



Food and Agriculture
Organization of the
United Nations



Knowledge exchange event

Good practices from the United Nations Rome-based Agencies for gender equality incentive and mainstreaming mechanisms



Summary report

Joint Programme on

Gender
Transformative
Approaches

for Food Security and Nutrition



Knowledge exchange event

**Good practices from the United Nations
Rome-based Agencies for gender
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Summary report

Food and Agriculture Organization of the United Nations
International Fund for Agricultural Development
World Food Programme

Rome, 2021

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Finally, a nod of thanks goes to future colleagues working in the Rome-based Agencies or further afield who may feel inspired upon reading this synopsis to continue working towards gender equality and sustainable food security, using innovative and tailored mechanisms that stand the test of time.

Acronyms

FAO	Food and Agriculture Organization of the United Nations
GTA	gender transformative approach
GTP	Gender Transformation Programme
IFAD	International Fund for Agricultural Development
JP GTA	Joint Programme on Gender Transformative Approaches for Food Security, Improved Nutrition and Sustainable Agriculture
OSL	Office for Small Island Developing States, Least Developed Countries and Landlocked Developing Countries
RBA	Rome-based Agencies
SDG	Sustainable Development Goal
UN-SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women
WFP	World Food Programme



1. Introduction

The three United Nations Rome-based Agencies (RBAs) – the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and the World Food Programme (WFP) – have been championing gender equality as a key component of their development and humanitarian programmes to achieve food security, improve nutrition and eradicate poverty. This institutional commitment to promote gender equality and women’s empowerment is also reflected within the RBAs themselves. Each of the RBAs has long recognized that greater gender equality delivers better development outcomes and has taken steps to recognize best performing programmes and their progress in advancing gender equality, while seeking innovative ways to ensure that successful programmes translate into sustainable development. IFAD created the IFAD Gender Awards in 2013 and WFP set up the WFP Gender Transformation Programme (GTP) in 2016, while FAO established its first Women’s Committee in 2019 and intends to develop its gender award programme in 2021.

In 2019, FAO, IFAD and WFP launched the European Union-funded RBA Joint Programme on Gender Transformative Approaches for Food Security, Improved Nutrition and Sustainable Agriculture (JP GTA), aimed at enhancing the RBAs' contribution to achieving Sustainable Development Goal (SDG) 2 by addressing the root causes of gender inequalities and triggering transformative change processes that lead to gender equality and the empowerment of women and girls. The JP GTA supports the RBAs to embed gender transformative approaches (GTAs) in their policy dialogues, programmes, working modalities and institutional culture and enhance inter-agency collaboration around the application of GTAs.

To achieve their goals, the RBAs recognize that transformation has to start from within, by looking at themselves and their organizational cultures. This is why one component of the JP GTA focuses on Institutional Engagement to support change in the institutional mechanisms and culture of the three agencies. Institutional incentive and gender mainstreaming mechanisms are key for enhancing institutional engagement and thus are important elements of an enabling organizational environment that values and promotes gender equality. They constitute a means to express corporate commitment to support the advancement of gender equality in an organization and promote sustainable and innovative approaches, including GTAs at all levels. They also demonstrate coherence between what organizations advocate for others and practice for themselves. These mechanisms can encourage greater staff performance and commitment as a result of increased and visible appreciation and recognition of the work of employees on gender equality.

To enhance peer-to-peer learning and experience sharing on how to promote institutional engagement for gender equality, and in particular to support learning from experiences of IFAD and WFP, on 23 July 2020 the RBAs organized a virtual knowledge exchange event on good practices in corporate gender equality mechanisms and gender mainstreaming programmes, in collaboration with the FAO Women's Committee. The good practices and lessons learned from IFAD and WFP will support FAO's efforts to establish an incentive and reward system in 2021 as recommended by the [Evaluation of FAO's Work on Gender](#) (FAO, 2019) and the [United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women \(UN-SWAP\) 2.0](#) (UN Women, 2020), while feeding into the advocacy work of the Women's Committee in FAO.

More than 50 colleagues from the RBAs, as well as a delegate from the European Union attended the meeting. Among the participants were lead and senior technical experts from the respective RBA gender teams and partnerships offices, representatives of the FAO Women's Committee, and colleagues from the RBA regional and country offices, along with regional and national gender officers and focal points.

The concept note, the agenda and details of this event can be found in the Annex.





