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## PROGRAMME COMMITTEE

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**Follow-up to the Evaluation of FAO's role and work related to  
gender and development**

**VALIDATION REPORT**

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## Office of Evaluation

# Validation of the Follow-up Report to the Management Response to the Evaluation of FAO's Role and Work related to Gender and Development

*Final report*

## **Food and Agriculture Organization of the United Nations Office of Evaluation (OED)**

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## Acronyms

ADG	Assistant Director-General
CPF	Country Programming Framework
CSP	Human Resources Support Service
CSPL	Learning, Performance and Development Branch
DDO	Deputy Director General Operations
DG	Director General
ES	Economic and Social Development Division
ESCWA	United Nations Economic and Social Commission for Western Africa
ESP	Social Protection Division (former ESW Division until Oct 2013)
ESS	Statistics Division
ESW	Gender, Equity and Rural Employment Division
FPMIS	Field Programme Management Information System
GFP	Gender Focal Points
HIV and AIDS	Human Immunodeficiency Virus and Acquired Immunodeficiency Syndrome
HQ	FAO Headquarters
IDWG	Interdepartmental Working Group
IFAD	International Fund for Agricultural Development
LTU	Lead Technical Unit
ODG	Office of Director General
OED	Office of Evaluation
OHR	Office of Human Resources
OSD	Office of Support to Decentralization
OSP	Office of Strategy, Planning and Resources Monitoring
PC	Programme Committee
PEMS	FAO Performance Evaluation and Management System
PPRC	Project and Programme Review Committee
PWB	Programme of Work and Budget
REU	Regional Office for Europe and Central Asia
SFE	FAO Sub-regional Office for Eastern Africa
SO	Strategic Objective
SOCO	The State of Agricultural Commodity Markets
SOFA	The State of Food and Agriculture
SOFIA	The State of World Fisheries and Aquaculture
SO-K	Strategic Objective K, on gender equity
SOLAW	The State of Land and Water Resources
SWAP	System-Wide Action Plan
TCDM	Technical Cooperation Department
TCI	Investment Centre Division
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNJP	United Nations Joint Programme
UNSD	United Nations Statistical Division
WCA	World Census of Agriculture
WID	Women in development

## **1 Introduction**

1. In response to Programme Committee (PC) directives, FAO has since 2006 prepared a Management Response for all evaluations. Evaluation policy also mandates a Follow-up Report two years after completion of the Management Response for thematic/strategy evaluations so as to report on the implementation of the accepted recommendations.

2. In 2010, the PC asked that Follow-up Reports also describe the lasting changes of implemented recommendations on corporate policies and procedures, so as to enhance the contribution of evaluations to corporate accountability and learning. The PC later requested the Office of Evaluation (OED) to develop and test a methodology for validating follow-up reports concentrating on recommendations at the strategic level.

3. The Evaluation of FAO's Role and Work in Gender and Development (hereafter referred to as the Evaluation) was submitted to FAO in June 2011 and the Management Response was submitted to the PC at its October 2011 session. The Follow Up Report to the Management Response is scheduled to be submitted to the PC at its November 2013 session. In line with PC directives, OED commissioned an independent consultant to validate the Follow-up Report to the Management Response to the Evaluation.<sup>1</sup> The Validation Report is also scheduled to be submitted to the PC at its November 2013 session. In line with the terms of reference, the validation process will comprise two parallel assessments:

- a. Assessment of the progress made in the implementation of the accepted evaluation recommendations and of any constraints and related causes met in implementation.
- b. Assessment of the clarity, realism and "implementability" of the accepted evaluation recommendations.

4. It is worth noting that, almost concurrently with the Evaluation, a Gender Audit was conducted at FAO, which was submitted in February 2011. FAO commissioned the Audit in the wake of the Independent External Evaluation of the entire Organization in 2007, while Member States requested the Evaluation of FAO's Work and Role on Gender in 2008. To avoid duplication and overlap, the former dealt with the institutional staffing, structures and functions, and the latter with FAO programmes.

## **2 Methodology**

5. The methodology for the validation consisted of:

- A desk review of key documents pulling out the main findings relevant to the purpose of the Validation (see Annex 1);
- Identification of the selected recommendations for validation as well as the key questions. The key questions covered five main areas: the Evaluation itself as well as the Gender Audit; the Gender Equality Policy; accountability, resources and FAO's gender architecture; and gender mainstreaming and gender parity;
- Structured individual and group interviews with key stakeholders selected from amongst headquarters and field staff knowledgeable about the evaluation and the implementation of its recommendations (see Annex 2);

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<sup>1</sup> Ms Nadia Hijab, Director, Development Analysis and Communication Services (DACS), carried out the validation process.

