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para la  
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## PROGRAMME COMMITTEE

**Hundred and Eighth Session**

**Rome, 10 - 14 October 2011**

**EVALUATION OF FAO'S ROLE AND WORK RELATED TO GENDER  
AND DEVELOPMENT**

**MANAGEMENT RESPONSE**

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## **A. OVERALL RESPONSE TO THE EVALUATION**

1. FAO Management welcomes the Evaluation of FAO's work on Gender and Development which was requested by the FAO Programme Committee at its 100th session in October 2008, since no evaluation of FAO's work related to gender has been undertaken in recent years.
2. The Evaluation measured FAO's performance in gender mainstreaming between 2002 and 2010 through the implementation of two Gender Plans of Action and of one year performance under Strategic Objective K (SO-K) throughout the Organization's technical and advocacy work at national, regional and global levels, against the international criteria of relevance, efficiency, effectiveness, impact and sustainability. The Evaluation team analyzed all work by FAO as a whole with special emphasis on the work carried out by the Gender, Equity and Rural Employment Division (ESW).
3. The timing of the Evaluation is most welcome as it coincides with the implementation of the recommendations emanating from the FAO Gender Audit carried out in 2010. This exercise had the objective of advising FAO on institutional mechanisms and processes to successfully mainstream gender equality throughout the Organization in view of its new Strategic Framework.
4. The Gender Evaluation and the Gender Audit were designed as separate but complementary exercises. Management notes and welcomes that most of the findings, conclusions and recommendations of the Gender Evaluation reinforce the recommendations of the Gender Audit, which are currently being implemented by the Organization (see Annex).

## **B. IMPLEMENTATION OF RECOMMENDATIONS**

5. Management fully accepts sixteen of the seventeen recommendations in the Evaluation report, but rejects Recommendation 13 on renewed commitment to work on HIV and AIDS. The Organization has been strategic in its response to the HIV and AIDS epidemic, recognizing early its implications for the agricultural sector and putting this on the development agenda. However, FAO is aware that at this stage of the epidemic's evolution, prevention and mitigation work may be more effectively managed by better resourced sister agencies in the UN system such as WHO, UNAIDS and UNFPA. Nevertheless work continues to be covered in some of FAO's technical areas primarily at country and regional levels.
6. Management welcomes the recognition given by the Evaluation to the fact that gender mainstreaming is the responsibility of all Strategy Teams, units, divisions and departments in FAO headquarters and decentralized offices and not the exclusive responsibility of ESW.
7. The Evaluation Report recognizes that allocation or redirection of resources will be required to ensure implementation of all recommendations and that additional human resources for gender mainstreaming in FAO are necessary. Therefore, as recommended by both the Gender Audit and the Gender Evaluation, and as part of the Adjustments to the Programme of Work and Budget 2012-13 in response to the decisions of Conference<sup>1</sup>, Management will restore gender-related resources in all regional offices. Furthermore, additional funding (equivalent to two professional posts) will be provided to ESW to support gender mainstreaming activities with FAO membership, partners and staff, as well as regional gender officers.
8. Management agrees that FAO's goals on gender mainstreaming can only be achieved by creating a culture that promotes gender equality. This is why a special focus will be given to developing the capacities of FAO staff at all levels on gender issues. Furthermore the culture change initiatives, supported by the IPA, will place greater emphasis on promoting gender equality.

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<sup>1</sup> C 2011/REP paragraphs 94-103