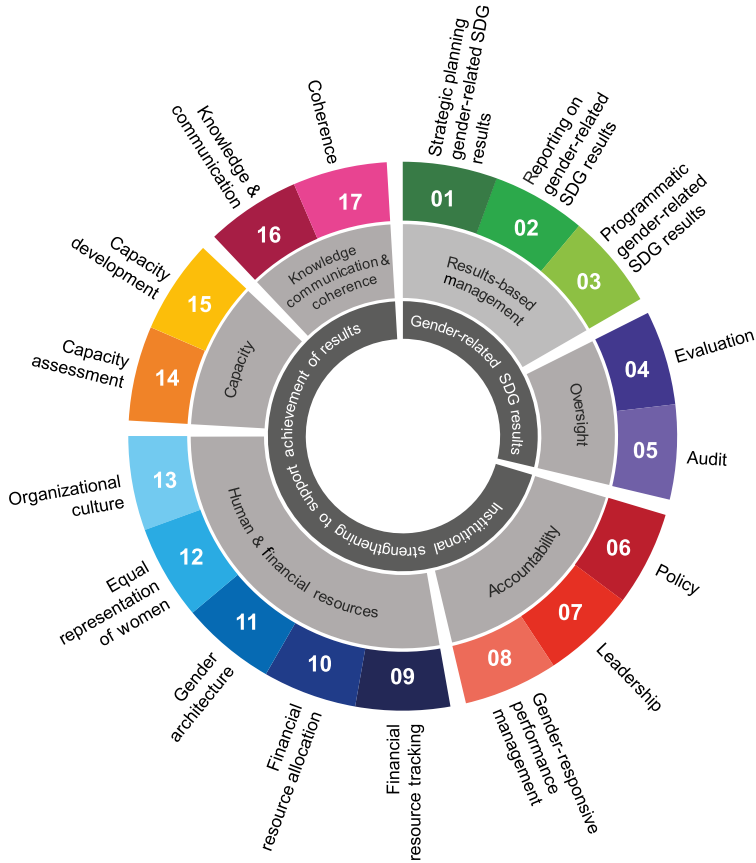
2. Approaches to gender incentive and mainstreaming mechanisms of the Rome-based Agencies

2.1. Overview

IFAD's Gender Awards and WFP's GTP are based on the gender policies of the respective agencies, and serve as key mechanisms for delivering on commitments of their gender policies, as well as requirements under the UN-SWAP 2.0.

The IFAD Gender Awards are rigorously in line with the UN-SWAP 2.0 [Indicator 8 on Gender Responsive Performance Management](#) mechanisms, which states that accountability for gender equality is best implemented when it not only targets senior leaders but also includes all staff, through the integration of appropriate objectives in each staff member's performance plan and review.

UN-SWAP 2.0 ACCOUNTABILITY FRAMEWORK



The WFP GTP focuses on the integration of gender in programming, operations and the workplace, through a set of key actions that operationalize the WFP Gender Policy. It enables country offices to deliver gender equality outcomes in food security and nutrition, and supports effective implementation of their Country Strategic Plans, while recognizing results achieved.

FAO has included gender equality related objectives and indicators in its Performance Evaluation Management System for Assistant Director-Generals, Directors, FAO Representatives, staff at P4 level and above, and Gender Focal Points in decentralized offices and at headquarters. This includes both mandatory activities and a set of performance indicators against which to measure progress.

The 2019 corporate [Evaluation of FAO's Work on Gender](#) recommended that FAO should establish and maintain corporate incentive and award mechanisms to promote good performance and delivery of results in gender equality by decentralized offices and technical divisions. In response, in 2020, FAO began working to develop its own corporate incentive and reward mechanisms, aiming to launch them in 2021. In addition to reflecting FAO's institutional commitment towards the promotion of gender equality and women's empowerment, the incentive and rewards mechanisms aim to promote sustainability for innovative gender approaches.

The Role of the FAO Women's Committee

Established on the International Day of Rural Women in 2019, the role of the FAO Women's Committee as a "platform for dialogue" (FAO, 2020, p.iv) is to provide a space where women working in FAO can feel emotionally and physically safe to express themselves, while also seeking to identify opportunities for training, mentoring and development.

“The evaluation of FAO’s work on gender carried out in 2019 came up with strong recommendations, in particular about the need for FAO to learn from and replicate the best practices of other partners in the field of gender mainstreaming, and incentivize FAO’s employees to become gender champions by giving visibility to their contributions. Moreover, FAO and the other RBAs share the same requirements under the UN-SWAP 2.0 on gender equality and the empowerment of women, including under Performance Indicator 8 on gender responsive performance management which requires that a system recognizing excellent performance in promoting gender equality and women’s empowerment is in place.”

Tacko Ndiaye, Senior Gender Officer and Vice-Chair
of the Women’s Committee, FAO

On the International Day of Rural Women 2019 (15 October), FAO launched its first-ever Women's Committee to provide an inclusive and safe space for its female workforce. One of the work streams of the FAO Women's Committee, on 'accountability of senior managers on gender', has been tasked with advocacy alongside the Director-General for the implementation of the corporate gender equality incentive and reward mechanism in FAO.

“Under its third work stream, the FAO Women’s Committee has been brainstorming on what it means to keep senior managers accountable on gender and what kinds of incentives and award mechanisms would work within FAO. We in the Women’s Committee are confident that this exchange will guide the Organization in its quest to develop a sustainable incentive and reward mechanism to further gender equality within FAO and in the field.”

Angélica Jacome Daza, Director, Office of Small Island Developing States, Least Developed Countries and Landlocked Developing Countries (OSL) and Executive Chief of the Women's Committee, FAO

2.2 The IFAD and WFP corporate gender award and mainstreaming mechanisms

2.2.1 At a glance



©IFAD/Giulio Napolitano

The IFAD Gender Awards, held at IFAD headquarters in Rome, serve to showcase, celebrate, reward and increase the adoption of successful ways of promoting gender equality and women's empowerment in IFAD projects. IFAD's project on community-based integrated natural resources management in Ethiopia was one of the five winners of the 2015 Gender Awards.