- The preparation of an Inception Report;
- The preparation of a draft Validation report and, based on comments received, the final report to be submitted to the Programme Committee.

6. The Validation process is intended to be a participatory and evidence-based exercise. The main constraint faced was the limited time available due to circumstances beyond the control of both the OED and the Validation consultant. This constraint resulted in limited interaction with regional and decentralized offices. Nevertheless, the task was greatly facilitated by the support of OED as well as the willingness of FAO staff and partners to give generously of their time and insights.

### 3 Selected Recommendations for Validation

7. The Evaluation made 17 recommendations, based on team findings and subsequent discussions. The Management Response fully accepted sixteen of these; it rejected Recommendation 13 regarding renewed FAO commitment to work on HIV and AIDS.

8. In consultation with OED, the consultant selected eight Evaluation recommendations and, within them, specific sub-recommendations for assessment in terms of implementation progress. Five of the recommendations are strategic in nature and address: accountability; a corporate policy on gender equality as well as strategy and action plans; a shift in corporate culture; and availability of sufficient gender expertise. Three are operational in nature, and address specific unit roles and functions. Box 1 below lists the selected recommendations and the rationale for selection so as to provide some of the context for the assessment.

#### Box 1. Selected recommendations for validation and rationale for selection<sup>2</sup>

Summary of Recommendation	Rationale for Selection
<i>Strategic</i>	i.
1b) Accountability mechanism at senior management level; 1c) Make gender a regular item on senior management agenda; 1d) Regular reports to FAO Governing Bodies on accountability so as to recommend actions when compliance is not fully satisfactory.	i. Accountability, or the lack thereof, for progress on gender equality is one of the issues most strongly identified throughout the Evaluation. The Evaluation emphasized the need for accountability by senior management as well as by FAO's governing bodies.
2) Adopt a corporate policy on Gender Equality to mainstream gender equality goals throughout the Organization and all its technical and advocacy work.	Recommendations 2 and 3 are linked. The absence of a corporate policy was identified as a key gap and the Evaluation emphasized the need for the engagement of senior management in its formulation and subsequent accountability for its progress. The Evaluation also emphasized the need for a strategy and action plans at the divisional levels to move beyond women in development (WID) to gender equality in decision-making and access to and control over resources.
3) FAO Policy on Gender Equality should contain a strategy and Action Plans to achieve empowerment and gender equality in decision-making and access to and control over resources.	
5) Establish a corporate culture which encourages and supports gender equality in all aspects of the Organization. Include: a) Gender awareness sessions for all levels of staff; c) Greater recognition for the varied and complementary contributions made by all staff;	Partly in order to achieve gender equality, the Evaluation several times emphasized the need for a culture shift so as to introduce "a new set of values in which people rather than commodities are central" (pp.86-87) and for "a change in culture which requires that technical and

<sup>2</sup> The full text of the selected recommendations and sub-recommendations is provided in Annex 3.