### C. GENDER MAINSTREAMING ACTIONS ALREADY ONGOING

9. Based on the 2010 gender audit<sup>2</sup> and the findings of SOFA 2010/2011 report on *Women in Agriculture*, FAO has developed mechanisms to strengthen the Organization's gender equality goals. Those recommendations from the Gender Evaluation where action is already on course are listed below and cross-referenced to their corresponding Gender Audit recommendations.
10. **Recommendation 1 b)** on accountability, **10 iv), v) and vii)** on gender mainstreaming and **17** on operationalizing gender mainstreaming are being addressed through:
- PEMS agreements for Assistant Directors-General, Directors and gender focal points (GFPs) (see Gender Audit recommendations 2, 3 and 6) Mid-term review of PEMS agreements completed by September 2011;
  - RBM (Results Based Management) in the Programme of Work and Budget and in the RBM roll-out (see Gender Audit recommendation 2);
  - The Country Programming Framework, Project Cycle initiatives, Field Programme Management Information System and the UN Joint Programming processes (see Gender Audit recommendations 5 and 6).
11. **Recommendations 2 and 3** on development of a policy on gender equality:
- Draft policy on gender equality is under preparation (see Gender Audit recommendations 5 and 8).
12. **Recommendation 5** on corporate culture and Recommendation 8 on competence on gender mainstreaming for FAO staff and consultants:
- Collaboration with other UN agencies on e-learning package for gender mainstreaming (see Gender Audit recommendation 6);
  - Capacity development road map for Member States and FAO staff (see Gender Audit recommendations 2 and 3).
13. **Recommendation 6 b)** on restoring the gender expert posts in all regional offices:
- This issue was mentioned during the Programme Committee in April 2011 (see Gender Audit recommendation 7).
14. **Recommendation 10 ii)** on a network on gender advisors and experts at FAO headquarters and decentralized offices:
- New terms of reference for Gender Focal Points at headquarters and decentralized offices were adopted in April 2011 after wide consultation (see Gender Audit recommendation 3);
  - An internal Web based platform for exchanges on gender issues will be operational by September 2011 (see Gender Audit recommendations 2, 3 and 6).
15. **Recommendation 10 i)** on assigning a senior staff member for SO-K:
- Senior staff member hiring process completed in July 2011 (see Gender Audit recommendation 1).

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<sup>2</sup> The gender audit of FAO was completed in 2010. The overarching purpose of the audit was to assess the institutional mechanisms and processes for gender mainstreaming and make practical recommendations on how to strengthen FAO's institutional capacity for gender mainstreaming in such areas as organizational learning, planning, programming and budgeting.

#### D. OTHER ACTIONS TO BE TAKEN

16. Management will continue with gender mainstreaming activities already ongoing and will take immediate action on the remaining recommendations in the following way:
17. **Recommendation 4** on gender balance among staff :
- The “*Towards Gender Balance - HR Strategic Action Plan*” addresses the issue on gender balance.
18. **Recommendation 7** on gender expertise in emergency coordination units:
- The Emergency Operations and Rehabilitation Division (TCE) has technical support from the Inter-Agency Standing Committee on Gender Capacity Project for Humanitarian Support (IASC GenCap) until October 2012.
19. **Recommendation 8** on competence on gender mainstreaming of staff and consultants:
- The Human Resources Management Division (CSH), the Office of Strategy, Planning and Resources Management (OSP) and technical divisions with the support of ESW are integrating competence and skills on gender issues as a selection and appraisal criterion.
20. **Recommendation 9** on the role of ESW on gender and social equality:
- ESW will continue to support gender and social equality through its capacity development, gender mainstreaming and research/policy advice.
21. **Recommendation 11, 12, 15 and 16** on capacity development and partnerships:
- CSH, the Chief Information Officer (CIO) and the Office of Knowledge Exchange, Research and Extension (OEK), with support from ESW are preparing awareness raising materials and guidelines in all FAO-originated capacity development programmes.
  - CSH, OEK with ESW are working on the establishment of gender networks in the regions to assist FAO and member countries with gender mainstreaming activities.
  - The FAO guidelines on addressing gender issues in United Nations Joint Programmes (UNJPs) are currently being used in many FAO Representations.
  - FAO, UN Women and the Rome-based Agencies are negotiating a partnership on gender equality issues.
22. **Recommendation 14** on project effectiveness:
- All FAO units at headquarters and in decentralized offices involved in project formulation and implementation will adhere to gender-sensitive field programming processes by: attending project cycle training, applying the gender criterion and developing targets and indicators that are gender specific, with special assistance from the Field Programme Coordination and Results Based Monitoring Unit (TCDM) and ESW.

