Gender mainstreaming in IFAD10

IFAD
Investing in rural people

Gender mainstreaming

IFAD has a well-established history of supporting gender equality and women's empowerment. This commitment spans 25 years, from the 1992 paper, Strategies for the Economic Advancement of Poor Rural Women, to the 2003-2006 Plan of Action for Mainstreaming a Gender Perspective in IFAD's Operations, the 2010 Corporate-level Evaluation of IFAD's Performance with regard to Gender Equality and Women's Empowerment by the Independent Office of Evaluation, and finally the 2012 gender policy.[1]

In the new IFAD Strategic Framework 2016-2025, gender equality is identified as one of the five principles of engagement at the core of IFAD's identity and values. IFAD complies with the United Nations commitments on gender mainstreaming, including the United Nations System-wide Action Plan (UN-SWAP) on gender equality and the empowerment of women.

IFAD's gender policy draws a distinction between gender mainstreaming in development activities and in IFAD as an organization:

- In IFAD's *development activities*, gender mainstreaming ensures that the differentiated needs and priorities of rural women and men are identified and taken fully into account in the design, implementation, monitoring and evaluation of all activities.

- In IFAD *as an organization*, gender mainstreaming works towards gender equality being an integral part of the organization's strategy, policies and operations. It is fully reflected, along with other core priorities, in the mindset of IFAD's leadership and staff, its values, resource allocations, operating norms and procedures, performance measurements, accountabilities, competencies, and its learning and improvement processes.

Moving from gender mainstreaming to gender transformative approaches

The majority of IFAD-supported projects make solid progress towards mainstreaming a gender perspective. However, a few go beyond and address the root causes of gender inequalities – including prevailing social norms, attitudes and behaviours, discrimination and social systems – to ensure equal access for women to productive assets and services, and to employment and market opportunities.

In IFAD10, the Fund will build on successful experiences in gender mainstreaming – such as household methodologies, functional literacy, financial competency, leadership skills and engaging with men – to achieve real transformative gender impacts. Investments and policy engagement to scale up positive results in gender equality will produce far-reaching and sustainable changes, and contribute to the achievement of development objectives of IFAD's mandate. IFAD10 commitments and a snapshot of the status of each are presented in the following table.

Guided by its policy – and validated by the midterm review of 2015[2] – IFAD, as a leading United Nations specialized agency and international financial institution, will consolidate its position on innovative measures to promote rural women's empowerment in IFAD10. It will follow a five-point pathway for gender mainstreaming based on the five action areas of the gender policy:

- Action area 1 relates to the design and implementation of IFAD-supported country programmes

- Action areas 2 and 3 relate to engagement in advocacy, policy engagement, partnerships, knowledge management and capacity-building

- Action areas 4 and 5 relate to the organizational structures and resources for policy delivery.

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1   IFAD Policy on Gender Equality and Women's Empowerment, 2012
2   Midterm Review of IFAD"s Policy on Gender Equality and Women's Empowerment, 2016

How to mainstream gender into IFAD-supported operations (action area 1)