Created in 2013, the **IFAD** Gender Awards recognize the best performing IFAD-supported projects in addressing gender inequalities and empowering women in each geographical region.

IFAD organized five editions of its Gender Awards between 2013 and [2019](#), awarding this coveted recognition to 25 IFAD-supported projects

in 23 different countries. The award ceremonies were held at IFAD headquarters in Rome. Each edition ensured geographic representation with one project from each of IFAD's five geographic regions receiving an award.

The IFAD Gender Awards serve to showcase, celebrate, reward and increase the adoption of successful ways of promoting gender equality and women's empowerment in IFAD projects. Candidate projects put a spotlight on inspirational stories of individual and collective change, and on those that portray commitment and leadership. The Gender Awards are also an opportunity for the IFAD community to learn what is working well in the field, as lessons from the winning projects are captured and disseminated to promote the adoption of good practices across IFAD and its partners.

Some key aspects of the winning projects include:

- A deeper understanding and highlighting of the importance of addressing gender dynamics at the household level by steering projects towards helping households make positive changes in power relations between women and men.
- Developing methodologies that empower male and female beneficiaries to live more prosperous and more fulfilling lives by inspiring them to become agents of change in their communities.
- Investing in men's engagement to address gender inequalities.
- Contributing to global knowledge, discourse and strategies to advance gender equality and women's empowerment in rural development.
- A growing awareness that gender equality work begins in-house by building up technical capacity and seeking to address gender inequalities within IFAD.

IFAD Gender Awards 2013-2019

- Five editions organized
- 25 IFAD-funded projects awarded
- Topics of awarded projects:
76 percent rural development,
20 percent credit and financial services and
4 percent research, extension and training

“I find it so motivating when you talk to rural women and you hear them say things like ‘I never thought I could open a savings account.’ ‘I never thought that my daughter would be able to go to high school.’ They can now dream of a better life and make it happen.”

Lorne Solis, Programme Manager of the Rural Finance Programme in Belize (IFAD Gender Award Winner)

“Thanks to these efforts, women are now empowered economically, socially and at the household level. They can make decisions together with their husbands. They sit down together and make decisions about how to use their land and how to manage their incomes. They get respect in the community.”

Tenagna Kebede Tafesse, focal point of the Community-Based Integrated Natural Resources Management Project, Ethiopia (IFAD Gender Award Winner)



©WFP/Rein Skullerud

A WFP staff member at a school meals programme. WFP in the Lao People's Democratic Republic applied a 'gender lens' to ensure that gender equality was being considered in every aspect of the organization's work.

In **WFP**, the GTP is the agency's corporate gender mainstreaming programme to deliver on its commitment to "integrate gender equality and women's empowerment into all of its work and activities, to ensure that the different food security and nutrition needs of women, men, girls and boys are addressed" (WFP, 2015, p. 8).

WFP's GTP

- Integrated in programming, operations and the workplace
- Matrix of 39 benchmarks across seven categories: Accountability and oversight; Enabling environment; Capacities; Programming; Communications and knowledge management; Partnerships; Results

The GTP is both systemic and practical in ensuring that WFP achieves the minimum standards and targeted actions for gender mainstreaming. Grounded in leadership and accountability, gender transformative programming and organizational change, the GTP enables WFP country offices to deliver gender equality outcomes in food security and nutrition.

The GTP is composed of a matrix of 39 benchmarks across seven main categories. Participating in the GTP over a period of 12–18 months and with the support of the Gender Office and Regional Gender Advisers, WFP country offices progress from a gender baseline assessment, through development and implementation of a practical improvement plan, to a final assessment on their achievement of the 39 benchmarks.

It was piloted in 2015, with a full roll-out in 2016. As of July 2020, 28 WFP country offices had participated in the GTP, with 11 of them having successfully completed the full process.

“Participating in the Gender Transformation Programme meant turning words into action. It was not easy at first, but gradually all our colleagues started to see why it was important, as well as the added value and benefits it brought to the country office and the Lao people.”

Sarah Gordon-Gibson, WFP Country Director, Lao People’s Democratic Republic

2.2.2 Core principles and key attributes

The **IFAD** Gender Awards are grounded in the principles of innovation, transformation and impact. Awardees have gender-responsive implementation arrangements in place; implement GTAs and address the root causes of inequalities to enable changes in social norms, practices, attitudes and beliefs; are innovative in the way they pursue gender equality and women's empowerment; and ensure sustainability of impact. Through these models, as well as the visibility they are given and the cross-fertilization they enable, the IFAD Gender Team supports the enhancement of the quality and impact of development operations. The IFAD Gender Awards rely on the principle of transparency through the establishment of a review committee composed of IFAD's staff from non-regional divisions to assess the projects' proposals.