Evaluation Recommendations	Management <b>Accepted, partially accepted or rejected</b> and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
<p><b>REC 1: To FAO Senior Management, on commitment to Gender Equality</b></p> <p>a) FAO should re-state strongly at the most senior level, its full commitment to gender equality and mainstreaming gender as a corporate responsibility and not of one division only.</p>	<p><b>Accepted</b> Commitment at the highest level has been demonstrated in 2011 through FAO flagship publication SOFA 2010/11 with focus on women in agriculture. The theme of the 37th FAO Conference focused on rural women in agriculture.</p>	<p>a) An accountability framework has been set up for ADGs and Division Directors with links to PEMS. A house-wide policy on gender will address commitment at senior level. (See also Recommendation 2).</p>	<p>DDK, DDO, ADG ES, other FAO Senior Management, ESW, CSH</p>	<p>September 2011 (Objective, activities inserted in PEMS)</p>	<p>N</p>
<p>b) FAO should establish an accountability mechanism at senior management level including Division Directors and FAO Representatives, through Results Based Management and PEMS;</p>		<p>b) Develop the remaining elements of the accountability framework and mainstream gender issues in corporate Results Based Management (RBM) systems, country programming processes, PEMS, project cycle and related training initiatives.</p>	<p>ESW, OSP, CSH</p>	<p>Dec 2012</p>	<p>N</p>
<p>c) Gender should become a regular item on the agenda of senior management;</p>		<p>c) Regular agenda item in senior management meetings to address gender issues in delivery of results.</p>	<p>ODG, ADG/ES</p>	<p>Dec 2012</p>	<p>N</p>
<p>d) FAO Governing Bodies should receive regularly reports stemming from the accountability mechanism and recommend actions when compliance is not fully satisfactory</p>		<p>d) Elaborate and institutionalize mechanisms for reporting to FAO governing bodies. Clear internal communication initiatives by the highest management level (DG and DDGs).</p> <p>SO-K team will present synthesis reports on progress about gender</p>	<p>ADG/ES in collaboration with DDGs, ADGs, other FAO Senior Management, ESW and SO-K team</p>	<p>Dec 2012</p> <p>June 2013</p>	<p>N</p>

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		mainstreaming in FAO to Conference. ESW will have a coordination role and compile inputs from various Divisions			
<p><b>REC 2: To FAO Senior Management, on a Policy for Gender Equality</b></p> <p>FAO should elaborate a corporate policy on Gender Equality that will guide how gender equality goals will be mainstreamed throughout the Organization and all its technical and advocacy work, and will provide a path for the achievement of SO-K. The policy formulation process should be led by the Deputy Director General for Knowledge, with a small team selected from among the Assistant Directors General and Division Directors, including the Director of ESW.</p>	Accepted	ESW has prepared a zero-draft of the Gender Policy. House-wide consultation and review will take place from October 2011. The Policy is expected mid-2012 for presentation to the governing bodies. It will address the inclusion of gender equality issues across the whole Strategic Framework. DDK and DDO to participate in the development process and clearance. Implementation of the policy will be further supported by the elaboration of a corporate Gender Strategy and Action Plan.	DDK , DDO, ADG ES SO-K and ESW with inputs from FAO departments, decentralized and HQ offices and GFPs	October 2011 - July 2012	N

Evaluation Recommendations	Management <b>Accepted, partially accepted or rejected</b> and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
<p><b>REC 3: To FAO Senior Management, on the structure and contents of the Policy for Gender Equality</b></p> <p>FAO policy on Gender Equality should contain a strategy and provision for Action Plans at divisional levels. The strategy must go beyond perpetuating existing gender roles and improving livelihoods, to achieving empowerment and gender equality in decision making and access to and control over resources. Women in Development initiatives can be part of the strategy and action plans, as entry-points towards achieving gender equality.</p>	<b>Accepted</b>	Continue the elaboration of the Policy and seek inputs from all other FAO departments and offices with emphasis on the decentralized level. Develop Gender Mainstreaming Strategy and Action Plan together with primary stakeholders.	DDK , DDO, ADG/ES, SO-K team and ESW with inputs from all FAO units	October 2011 - July 2012	N
<p><b>REC 4: To the Human Resources Management Division, on gender balance among staff</b></p> <p>FAO should take steps to ensure a more equal gender balance for staff at all levels of the Organization. This should involve, among other possible actions:</p>	<b>Accepted</b>	Actions a) and b) have been addressed in the draft version of the Strategic Action Plan "Towards Gender Balance - HR Strategic Action Plan - 2010-2013". The HR Action plan on gender to become effective as soon as possible.	DDO, CSH		

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		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
a) Adopting a proactive policy to recruit more women at professional and higher levels of staff;		a) Equal gender representation to be a stronger recruiting criterion. Gender competencies will be included in job descriptions.	CSH	Dec 2011	N
b) Establishing more family-friendly policies including flexible working hours and childcare provisions and a clear recognition of the importance of a satisfactory life/work balance;		b) Consider options for establishing a child care facility to support working parents.	CSH	Dec 2012	N
c) Increasing the number of men employed in General Services;		c) Indicate concrete measures to ensure equal gender representation at all P and GS levels, setting concrete targets to be reached in the medium-term, and indicating how the priorities of geographic distribution and gender balance could be reconciled in the case of P recruitment.	CSH	Dec 2012	N
d) Including the standard UN invitation for female candidates to submit their applications in all FAO vacancy announcements at national and regional		d) All vacancy announcements already include the standard UN invitation for female candidates.	CSH	Completed	N