Stage in project cycle	Identification	Design	Implementation and monitoring	Midterm review, completion and evaluation
What needs to be done	• Analyse poverty, gender and targeting issues from secondary sources, key informant interviews, and background studies • RB-COSOP: provide an overview of poverty and its gender dimensions, profile key target groups, and outline targeting and gender strategies • Country Strategy Note: briefly identify targeting and gender issues, strategies and outcomes	• Conduct poverty and livelihoods analysis to identify resources, needs and priorities of rural poor women and men (with age dimension), profile target groups and analyse project thematic area from gender perspective • Identify linkages between target groups and various project components/subcomponents • Describe main targeting mechanisms to strengthen project outreach • Describe what the project will deliver from gender perspective and identify activities • Mainstream gender considerations into all project components and budgets • Determine implementation arrangements for targeting and gender strategies • Assess targeting and gender-sensitivity of project design using markers	• Further develop gender and targeting strategies in project implementation manual • Mainstream gender and social inclusion issues into project staffing, operations, AWPB • Recruit gender specialist on project staff or appoint gender focal point • Select implementing partners with proven commitment to poverty reduction and gender equality and reflect in performance-based contracts • Ensure M&E and learning systems collect, analyse and interpret sex- and age-disaggregated data • Use Women's Empowerment in Agriculture Index (WEAI) for baseline, midterm and end-line surveys to fine tune project activities and for advocacy • Monitor and analyse beneficiary outreach • Identify actions to strengthen outreach • Track targeting and gender-sensitivity of implementation	• Establish whether project has contributed to gender equality and women's empowerment (e.g. use WEAI) • In turn, establish whether gender equality and women's empowerment enhanced project performance and development outcomes • Identify opportunities for replication/scaling up • Assess targeting and gender-sensitivity of completed project using markers
Services from PTA gender desk and regional gender coordinators	• Provide technical support on analysis and design • Identify gender specialist to join design missions • Provide checklists to assist in design and strengthen linkages between subcomponents • Assist in developing gender-specific indicators • Identify good practices, and share knowledge and lessons learned		• Provide technical inputs for start-up workshops • Provide technical inputs for supervision and implementation support missions • Identify gender specialists to join missions • Promote gender balance on missions • Provide technical support to gender specialist/gender focal point in PMU • Provide technical backstopping to regional hubs, ICOs and PMUs • Provide guidance on collection and use of sex-disaggregated data, including WEAI • Facilitate regional/subregional/country capacity-building events • Identify good practices, and share knowledge and lessons learned, including learning routes and south-south exchanges	

How to mainstream gender into IFAD as an organization (action areas 2-5)

Action area	**2** Advocacy, partnerships and knowledge management on gender equality	**3** Capacity-strengthening of partners to address gender issues in agriculture and rural development	**4** Corporate approaches and procedures support gender and diversity balance	**5** Corporate human and financial resources, and monitoring and accountability systems fully support gender equality and women's empowerment
What needs to be done	• Develop and disseminate knowledge products • Enhance gender dimensions of country policy engagement • Organize and maintain knowledge-sharing and advocacy events, knowledge sources and tools, roster of experts • Create and strengthen thematic networks/communities of practice for mainstreaming and scaling up innovations • Represent IFAD and participate in international and regional forums • Design and manage grants for innovation • Organize regional gender awards for IFAD-supported operations • Work with interagency initiatives • Co-organize and participate in joint RBA gender activities	• Prepare capacity development plan for CPMs, ICO staff and gender focal points • Develop and deliver training on gender and targeting in the project cycle at HQ, regional, subregional and country levels • Develop mandatory basic e-learning on gender for all staff • Provide orientation on gender and targeting in context of IFAD portfolio for (i) staff at corporate training events and regional workshops; (ii) senior management; (iii) consultants • Develop capacity on gender transformative approaches (e.g. household methodologies) and integrated approaches (e.g. nutrition, climate change)	• Implement gender parity staffing plan • Support and coordinate network of gender focal points • Strengthen existing learning programme to support staff growth and development for women • Strengthen implementation and track use of HR policies on flexible working arrangements; conduct gender analysis of Global Staff Survey and follow up recommendations • Support initiatives to promote diversity in workforce	• AVP (PMD) appointed as Senior Management gender champion • Report on progress on gender targets in strategic framework for IFAD10, annual gender report for RIDE, and UN-SWAP on gender mainstreaming (15 indicators) • Ensure gender considerations are mainstreamed into corporate documents, global engagement and corporate communications • Ensure gender dimension is included in corporate documentation, guidance notes and templates regarding operations • Conduct annual review of evaluation studies • Conduct annual analysis of value of loans and grants from a gender perspective • Conduct gender-sensitive audits • Conduct gender analysis of the regular budget • Ensure financial resource allocation • Provide security briefing for women prior to field missions
Responsibility	• IFAD gender team • Regional gender coordinators • SKD • COM	• IFAD gender team • Regional gender coordinators • PMD • HRD	• HRD • PTA gender desk • All divisions with gender focal points	• PMD • PTA gender desk • SKD • IOE • AUO • BOD • FSU