The **WFP** GTP is grounded in leadership and accountability principles. Leadership by the Country Directors and their engagement in the process is fundamental to the success of the Programme. Since the participation of the WFP country offices in the GTP is voluntary, this represents another crucial element in ensuring the commitment of the country offices and, in turn, effective implementation of the GTP. Peer pressure and advocacy by early adopters of the GTP have helped to create momentum with a growing number of country offices participating in the GTP. In addition, regular and frequent contact between participating country offices and the WFP Gender Office (several times per month) further sustains the motivation of the participating Offices, while ensuring effective implementation.

Gender Mechanisms

Core Principles

- Accountability
- Innovation
- Impact
- Leadership
- Transformation

Key attributes

- Contextual
- Effective
- Flexible
- Feedback
- Outreach

Both the IFAD Gender Awards and the WFP GTP are flexible programmes that take into account feedback from participants and the specific context and situations of the diverse country offices to continuously improve their effectiveness and outreach. Furthermore, WFP applies the GTP and its benchmarks to the particular contexts, such as humanitarian or development, of participating country offices.

2.2.3 Implementation cycle

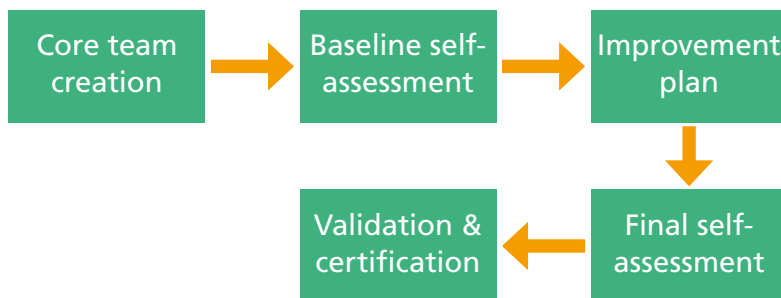
All of **IFAD's** projects are monitored every year using a [Gender Marker System](#) that assesses gender sensitivity during project implementation and which is mandatory to apply in each supervision mission (IFAD, 2017). Gender is one of the aspects considered across the whole project cycle, from inception to evaluation, including supervision and completion. For example, during all supervision missions, a specific grade is systematically given to gender (from 1 – gender blind to 6 – gender transformative). This grade also represents a starting point for the review of the nominees of the IFAD Gender Awards.

With regard to budget, thanks to its Gender Awards, IFAD has learned over the years how to build synergies and not rely on one single source of funding. Limited financing and efficiency gains have pushed IFAD to support an integrated transformational approach to the four mainstreaming themes (climate, gender, nutrition and youth) with strong attention to the indigenous peoples agenda. This integration maximizes the efforts to achieve sustainable food systems and inclusive solutions to rural poverty and food insecurity.

The implementation cycle of the **WFP** GTP typically runs between 12 to 18 months, which ensures maximum effectiveness and sustained motivation by country offices. The process is participatory and collaborative, with the responsibility for implementing the GTP shared across the whole country office, in line with the current WFP Gender Policy, which outlines that gender equality is “everybody’s business” (WFP, 2015, p.3).

The GTP is managed by the Gender Office at WFP headquarters, while in the participating country offices, a core cross-functional team of typically six to eight people is responsible for driving the implementation of the GTP from start to finish. The Gender Office provides personalized technical support to the participating country offices throughout the whole GTP cycle.

WFP GTP CYCLE



The WFP Regional Bureaux, through their Regional Gender Advisers, are also involved in the GTP process and provide technical support. To enhance effective collaboration as well as transparency, the GTP uses a dedicated internal online platform, which enables participating country offices to carry out self-assessments, build their improvement plan, track their progress towards achieving the benchmarks across the GTP cycle and upload any relevant documentation.

In terms of resources, the GTP mainly relies on human resources, with intensive engagement of Gender Office employees providing technical support to the participating country offices. As the Programme focuses on the improvement of processes and tools, and the use of internal resources, typically participation does not have major budget implications for country offices. A small grant is provided by the Gender Office to participating Offices, to support the implementation and/or piloting of specific activities under the GTP improvement plan.

2.2.4 Participation and performance

The **IFAD** Gender Team defines selection and performance criteria of the IFAD Gender Awards and leads a participatory selection process. Up to three projects per region that meet the defined criteria are selected and approved by the regional divisions, through the regional portfolio advisers, and in consultation with the various Country Directors as well as the Regional Gender and Social Inclusion Coordinators. To ensure transparency, a neutral review committee composed of IFAD staff from outside the regional divisions reviews all submitted proposals against the selection criteria using a scoring matrix developed by the IFAD Gender Team.

The nominees of the IFAD Gender Awards must address the three domains (economic empowerment, decision-making and representation, and equitable workload balance) of [IFAD's Policy on Gender Equality and Women's Empowerment](#) (2012) which represent the main criteria for the selection of the winning projects. IFAD also looks at other key criteria in order to define the best performing projects, such as the mechanisms put in place to engage governmental institutions and the allocation of adequate human and financial resources to carry out gender-responsive activities, among others.

During the project review, the review committee also values projects that integrate other cross-cutting themes such as climate change and youth that are important to achieving food security and nutrition. As part of the Organization's intention to ensure an integrated approach, IFAD increasingly documents good practices highlighting how these cross-cutting themes or thematic areas are addressed in synergy and demonstrating with concrete examples how projects are leveraging such synergies.