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<b>REC 5: To FAO Senior Management, on corporate culture</b>  FAO should take steps to establish a corporate culture which encourages and supports gender equality in all aspects of the Organization. This should include:	<b>Accepted</b>				
a) Gender awareness sessions for all levels of staff, including upon recruitment;		a) Briefing packages for new FAORs, staff and managers will be developed to build awareness of their gender mainstreaming responsibilities. Awareness raising events need to be periodically carried out in the form of retreats and team building.	All Departments with CSH, ESW and the Culture Change Team	Dec 2013	Y
b) Counseling and support for those who feel most threatened by cultural and organizational change;		b) Mechanism for counseling and support for those who feel most threatened by cultural and organizational change is elaborated.	Ethics Officer and CSH	Jun 2012	N
c) Greater recognition for the varied and complementary contributions made by all staff to the workings of the Organization;		c) The rewards and recognition policy will address high quality contributions from staff on work of the Organization including gender.	CSD		N
d) Involvement of external specialists in supporting this process of cultural change.		d) Specialists to be hired as appropriate.	Culture Change Team	when needed	Y

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		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
<p><b>REC 6: To FAO, on structure for gender mainstreaming</b></p> <p>a) Each technical division should have in HQ a senior technical staff member who also has expertise in social/gender issues (divisional gender advisors). Time allocation will vary between divisions, on average it will be around 30%. This will be achieved through new recruitments when senior posts fall vacant.</p>	<b>Accepted</b>	a) By end-2013, all divisions will have senior expertise on gender. They can ensure it through recruitment or by developing the skills of the Gender Focal Points to ensure a 30% full-time equivalent allocation. While strengthening the existing Gender Focal Point network, ESW will support units in identifying a model that will ensure technical expertise on social and gender issues, according to their structure and needs. Current good practice includes a group of focal points in one unit who coordinate and distribute the responsibilities and periodically report to the unit's management.	CSH, HQ Divisions, ROs and SROs with support of ESW and SO-K	start in 2011, on going process	Y (re-allocation)
b) Gender/social development expert posts should be restored in all regional offices.		b) The Gender/social development experts to have mandatory attendance and a well defined role in Regional Conferences to report on gender mainstreaming progress in FAO and to have exchanges with Member States on their gender equality successes and challenges.	Regional Offices	2012-13	Y (Adjustments to PWB 2012-13)

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c) Staff competences at subregional level should be adjusted either through recruitment or upgrading of policy officers' competence in the areas of gender and social development.		c) Recruitment of competent staff initiated and existing staff competencies developed (see Recommendation 11).	ADGs/RRs and Sub-regional Coordinators, will be responsible for ensuring adequate gender expertise and ESW will advise ROs/SROs.	ongoing	Y (re-allocation)
d) At country level, FAO Representations should include advocacy for gender equality in rural development among their responsibilities and:  - recruit part/full time gender experts depending on the size of the country portfolio to support projects and represent FAO within interagency mechanisms; or  - recruit gender/social development expert for consultancy support in mainstreaming gender in Country Programming Framework and upcoming projects, should resources be limited.		d) FAORs, ROs/SROs will recruit as appropriate.	ADGs/RRs and Sub-Regional Coordinators, will be responsible for ensuring adequate gender expertise and ESW will advise RO/SRO.	ongoing	Y (EB)