Contacts:
Adolfo Brizzi
Director
Policy and Technical Advisory
Division (PTA)
IFAD
Tel: +39 06 5459 2450
Email: a.brizzi@ifad.org

Clare Bishop-Sambrook
Lead Technical Specialist
(Gender and Social Inclusion)
Policy and Technical Advisory
Division (PTA)
IFAD
Tel: +39 06 54592489
Email: c.bishopsambrook@ifad.org

Maria Hartl
Senior Technical Specialist
(Gender and Social Equity)
Policy and Technical Advisory
Division (PTA)
IFAD
Tel: +39 06 5459 2246
Email: m.hartl@ifad.org

IFAD Gender Secretariat
Email: gender@ifad.org

The work on gender mainstreaming will complement other mainstreaming initiatives, in particular adaptation to climate change and nutrition.

IFAD10 commitments for gender mainstreaming

The table below provides a summary of the commitments towards gender mainstreaming in IFAD10 and a snapshot of achievements under IFAD9.

IFAD10 commitments for 2016-2018	Snapshot of status at start of IFAD10
Meeting or exceeding all 15 UN-SWAP indicators by 2017 (UN time frame)	At the end of 2015, IFAD had exceeded requirements for 8 indicators, met requirements for 3 indicators and was approaching requirements for 4 indicators.
IFAD10 gender target for design: Ensuring that at least 90 per cent of project designs are rated as partial gender mainstreaming (moderately satisfactory = 4) or better, that at least 50 per cent achieve full gender mainstreaming (satisfactory = 5) and at least 15 per cent are gender-transformative (highly satisfactory = 6)	There was steady progress in improved project design, rising from 74 per cent of projects being rated as moderately satisfactory in 2013 to 94 per cent in 2015; and 43 per cent were rated as satisfactory in 2015. The target for highly satisfactory will be more challenging; such projects accounted for only 3 per cent of project designs in the period 2012-2015.
Ensuring 90 per cent of projects are rated as partial gender mainstreaming (moderately satisfactory = 4) or better on completion	From 2012 onwards, at least 90 per cent of projects were rated as moderately satisfactory on completion, over 50 per cent were rated as satisfactory and 11 per cent highly satisfactory.
Ensuring women account for at least 35 per cent of posts at P-5 and above	At the end of 2015, women accounted for 80 per cent of General Service staff and 50 per cent of all Professional staff, but only 25 per cent are at P-5 level and above.
Tracking the share of staff costs/time dedicated to gender issues	The analysis of the 2016 budget indicated that around 10 per cent of total staff costs is spent on gender-related activities. This was on a par with 2015 and significantly higher than the 6 per cent estimated for 2014.

IFAD's gender architecture

The concept of gender mainstreaming requires that all IFAD staff contribute to the implementation of the gender policy through their work.

IFAD's gender architecture has four main components:

- **IFAD gender team**: the gender desk in the Policy and Technical Advisory Division and the outposted regional gender coordinators.
- **IFAD thematic group on gender**: the gender team plus divisional gender focal points across the house, other interested staff at headquarters and the Senior Management gender champion.
- **IFAD at the country and project levels:** gender focal points in IFAD country offices and IFAD-supported project management units, implementing partners and other resource people at the country level with an interest in operational issues involving gender, targeting and social inclusion, and consultants involved in IFAD-supported operations.
- **External partners:** gender experts and other resource people from international organizations, academia and research centres, policymakers, donors and other actors involved in gender, targeting and social inclusion.