Participation in the **WFP** GTP is voluntary, with interested country offices reaching out to the Gender Office to enroll in the programme. To confirm their participation, a formal request by the Country Director outlining the commitment and formation of the Core Team are required. Acceptance into the GTP is also conditional upon capacities of the Gender Office to ensure adequate support.

2.2.5 The power of visibility

The **IFAD** Gender Awards are generally organized every two years around 15 October to coincide with the International Day for Rural Women. The award ceremony is perceived as an important event by staff and greatly appreciated by the award winners. It is held at IFAD headquarters where representatives of the winning project are invited to share their achievements and experience, in the presence of IFAD's senior management and Member States.

Within **WFP**, in addition to improving performance and results, graduating from the GTP also provides visibility to the country offices, both internally and externally, including with donors and media. Upon successful completion of the GTP, country offices receive their certificate in the presence of the WFP Executive Director at headquarters, in recognition of the efforts made and as a way to value and motivate country offices to continue engaging in promoting gender equality.

2.2.6 Long-term impacts and results

The **IFAD** Gender Awards demonstrate that the recognition given to winning projects has long-term benefits and impacts on the Organization as a whole, as lessons learned are captured through different means and widely disseminated through various channels. In essence, what is being reinforced is that investing in gender equality and women's empowerment underpins rural transformation, ending poverty and achieving food security for all.

In particular, the Gender Awards throw light on the following lessons learned:

- Development programmes are more relevant and sustainable when women and men are able to participate in and benefit from activities together, with each person expressing their needs and priorities;
- Agricultural growth is enhanced if women and men are enabled to participate fully as economic actors; and
- Where gender equality is greater in terms of both opportunities and benefits, men and women not only experience higher incomes but also enjoy a better quality of life.

In recent years, thanks to the IFAD Gender Awards, institutional commitment within IFAD towards gender equality and women's empowerment in programming, along with commitment within the divisions themselves, has increased. An enabling environment appeared as a key factor to deliver and enhance the gender performance of projects, including the supportive role of Ministries of Agriculture.

The IFAD Gender Awards have also enabled better consultation and coordination between the IFAD Gender Team and regional and technical divisions, as well as project staff. As a result, there has been incremental proactivity by different projects and country offices to collaborate more closely with the Gender Team, sharing more about their achievements, good practices and challenges.

Completing the GTP cycle, **WFP** country offices report an improved ability to operationalize the concepts of gender equality and gender mainstreaming in their programmes, operations and in the workplace. In addition, participation in the GTP has increased awareness among employees – from across different functional areas – of the relevance of gender equality to WFP's mandate and their specific work, as well as the understanding that the promotion of gender equality is everyone's responsibility. The GTP also constitutes a motivational push to increasingly and systematically integrate gender equality and women's empowerment in the work of the country offices.

Fundamentally, the GTP demonstrates the real and tangible benefits of integrating gender equality in the daily work of country offices; as employees at all levels, across functional areas, see results and understand how integrating gender equality in their work makes a difference.

2.2.7 Building capacity, ensuring continuity

In **IFAD** there is no specific mechanism in place to monitor the IFAD Gender Award winners after the ceremony, other than the regular monitoring of all IFAD-supported projects and scoring of gender during supervision missions.

In order to ensure the continuity of results at the end of the **WFP** GTP cycle, one of the GTP benchmarks requires country offices to have a gender action plan in place. As by the end of the GTP some gaps usually remain, upon successful completion of the GTP, country offices are supported in developing a plan to consolidate their achievements and ensure continued effective, efficient, economical and equitable action for food and nutrition security for all of the persons they serve. This benchmark ensures that country offices have a roadmap for integrating gender into their work, aligned with the Country Strategic Plan.

WFP also has in place other corporate mechanisms to support country offices with the integration of gender in their programmes. This includes the WFP Gender and Age Marker, which assesses the extent to which gender and age are integrated into the design and monitoring of a WFP programme (primarily a Country Strategic Plan), with mandatory annual reporting for all country offices.





3. Going forward

What emerges from this synopsis is the importance of strengthening the collaboration of country offices and projects among all the RBAs, taking note of the example offered by the RBAs' gender teams to interact regularly on a wide range of activities, while acknowledging there is always room for deeper collaboration and peer learning.

The commitment and leadership of senior management have been key to promote and ensure the success of the IFAD Gender Awards and the WFP GTP. Both mechanisms are proof of viable vehicles for achieving long-lasting impacts to integrate gender equality not only in country offices and projects or programmes, but also at a corporate institutional level.

The IFAD Gender Awards are considered particularly enriching as an innovative incentive to amplify the visibility of the gender work carried out by projects. The awards are deemed useful as a knowledge-sharing platform of good practices at project level to support gender equality and women's empowerment. They have had a strong impact on how projects record their achievements and share good practices.

The impact of the WFP GTP lies in the systemic and institutional changes it has catalyzed within country offices, from Country Directors across to all employees.

These two programmes have demonstrated that there are many synergies between IFAD's award mechanism, WFP's gender mainstreaming programme and what FAO envisages in terms of corporate gender incentive and reward mechanisms and gender mainstreaming programmes.