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<p><b>Rec. 7 To the Emergency Operations and. Rehabilitation Division, on gender expertise in Emergency Coordination Units</b></p> <p>It is recommended that, where warranted by the size of the emergency programme and by the type of emergency being tackled, a dedicated gender specialist should be recruited for Emergency Coordination Units</p>	<b>Accepted</b>	<p>a) Continued technical support and clearance of gender equality issues in TCE humanitarian programmes. Wherever feasible, TCE will have dedicated gender expertise in place.</p> <p>b) Continued technical support from IASC GenCap roster of gender experts in country.</p> <p>c) Technical support from GenCap to the global food security cluster.</p> <p>d) Gender marker trainings of FAO - ECU staff, to build up local expertise, will continue throughout 2011 and 2012.</p>	TCE, RO/REOs, SRO/SREOs, HQ technical Divisions, with support of ESW, SO-K and SO-I	<p>a) ongoing</p> <p>b) Dec 2011</p> <p>c) Sept 2012</p> <p>d) Dec 2012</p>	N
<p><b>Rec. 8 To FAO, on competence on gender mainstreaming of staff and consultants</b></p> <p>FAO should integrate competence and skills on gender issues as a selection and appraisal criterion in all its recruitment and appraisal processes, for both staff and consultants. The weighting given to this competence will depend on each specific job description.</p>	<b>Accepted</b>	Gender specific competencies for job descriptions will be elaborated. Develop mechanism to integrate competence and skills on gender issues as a selection and appraisal criterion in recruitment and appraisal processes.	CSH with the support of technical divisions and ESW	ongoing	N

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<b>Rec. 9 To FAO Senior Management, on the role of ESW on Gender and Social Equality</b> Building on existing strengths, ESW should be the think-tank in FAO on social equality issues, including gender. In this capacity, it will:	<b>Accepted</b>	ESW will continue to work normatively on social and gender issues, while also carrying out its gender mainstreaming functions.	ESW	ongoing	N
i) be the LTU of and contribute to projects with a strong focus on social equality and gender issues;		i) ESW's limitations on human and financial resources would allow the Division, only in specific cases, to be the LTU or to directly contribute to projects.	Senior Management, ESW	ongoing	N
ii) continue to develop normative products in support of improving the integration of social and gender equality aspects in FAO's work.		ii) See Recommendation 10 iii).	FAO Senior Management	ongoing	N
<b>Rec. 10 To ESW on its role in gender mainstreaming in FAO</b> ESW should facilitate gender mainstreaming in the rest of the Organization in an advisory role. For this purpose, it should:	<b>Accepted</b>				Y (Adjustments to PWB 2012-13)
i) assign or recruit a senior staff member to work full time with a more junior staff member on SO-K and provide expert advice and guidance on gender mainstreaming, gender tagging,		i) Recruitment senior position.	ESW	Jan 2012	Y

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reporting and production of relevant normative products;					
ii) maintain a network linking FAO divisional gender advisors and gender experts in decentralized offices, to keep them updated and canvass their experience and expertise for normative products and inter-departmental work;		ii) See action in Recommendation 6. Gender Focal Points terms of reference have been completely reformulated and adopted after extensive consultations. GFP network and community of practice being set up.	ESW, GFPs	ongoing	N
iii) provide assistance to FAO staff engaged with flagship normative products and field programmes to ensure that they integrate a gender equality perspective in their outputs and outcomes, both at country and global level;		iii) ESW staff and the units' GFPs are providing technical assistance to SOFA 2012 and SOFI 2011. For other flagship products and field programmes, the relevant technical divisions (SOCO, SOFIA, SOLAW, etc.) and regional offices for field programmes will take the lead.	ESW, GFPs, SOFA, SOFIA, SOFI, SOCO and SOLAW teams	ongoing	N
iv) monitor the progress by FAO on gender integration through FPMIS, evaluation reports and any other indicator it will develop or identify with other units in the Organization;	iii) See comments on Recommendation 6.	iv) Monitoring tool to be developed.	TCDM with support of ESW	Dec 2012	Y
v) collaborate with PPRC to integrate lessons learned on gender mainstreaming in new projects;		v) PPRC decentralized focal points to be trained in screening projects for gender equality issues. Identify gender markers for coding purposes.	TCDM and CSH with support of ESW	Dec 2012	Y

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vi) provide assistance to FAO at large on how to incorporate gender disaggregated information into projects and normative products, upon request;		vi) Develop guidelines in collaboration with ESS/Agricultural Census/FAOStat and CountryStat, pending availability of resources.	ESW, ESS, FAOStat and CountryStat	Dec 2012	N
vii) provide assistance at country level to FAO's Country Programming Frameworks, in FAO's contribution to UNDAF and in United Nations Joint Programme initiatives, upon request and with cost recovery		vii) Guidelines to include gender in CPFs and in its quality assurance mechanism were developed and distributed to country offices.	Regional gender focal points and resources (see Rec. 6b), TCS with support from ESW	ongoing	Y
<b>Rec. 11 To FAO, on capacity development in gender mainstreaming within FAO</b> a) CSH and ESW should develop templates for gender-awareness raising sessions for all FAO staff, also at project level, to be used in the orientation sessions for new staff and which include FAO's gender policy and mainstreaming mechanisms and tools;	<b>Accepted</b>	a) Develop templates for gender-awareness raising.	CSH, CIO with support from ESW	Dec 2013	Y
b) Capacity development on GAD should be specific and focused on the needs of different units and divisions, including practical 'how to' guidelines for mainstreaming gender in the field programme	b) Accepted, subject to resource availability, as it involves numerous different unit products and regional products to be developed in close consultation with the related units, divisions and regions.	b) Develop practical, tailor-made, how-to-guidelines with the different units and divisions.	CSH, CIO with support from technical divisions and ESW	ongoing	Y