Summary of Recommendation	Rationale for Selection
<p>6a) Each technical division should have in HQ a senior technical staff member who also has expertise in social/gender issues to be achieved through new recruitments when senior posts fall vacant. b) Gender/social development expert posts should be restored in all regional offices. d) FAO Representations should include advocacy for gender equality in rural development among their responsibilities, recruiting part/full time gender experts depending on the size of the country portfolio.</p>	<p>scientific knowledge are understood as a means of achieving social and development objectives” (p.86).</p> <p>Without in-house gender expertise and consultancy services FAO will not be able to mainstream gender equality and enable its counterparts to do so. The Evaluation estimated the cost of Recommendation 6 at a corporate allocation of “approximately 2%” would be well below what most “other UN agencies dedicate to gender mainstreaming” (p.91, para 448). It also repeatedly emphasized the need for expertise as opposed to reliance mainly on the gender focal point (GFP) system, saying that despite recent improvements “the GFPs will not be able to ‘break through’ within their respective units and ensure that a gender perspective is systematically integrated in all FAO’s work.” (p. 81, para. 402)</p>
<b>Operational</b>	
<p>9) Building on existing strengths, ESW should be the think-tank in FAO on social equality issues, including gender, contributing to projects with a strong focus on social equality and gender issues; continuing to develop normative products on social and gender equality.</p>	<p>Recommendations 9 and 10 are linked.</p> <p>It is important to understand what the gender architecture is at FAO in the wake of the Evaluation (as well as the Gender Audit,) and whether Recommendation 9, together with the far more detailed Recommendation 10, regarding the role of ESW have been implemented and if not why not. Recommendation 10 in particular is very prescriptive and somewhat repetitive (see full text in Annex 3), leading to the question of whether it was realistic or implementable.</p>
<p>10) ESW should facilitate gender mainstreaming in the rest of the Organization in an advisory role. Sub-recommendations i to vii include: a full-time senior staff and junior staff member to provide expert advice on gender mainstreaming, gender tagging, reporting, incorporating gender disaggregated information into projects and normative products; a network linking FAO gender advisors; monitoring of FAO progress on gender integration; integrating lessons learned on gender mainstreaming in new projects; assisting FAO Country Programming Frameworks and joint initiatives, upon request and with cost recovery.</p>	<p>The Evaluation findings repeatedly identified as a major issue FAO’s ability to track progress because of lack of basic information on resources and activities dedicated to promoting gender equality.</p>
<p>17 a) Include sex-disaggregated information on project participants and achievements on gender equality in reporting systems; c) Develop gender qualifiers for FAO projects, compatible with the gender markers system mandatory in the emergency sector, and distribute related guidelines throughout the Organization, followed by support through a help-desk system.</p>	

#### **4 Assessment of Progress Made and Constraints Faced**

9. Annex 3 to this report provides the validation of each of the selected recommendations set against the Management Response and Follow-Up Report. This consists of a short assessment of the present relevance of the concerned recommendation as well as its clarity, realism, and implementability; an assessment of progress made and constraints faced as set against the Follow-Up Report; and issues to monitor in 2014. This section sets out the assessment in narrative form. The related text from the Follow-up Report is also included for each discussed recommendation.

##### **4.1 General Comments**

10. The Gender Evaluation and Audit exercises of 2010 and 2011 raised considerable awareness at FAO of the importance of gender equality, parity and mainstreaming because of the many staff engaged through questionnaires, interviews, and documentation gathering, as evident in both reports and as affirmed by staff interviewed during the Validation process.

11. However, several staff members noted that some of the momentum had been lost due to the substantial “transformational change” process initiated in FAO as of 2012. This has involved further extensive impetus to decentralization to the field, as well as restructuring of headquarters, including the adoption of a cross-divisional multidisciplinary matrix structure to achieve the Organization’s new five Strategic Objectives (SOs). Moreover, there have been considerable cuts in posts due to budget constraints, which has added to the uncertainties of restructuring.

12. As one example of the lost momentum, it has not yet been possible to translate the Gender Equality Policy (GEP) into an organization-wide implementation plan, even though work began to develop the Policy immediately in 2011 in line with Evaluation Recommendation 2 and the Director General endorsed it in 2012. The shape of the reformed Organization is now much clearer, and the implementation of the Policy is now expected to move forward.

13. At the same time, new opportunities have arisen with the decision to mainstream gender as one of two cross-cutting themes, the other being governance, in the five new multidisciplinary Strategic Objectives for the reviewed Strategic Framework 2010-2019, as is reflected in the approved Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15. The multidisciplinary and cross-divisional approach is a break from the 2012-2013 Programme of Work and Budget (PWB), which had eleven SOs, of which gender was the tenth (SO-K).<sup>3</sup> The Social Protection Division (ESP – formerly the Gender, Equity and Rural Employment Division or ESW) took advantage of this unprecedented opportunity to mainstream gender equality into FAO’s programme work by assigning two ESP gender experts to each of the five multidisciplinary SO teams.

14. All staff interviewed on this point agreed that mainstreaming is a better approach than having a standalone gender objective, although some flagged the potential loss of visibility for gender equality as a theme that had been provided by SO-K. The ESP gender experts were unanimous in reporting that they were treated as valued members of the multidisciplinary teams preparing the 2014-2015 High Level Work Plans for the SOs, and,

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<sup>3</sup> SO K: Gender equity in access to resources, goods, services and decision-making in rural areas

despite the challenges of the new approach, this appears to have restored some of the momentum lost over the past year.