IFAD and WFP offer plenty of learning opportunities for FAO as the latter embarks on developing/strengthening its incentive and reward mechanisms that can increase its employees' commitment and accountability in promoting gender equality. IFAD's and WFP's experiences offer viable pathways for FAO to succeed in the development and implementation of its own incentive and reward mechanisms and in achieving greater performance.

“We appreciate learning from and exchanging with the RBAs about the working modalities of such mechanisms and programmes, as well as their impacts on the agencies themselves and on staff commitment and accountability for promoting gender equality. The more we, as FAO, learn from IFAD and WFP's experience and good practices, the more FAO will be likely to succeed in its own incentive and reward mechanism.”

Tacko Ndiaye, Senior Gender Officer and Vice-Chair of the Women's Committee, FAO

Key considerations for success:

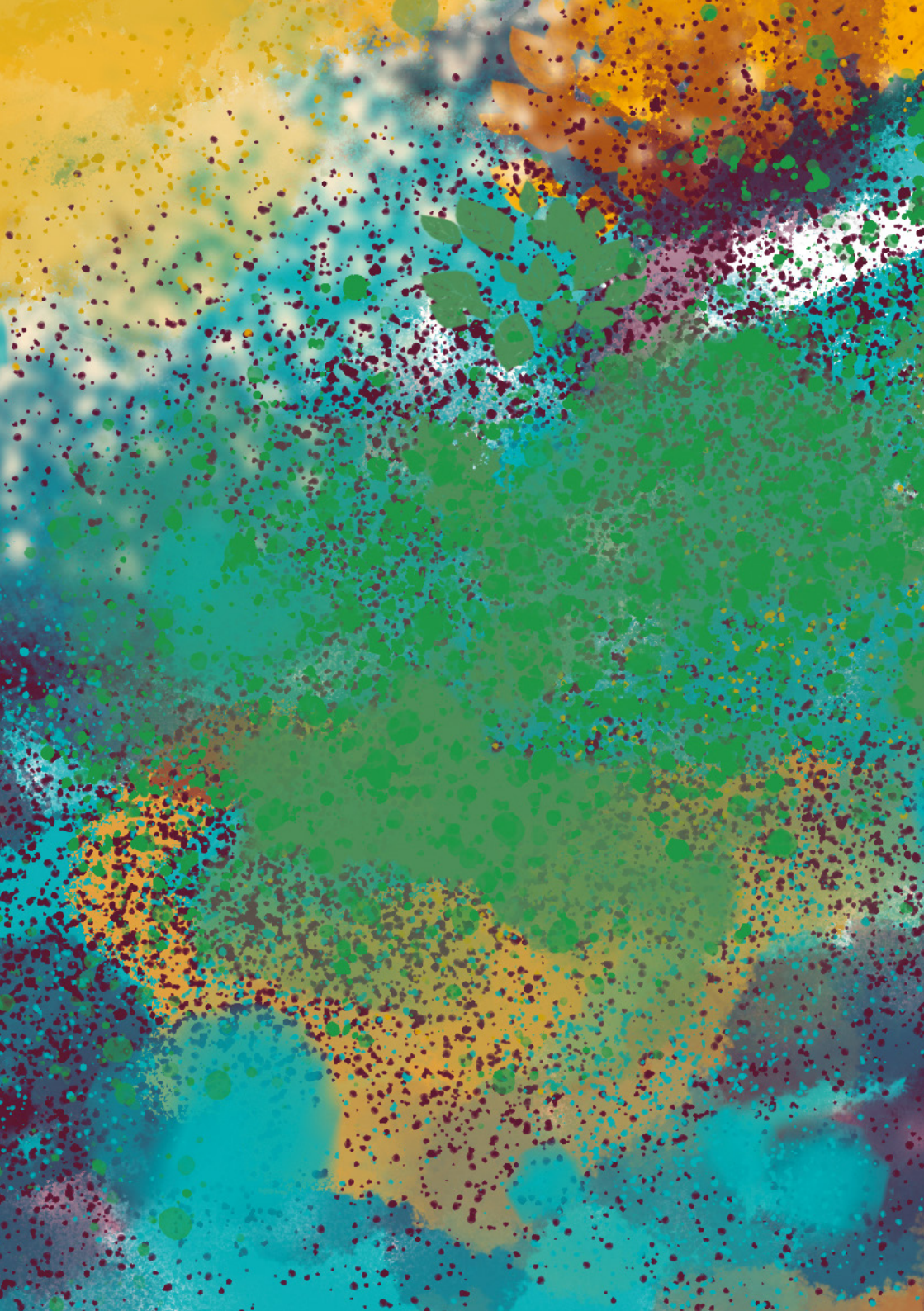
- It is crucial that **leadership is supportive** and understands the relevance of promoting gender equality and women's empowerment for achieving the mandates of the three RBAs.