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		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
and the normative work of each unit;					
c) Under the responsibility of each technical division and decentralized office, all FAO internal and external capacity development programmes, including orientation programmes for new staff and project personnel and, whenever gender would be a relevant aspect of the topic, should integrate social inclusion and gender equality in their curricula.		c) integrate gender equality and social inclusion perspectives into all FAO originated CD programmes.	CSH, OEKC, CIO with support from technical divisions and ESW	Dec 2013	N
<b>Rec. 12 To FAO and its Member States on capacity development of Members States on gender mainstreaming</b> FAO should carry out capacity development on gender mainstreaming in Member States only when sufficient voluntary funds are made available. When requests for support in this area will be presented to FAO, they will be directed to the unit in the best position to meet the specific demand	<b>Accepted</b>	Regional and subregional networks of certified gender experts and institutions that can be called upon to assist FAO and member countries to develop capacity on gender equality issues are being set up (see Recommendation 6 d) with a variety of partners, in line with the FAO Corporate Capacity Development Strategy.	CSH and OEK with ESW	ongoing	Y (EB)



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<p><b>Rec. 13 To FAO, on commitment to work in HIV and AIDS</b></p> <p>FAO should maintain the commitment to work with HIV and AIDS affected and infected people in its field programmes and projects in countries where the epidemic has an impact on rural population. This should be achieved through partnership with UNAIDS and other agencies and through some capacity in the regional or sub-regional offices where the pandemic has a stronger impact on rural livelihoods and food-security to backstop these projects.</p>	<p><b>Rejected</b> The AIDs epidemic has entered a post-peak phase, characterized by an overall decline in new infections, fewer AIDS-related deaths, and a plethora of adjustment mechanisms developed by affected communities and households. The Organization has been strategic in its response to the epidemic, recognizing early its implications for the agricultural sector and putting this on the development agenda. However, FAO is aware that at this stage of the epidemic's evolution, prevention and mitigation work may be more effectively managed by better resourced sister agencies in the UN system such as WHO, UNAIDS and UNFPA. As HIV and AIDS are not mentioned in the new Strategic Framework, FAO has phased it out to concentrate increasingly scarce resources to enhance results in a more focused/limited range of thematic areas. Nevertheless, work continues to be covered in some of FAO technical areas, primarily at country and regional levels, where the epidemic continues to have significant impacts on agriculture and food security and where extra-budgetary resources are available, in response to member demand.</p>				

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<p><b>Rec. 14 To FAO, on project effectiveness</b></p> <p>In all projects - emergency, rehabilitation and development - that have an impact on people FAO should:</p>	<b>Accepted</b>	The majority of FAO projects will be approved based on Gender Equality parameters. In those cases where relevant a social analysis process will be carried out during the needs assessment in the specific country or region.	All FAO units at HQ and in DOs involved in project formulation and implementation, with special support from TCDM and ESW	Jun 2012	Y (EB)
a) carry out a social analysis at the design or inception stage; cost effective approaches include use of pre-existing studies and analysis and scoping studies;		a) TCDM work on project cycle training will address social analysis with the use of pre-existing studies being a preferred option.	TCDM and BHs	Dec 2011	Y at project level
b) develop a clear road map for gender concerns within each project, including indicators for its monitoring;		b) Guidelines on how to develop gender sensitive indicators will be elaborated.	TCDM with support from ESW	Dec 2011	N
c) integrate social development and gender expertise in project design, formulation and inception and a budget line for a gender specialist wherever possible;		c) The decentralized PPRC mechanism will include a gender criterion. Regional PPRC staff will be trained on gender issues in the project cycle. (Not all projects will have resources, nor the need for a gender specialist).	TCDM with support from ESW	Jun 2012	N