## 4.2 *Comments on selected strategic recommendations*

### 4.2.1 Accountability (Recommendation 1 b, c, d)

#### **Box 2. Extract from the Follow-up Report, paragraph 7**

The DG endorsement and FAO Conference approval of the new Policy on Gender Equality has clarified the accountability framework for delivery of gender equality through FAO's substantive work, specifying the responsibilities of senior management. An oversight body (or, a Steering Committee, as recommended by the Policy) to monitor progress towards the achievement of FAO's gender equality goal and objectives is yet to be established, but advocacy, oversight and accountability of the Policy are to be brought into the apex of the Organization.

15. Partly due to the changing senior management structure during the reform process, there is not yet a senior management mechanism for gender equality, as per the approved Evaluation Recommendation (1 b). When it is established, the accountability mechanism could include oversight for the implementation of the Gender Equality Policy so as to advance the Organization's work for gender equality as well as gender parity. The reporting related to the gender oversight function is currently undertaken by ESP, the division that is also responsible for gender mainstreaming and substantive products. ESP now reports through the Assistant Director General (ADG) for Economic and Social Development to the Director General. Now that the organizational reform process is so far advanced, the senior level accountability mechanism should be established as soon as possible.

16. FAO moved quickly in the wake of the Evaluation to introduce accountability for gender equality into the manager and staff performance appraisals (PEMS). However, because these are confidential documents, there is no mechanism as yet to assess the extent that managers are indeed accountable for one or more gender equality objectives. There were mixed responses from the interviews with staff and management as regards the extent to which they, or their managers, were held accountable for gender equality objectives. There also appeared to be some uncertainty, based on the interviews conducted, as to whether the PEMS system would continue or be replaced and how it would function in the new multidisciplinary SOs set-up as opposed to the old divisional system of organization.

17. Gender is not yet a regular item on the senior management agenda (1c), partly due to the organizational restructuring. The new Corporate Programmes Monitoring Board (CPMB) has hitherto focused on monitoring the rollout of the reviewed strategic framework and on putting mechanisms in place for the multidisciplinary SOs. It is due to focus on the functioning of the two cross-cutting themes, gender and governance, moving forward.

18. Although this is not directly related to the Organization's formal accountability structures, the interviews revealed a felt need for a gender champion at senior level. There has not previously been a gender champion at FAO, unlike in some other UN system organizations, but staff cited two former senior managers, a deputy director general and an assistant director general, as having performed some "gender champion" functions. Given that both the Evaluation and the Gender Audit have highlighted the distance that the Organization has yet to travel on gender equality and gender parity, it would appear that FAO could benefit from having a gender champion who visibly and systematically raises the issue of gender equality at the political, strategic, technical and operational level.

19. The Evaluation highlighted the need for the FAO's evaluation function to more forcefully call attention to the Organization's progress in gender mainstreaming.<sup>4</sup> This was not the subject of a specific recommendation, but given the contribution evaluations can make to support accountability, it is worth noting that the Office of Evaluation has, since the Evaluation, systematically included gender criteria in the templates for evaluations, reports, and guidelines, and monitored the gender balance of evaluation teams, among other measures.

#### 4.2.2 Corporate Gender Equality Policy (Recommendations 2, 3)

##### **Box 3. Extract from the Follow-up Report, paragraph 8**

The Policy on Gender Equality was developed through an extensive consultation process and endorsed by the Director-General... This Policy provides FAO with a framework to guide its efforts towards gender equality with clearly defined goals and targets. The Policy contains a strategy on gender mainstreaming and women-specific targeted interventions and an accountability structure which outlines actions to be taken at different levels at HQ and in decentralized offices...

20. The Gender Equality Policy was developed and adopted (Recommendation 2) but has not yet been translated into work plans (Recommendation 3) due to the organizational restructuring, as noted above. The fact that a Policy was in place positioned FAO's gender team at ESP to better mainstream gender equality in the five SOs, including the 15 minimum standards the Policy established.

21. The implementation of the Policy will still face some challenges as it moves forward. It has not yet been fully understood by staff across the Organization because it was still being rolled out when the organizational changes were launched. This is likely to be even more of a challenge in the field than at headquarters. The gender stocktaking exercises undertaken for SO-K under the current strategic framework helped several divisions identify and embark on ways to mainstream gender in their work. For example the Legal Office is working on a checklist spelling out gender roles for different sectors and standard terms of reference on gender for consultants. The Climate, Energy, and Tenure Division identified additional gender mainstreaming needs in energy and climate change on which work will be done next year. However, the shift from to the multidisciplinary matrix structure will mean a different approach to gender mainstreaming, including to stocktaking, presumably based on the 5 SOs rather than on the divisional structure as in the past.