- In order to achieve long-term impacts for gender equality, some degree of institutional change, regardless of the entry points (projects in the case of the IFAD Gender Awards and country offices in that of the WFP GTP), is required. In this sense, one of the key factors for instigating institutional change is to **raise the level of gender awareness of all employees** within projects and country offices to ensure that transformative change happens at various levels. Both the IFAD Gender Awards and the WFP GTP contributed to raising awareness and incentivizing all staff to integrate and promote gender equality as everybody's business and responsibility.
- It is important to **find the right balance between the compulsory integration** of gender equality in the working modalities of the RBAs, such as UN-SWAP 2.0, **versus voluntary-based processes**, such as gender awards and gender mainstreaming programmes. While all the RBAs as UN agencies are accountable for implementing and achieving the UN-SWAP 2.0 standards as a mandatory requirement, it is important to underline the added value of voluntary-based processes and mechanisms, based on motivation push and peer pressure. In the case of the GTP, the voluntary participation drives the effective participation of the country offices by ensuring the support and commitment of management, which is key to the GTP generating impact.
- **Increased visibility is an important element** of success of these mechanisms and needs to be taken into consideration in order to get staff interested, motivated and incentivized to work on gender issues and participate in the corporate gender mainstreaming programmes.
- There can be several effective ways and levels to provide awards and recognition, for example at country office or project level. IFAD and WFP have created **different ways for incentivizing, supporting and rewarding good performance**, whether it deals with institutional, programme, project or individual staff performance or with creating a system to support institutional gender integration and the delivery of equitable and sustainable results.

TABLE 1. QUICK REVIEW OF THE IFAD AND WFP GENDER EQUALITY MECHANISMS

Attributes	IFAD's Gender Awards	WFP's Gender Transformation Programme
Does this mechanism adhere to the Organization's Gender Policy?	Yes	Yes
Is there leadership support?	Yes	Yes
What is the entry point?	Regional Director, Portfolio Adviser	Country offices
How long is the cycle?	—	12-18 months
Who participates?	All ongoing projects (loan portfolio)	All employees in participating country offices
Is participation obligatory/voluntary?	Voluntary	Voluntary
Who selects the winning project/country office?	Gender awards Selection Committee	—
What are the selection criteria? Improvement in...	<ol style="list-style-type: none"> 1. Economic empowerment 2. Decision-making and representation 3. Equitable workload balance 4. Use of GTAs 	<p>There are no selection criteria; participation is conditional upon country office interest and commitment.</p> <p>The GTP focuses on the following non-selective benchmark categories</p> <ol style="list-style-type: none"> 1. Accountabilities and oversight 2. Enabling environment 3. Capacities 4. Programming 5. Communications and knowledge management 6. Partnerships 7. Results

Attributes	IFAD's Gender Awards	WFP's Gender Transformation Programme
How are staff incentivized?	Visible recognition through a variety of channels and participation at the awards ceremony at headquarters and in other meetings	<ul style="list-style-type: none"> • Dedicated technical support • Reinforced processes • Tangible benefits and results • Regular contact
How is recognition awarded to staff/project?	Awards ceremony in country or at headquarters, internet	Award ceremony at headquarters and in the country office, intranet
Is it an effective awareness-raising vehicle for gender equality?	Yes	Yes
Principles	<ul style="list-style-type: none"> • Innovation • Transformative impact 	<ul style="list-style-type: none"> • Leadership • Accountability
Is it flexible (feedback and context specific)?	Yes	Yes
Does it stimulate evidence-based dialogue?	Yes	Yes
Is there increased collaboration with gender experts as a result?	Yes	Yes
What is its impact on the whole Organization?	Strong	Strong
Does it contribute to SDG2?	Yes	Yes
Is there a plan for continuity beyond the mechanism?	No	Yes – follow-on Gender Action Plan
Cost	Costs related to the organization of the awards ceremony and travel of project gender focal point to Rome are covered by regular programme funds. Travel of other project personnel to HQ would be covered by the Regional Division or the project budget itself.	<ul style="list-style-type: none"> • Minor, covered by regular country office budget. • Travel of headquarters staff to country offices and GTP grant – provided to each participating country office – are covered through Gender Office regular funds.



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Annex: Concept note and agenda

Good practices in corporate gender equality incentive mechanisms and gender mainstreaming programmes An RBA knowledge exchange event

23 July 2020

10.00–12.00 CET (Rome time)

Zoom

Concept Note

Background

FAO, IFAD and WFP, the United Nations Rome-based Agencies (RBAs), recognize that gender equality and women's and girls' empowerment are essential for achieving food security and nutrition, reducing poverty and hunger and promoting sustainable agricultural and rural development. Therefore, achieving gender equality and women's and girls' empowerment are at the core of the three Organizations' efforts to achieve their respective mandate.

Since January 2019, the RBAs are implementing a Joint Programme entitled *'Taking gender-transformative approaches (GTAs) to scale for impact on SDG2 to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture'* (the Joint Programme/ JP GTA), with financial support from the European Union. The JP GTA aims at enhancing the RBAs' contribution to the achievement of SDG2 by addressing the root causes of gender inequalities and triggering transformative change processes that lead to gender equality and the empowerment of women and girls at all levels.

Increasing collaboration and synergies between RBA interventions around gender transformative approaches (GTAs) contributing towards an institutional mindset shift within each RBA to engage in gender transformative change, lies at the core of the JP GTA.