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d) integrate the perspectives of male and female project participants on needs, goals and indicators in project design and implementation;	d) This is necessary but will only come about if measures are taken to address it in the needs assessment, stakeholder analysis and in budgeting.	d) Training course on project cycle management and field programme manual will have a section focusing on stakeholder analysis and social and gender needs assessment.	TCDM, CSH with support from ESW	Dec 2012	N
e) design regional and national projects within agreed frameworks of reference in terms of targets and indicators, that allow adaptation to address gender differences depending on the local context.		e) FAO projects at the regional and national level will be monitored through targets and indicators that are gender specific.	PPRC	Dec 2013	N
<b>Rec. 15 To FAO, on Partnerships and alliances</b> a) FAO should develop partnerships and alliances with those organizations – national, regional and international NGOs, associations and governmental institutions – that are competent in gender and social development for project design and implementation.	<b>Accepted</b>	a) See Recommendation 12: Regional and subregional networks of certified gender experts and institutions that can be called upon to assist FAO and member countries to develop capacity on gender equality issues are being set up with a variety of partners. Project design and implementation issues will be covered.	OED, OSD, TCD, with the support of ESW.	Ongoing	Y (EB)
b) FAO should participate in UN Joint programmes aiming at gender equality, supporting women's productive role in agriculture, and ESW support should be secured through adequate cost-recovery mechanisms;		b) ESW and TC developed guidelines for addressing gender issues in UNJPs. They have been disseminated to all country offices for their implementation.	Country offices, ESW and TC	ongoing	N

Evaluation Recommendations	Management <b>Accepted, partially accepted or rejected</b> and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
c) FAO at country level should participate in the UNCT gender working groups to raise the profile of the productive role of rural women.		c) Gender Focal Points to be identified and supported by country offices.	OSD, FAORs	ongoing	N
<b>Rec. 16 To FAO, on Partnership with UN Women</b> a) FAO should establish a partnership with UN Women at corporate level, to capture support at regional and country level in furthering empowerment of rural women;	<b>Accepted</b> FAO will emphasize gender mainstreaming in agriculture and rural development as opposed to focusing on women in development exclusively.	FAO to co-lead UN women's focus area on women's economic empowerment. Negotiation underway to launch a UN Women-FAO and UN Women-Rome-based Agencies (RBA) partnership in February/March 2012.	UN Women, RBAs and ESW	Ongoing	N
b) ESW should work with UN Women based on respective comparative advantage in support to rural women, in particular, but not exclusively, in the areas of land rights and food security and nutrition mapping		ESW/UN Women and Rome-based Agencies: Collaboration has been initiated in preparation for Commission on the Status of Women 2012 (focusing on rural women).	UN Women, RBAs and ESW	Ongoing	N
<b>Rec. 17 To FAO, on operationalizing gender mainstreaming</b> a) FAO must systematically include in its reporting systems, sex-disaggregated information on project participants and on achievements on gender equality;	<b>Accepted</b>	a) Project cycle manual and field training manual and country programming framework make reference to the importance of collecting, analyzing and using sex-disaggregated data.	TCDM, OSP, ODG with ESW	Ongoing	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
b) The Office of Corporate Communications and External Relations and the Office of Knowledge Exchange, Research and Extension should ensure that all FAO publications, leaflets, briefs and communication materials should be revised before finalization and printing to ensure that they do not convey sexist messages – in words or images - in relation to women's and men's roles and responsibilities.		b) Extensive gender training on communication and gender for the office of corporate communications and external relations and the Office of Knowledge Exchange, Research and Extension is required.	OEK		Y

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
c) ESW and TCDM should develop gender qualifiers for FAO projects, compatible with the gender markers system made mandatory by the Inter-Agency Standing Committee for the emergency and rehabilitation sector, and related guidelines for their use in the corporate information systems, to enhance its accuracy and reliability. The guidelines should be distributed throughout the Organization, followed by support through a help-desk system. The new PPRC mechanism should be brought into the process of assigning gender markers to the projects it revises.		c) Help Desk will be established to operationalize the gender marker. Help Desk system responsibilities need to be clarified and feasibility assessed within existing responsibilities and resources. ESW will provide initial support (and overall strategic orientation), but the desk will need to be maintained and composed of others. Senior Management to consider making the gender marker mandatory for FAO's work programme.	TCDM, OSP, ESW		Y