (PPILDA), Niger

Ms Arame Top, Gender Specialist, Agricultural Development Project in Matam (PRODAM II), Senegal

**Eastern and Southern Africa Division (PF)**

Ms Marian Bradley, Country Programme Manager

Mr Winston Dawes, Consultant

Ms Carla Ferreira, Country Programme Manager

Mr Edward Heinemann, Regional Economist

Mr Harold Liversage, Programme Manager

Ms Miriam O’kongo, Programme Manager

Mr Dan Vandjaal, Consultant, Regional Economist

Mr Nicholas Botongore, Project Manager, Central Kenya Dry Area Smallholder and Community Services Development Project, Kenya

Ms Faith Livingstone, Project Manager, Mount Kenya East Pilot Project for Natural Resource Management (MKEPP-NRM), Kenya

Mr Joseph Mu Ng’Ang’a, Community Development Officer, Mount Kenya East Pilot Project for Natural Resource Management (MKEPP-NRM), Kenya

Ms Constance Galeo, Executive Director, Land Access Movement of South Africa

Ms Shwainesh Kiros, Central Council Member, National Union of Eritrean Women

**Asia and the Pacific Division (PI)**

Mr Nigel Brett, Country Programme Manager

Ms Chase Palmieri, Country Portfolio Manager

Mr Thomas Rath, Country Programme Manager

Mr Ganesh Thapa, Regional Economist

Ms Govind Kelkar, Programme Coordinator, Gender Mainstreaming Programme in Asia, IFAD-UNIFEM

Ms Jebun Nahar, Project Director, Microfinance and Technical Support Project (MFTSP), Bangladesh

Ms Rashda Syed, Gender Facilitator, Pakistan
Latin America and the Caribbean Division (PL)

Ms Isabel Lavadenz-Paccieri, Director

Ms Ximena Flores, Country Programme Manager

Mr Raul Hopkins, Regional Economist

Mr Pedro Enrique Murguia, Country Programme Manager

Ms Anna Pietikainen, Associated Country Programme Manager

Mr Ladislao Rubio, Country Programme Manager

Mr Ronaldo Meza, Gender Specialist, Regional Unit for Technical Assistance, Costa Rica

Ms Maria Oliva Lizarazu, PAMEDER

Ms Lissette Canavesi, Field Presence Officer, IFAD, Bolivia

Ms Reina Moreira, Gender Focal Point, Reconstruction and Rural Modernization Programme (PREMODER), El Salvador

Mr Timoteo Lopez, Consultant, Consultants for Sustainable Rural Development, Guatemala

Ms Omaira Lozano, Consultant, Venezuela

Ms Lola Ocón Núñez, Consultant, Nicaragua

Ms Martha Osorio, Consultant

Ms Ingrid Schreuel, Consultant, Guatemala

Ms Brigida Tobon, Consultant, Colombia

Near East and North Africa Division (PN)

Ms Khadija Bourarach, Consultant in Gender and Community Development

Ms Lamis Shejni, Consultant, Yemen

Technical Advisory Division (PT)

Mr Rudolph Cleveringa, Senior Technical Adviser, Water Management and Rural Infrastructures

Ms Katiuscia Fara, Project Coordinator

Ms Ilaria Firmian, Associate Programme Officer
Mr René Frechet, Senior Technical Adviser, Marketing and Small Enterprises
Ms Maria Hartl, Technical Adviser, Gender and Social Equity
Mr Sean Kennedy, Technical Adviser, Human Health and Nutrition
Ms Annina Lubbock, Senior Technical Adviser, Gender and Social Targeting
Ms Christiane Monsieur, Consultant
Ms Sheila Mwanundu, Senior Technical Adviser, Environment and Natural Resource Management
Ms Tiziana Stefanelli, Assistant to Ms. Lubbock
Ms Simone Zein, Programme Assistant

Policy Division (EO)
Mr Philippe Remy, Policy Coordinator
Ms Rosemary Vargas-Lundius, Policy Coordinator
Ms Sandra Di Rienzo, Policy Assistant, Initiative for Mainstreaming Innovation
Ms Bettina Prato

Communications Division (EC)
Ms Helen Gillman, Manager, Editorial Services
Ms Roxanna Samii, Manager, Web, Knowledge and Distribution Services
Ms Karen Zagor, Communications Officer

Office of Evaluation (OE)
Ms Sylvia Schweitzer, Associate Evaluation Officer

Administrative Services (FA)
Ms Theresa Panuccio, Director
Ms Anna Sayegh, Facility Manager

Office of the Controller (FC)
Ms Suyun Kim, Finance Officer

Office of the Secretary
Ms Flavia Grassi, Programme Officer
IFAD Consultants
Ms Clare Bishop-Sambrook
Ms Alice Carloni
Mr Brett Shapiro
Ms Åsa Torkelsson
Ms Sylvie Tourette

International Land Coalition (ILC)
Ms Barbara Codispoti, Associate Programme Officer
Mr Stefano Digessa, Consultant

Global Mechanism
Ms Ines Chaalala, Adviser, Gender Issues
Mr Michel Kouda, Programme Coordinator
Ms Federica Cerulli, Consultant

Government of Italy
Ms Bianca Pomeranzi, Senior Gender Advisor, Directorate for Development Cooperation, Ministry of Foreign Affairs, Rome

UN System and World Bank Group

World Bank
Ms Mayra Buvinic, Senior Director, Gender and Development, Poverty Reduction and Economic Management

Food and Agriculture Organization of the United Nations (FAO)
Ms Marcela Villarreal, Director, Gender, Equity and Rural Employment Division
Ms Eve Crowley, Senior Officer, Employment and Poverty Alleviation, Gender, Equity and Rural Employment Division
Ms Yianna Lambrou, Senior Officer, Gender, Equity and Rural Employment Division
Ms Chitra Deshpande, Gender, Equity and Rural Employment Division
Mr Valerio Tranchidia, Socio-economic and Gender Analysis Programme
Ms Patricia Colbert, Socio-economic and Gender Analysis Programme

**International Labour Organization (ILO)**

Ms Adrienne Cruz, Gender Specialist, Bureau for Gender Equality

**World Food Programme (WFP)**

Ms Isatou Jallow, Chief PDGP, Gender, Mother and Child Health Service, Policy, Strategy and Programme Support Division

**UNIFEM**

Ms Cecile Mukarubuga, Regional Director, Francophone and Lusophone West Africa, Senegal

**Partner Organizations**

**International Development Law Organization (IDLO)**

Ms Jami Hubbard, Programme Legal Counsel and Project Manager, Microfinance

**International Network of Alternative Financial Institutions (INAFI)**

Honourable Soukeyna N’diaye Bâ, Executive Director

**Heifer International**

Ms Martha Hirpa, Director of Gender Equity

**Women Organizing for Change in Agriculture and Natural Resource Management (WOCAN)**

Ms Jing de la Rosa, Chair