The 2019 Evaluation Report of FAO's work on Gender recommended that *"FAO establishes and maintains corporate incentive and award mechanisms to promote good performance and delivery of results in gender equality by decentralized offices and technical divisions"*, in line with the Minimum Standard 14 of the [FAO Policy on Gender Equality](#).

In the same year, on the International Day of Rural Women, 15 October 2019, FAO launched the first-ever FAO Women's Committee, providing an inclusive, safe space that reflects the diverse nature of FAO's female workforce. One of the work streams of the FAO Women's Committee is on 'Accountability of senior managers on gender', which is tasked to advocate with the Director General for the implementation of the corporate gender equality incentive and award mechanism.

To support peer-to-peer learning and experience sharing as well as FAO's efforts to develop and implement a corporate gender equality incentive and award mechanism, the RBAs agreed to organize a knowledge exchange event on this topic under the framework of the Joint Programme and in collaboration of the FAO Women's Committee.

Such event would support the RBAs to learn from each other's experiences and embed GTAs in their institutional culture, and in particular for FAO to learn from the good practices of its sister agencies. Through this peer-to-peer knowledge exchange event, RBAs will learn from the WFP Gender Transformation Programme and the IFAD Gender Awards with the purpose of informing the design and implementation of institutional reward and incentive mechanisms.

The introduction of an institutional reward and incentive mechanism is an important element for institutional engagement. Such mechanism can encourage greater staff performance and commitment as a result of increased and visible appreciation and recognition of the work

employees on gender equality and GTAs. It is also a means to further reflect corporate commitment to supporting the promotion of gender equality at corporate level. Finally, it is of particular relevance to foster institutional engagement and promote sustainability for innovative gender approaches such as GTAs at all levels.

Objective

The purpose of the knowledge exchange event is to provide an opportunity for peer learning among the three RBAs on good practices in institutional gender incentive mechanism and gender mainstreaming programmes that recognize achievements in promoting gender equality. In particular, FAO will have the opportunity to learn from the IFAD Gender Awards and WFP Gender Transformation Programme, their experience in designing, introducing and implementing such mechanisms, including – but not limited to – the tools and guidance needed for their success. Such event is also intended to increase collaboration and synergies between the RBAs in the field of institutional gender integration and to contribute towards an institutional mindset shift within the RBAs to engage with GTAs.

Participants

The participants will consist of members of the FAO Gender Team and of other relevant FAO headquarters and regional units, members of the FAO Women's Committee, representatives of IFAD and WFP who have first-hand knowledge and experience in their respective institutional gender incentive as well as WFP and IFAD employees with interest in the topic and who can replicate the good practices in their respective areas of expertise (e.g. country offices and Programme Management Staff involved with Development Operations and Technical Staff).

Proposed areas of focus

The proposed areas of focus for the presentations about IFAD's Gender Awards and WFP's Gender Transformation Programme are:

- Why was the award/certification mechanism/gender mainstreaming programme initiated (e.g. in response to an evaluation, in compliance with UN SWAP, etc.)?
- Objectives of the award/incentive mechanism/gender mainstreaming programme;
- Management: who/which unit is responsible for managing the incentive mechanism/mainstreaming programme?
- Selection process: who is part of the selection process: e.g. internal staff only or a mix of internal and external staff? etc.
- Criteria and indicators: what criteria and indicators are used in the selection and evaluation, what is their focus (technical and/or non-technical (e.g. human resources?)), who establishes the criteria for the selection? etc.
- Award(s)/certification:
 - What award/certificate is given, how, how often, when is it given?
 - Is there one award or several different awards? etc.
- Target(s) of the incentive(s): does it target individuals, offices/units or projects?
- Impartiality, transparency, outreach and institutionalization: how are impartiality and transparency ensured? How to ensure wide outreach of the mechanism/programme within the organization? What channel(s) are in place/were needed to institutionalize the mechanism/programme?
- What have been the results?

Agenda

Moderator: Hajnalka Petrics, Programme Officer (Gender Equality and Women's Empowerment), Global Coordinator of the JP GTA

10.00	Welcome and introduction Hajnalka Petrics, Global Coordinator of the JP GTA
10.10	Introduction of participants
10.20	FAO's gender reward and incentive system, where does FAO stand and why the institutional reward and incentive mechanism is important to FAO Tacko Ndiaye, Senior Gender Officer, FAO
10.25	Perspectives from the FAO Women's Committee on an institutional reward and incentive mechanism Angélica Jacome Daza, Director of the Office for Small Island Developing States, Least Developed Countries and Landlocked Developing Countries (OSL), FAO
10.30	Presentation of the WFP Gender Transformation Programme Zuzana Kazdova, Programme Policy Officer (Gender), WFP
10.45	Discussion
11.05	Presentation of the IFAD Gender Awards Silvia Sperandini, Gender and Social Inclusion – Programme Support, IFAD
11.20	Discussion
11.40	Take away messages/final considerations Moderator and FAO/IFAD/WFP representatives
11.55	Closing words Tacko Ndiaye, Senior Gender Officer, FAO

The **Joint Programme on Gender Transformative Approaches for Food Security, Improved Nutrition and Sustainable Agriculture (JP GTA)** is implemented by FAO, IFAD and WFP and funded by the European Union.

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