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<sup>4</sup> The "evaluation function had for several years missed the opportunity to call attention to the poor level of gender mainstreaming throughout the Organization"(p.81).

#### 4.2.3 *Corporate Culture (Recommendation 5 a, c)*

##### **Box 4. Extract from the Follow-up Report, paragraph 10**

FAO has been taking steps to gradually establish a corporate culture which encourages and supports gender equality in all aspects of the Organization....

22. UN Women is finalizing a basic course on gender equality that will become available to all UN agencies to develop the gender skills of all staff; FAO will also offer an e-learning course for new staff as well as periodic gender briefings (5a). A Human Resources policy on gender equity has been developed but not yet endorsed. Among other things, the policy aims to enable FAO to be a family-friendly organization for both women and men. The policy will also specify core values, including non-discrimination, which will be rated in annual performance reviews. Gender parity targets are reported twice a year to the Finance Committee.

23. However, there were mixed responses as to whether the corporate culture has moved closer in the direction of “encourag[ing] and support[ing] gender equality in all aspects of the Organization”. Some informants felt there was more visibility of women at senior level, that the culture was more women-friendly than in other UN organizations, and that the multidisciplinary work would promote a shift in the Organization in which “people rather than commodities are central” to FAO’s mission, as the Evaluation put it (p. 86, para. 429.)

24. Yet the majority insisted that there was still a long way to go for culture change within FAO. For example, discussion of gender equality was rarely included when relevant in senior manager public statements on FAO’s work at large. And despite improvements, FAO was still seen as a “male-dominated” organization (according to the latest figures from OHRD, the ratio of women to men at senior levels is: P4 level, 34:66; P5 level, 27:73; D1 level, 24:76; and D2 level, 26:74).<sup>5</sup> In addition several staff members referred to the hierarchical nature of the organization and drew attention to the issues created by different types of contracts, which made some people less ready to speak up, particularly in the field. Although FAO has carried out several staff surveys in the past, it might wish to systematically conduct surveys of all FAO employees focusing specifically on staff perceptions, concerns, expectations and aspirations of the transformed Organization, once the reform process is concluded. The initial survey could then be used as a baseline against which to measure progress.

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<sup>5</sup> The Validation consultant has rounded up the figures. The actual figures are P4 level, 33.9:66.10; P5 level, 26.50:73.50; D1 level, 24.07:75.93; and D2 level, 25.71:74.29.

#### 4.2.4 Availability of Gender Expertise (Recommendation 6 a, b, d)

##### **Box 5. Extract from the Follow-up Report, paragraph 11**

Concerning the gender mainstreaming structure, FAO reinforced the main mechanism in 2011, officially mandating each Division, Regional and Sub-regional office to appoint a Gender Focal Point to carry out the gender equality work. The terms of reference for the Gender Focal Points were reviewed. The grade of the Gender Focal Points should be preferably P4 or above, requiring a dedication of 20% of their time to mainstream gender aspects in the work of the Division/Office. The number of Gender Focal Points has been expanding especially in the decentralized offices, with more than seventy Gender Focal Points and alternates as of the end of May 2013 (8 at the Regional Offices, 13 at the Sub-Regional Offices and 50 at the Country Offices)....

25. Although FAO senior management formally accepted all the Evaluation recommendations with the exception of the one regarding renewing FAO's commitment to HIV and AIDS, it has in practical terms not accepted Recommendation 6 (a): that each technical division in headquarters should have "a senior technical staff member who also has expertise in social/gender issues (divisional gender advisors)". The Evaluation viewed the Organization's Gender Focal Point network as an interim measure until gender advisors could be recruited (by contrast, the Gender Audit recommended maintaining the Gender Focal Point system). As the Follow Up Report notes, the focal point system has been strengthened and there are no moves to ensure that technical divisions have gender advisors.

26. Recommendation 6 (a) may no longer be valid because of the new structure of the organization to work in a cross-divisional matrix format and the adoption of five SOs. In this new structure, ESP (ex-ESW) has been able to make two gender experts available to each of the five SOs to support the SO leaders' responsibility to mainstream gender in the strategic objectives. At the same time, based on observations, interviews, and the documents available, this Validation concurs with the Evaluation that FAO does not have sufficient gender expertise available to mainstream gender across the Organization's work. The Gender Focal Points are a valuable information sharing and gender advocacy mechanism, and several use their position in strategic units such as OSP to advance gender equality goals. However, they are by definition not gender experts able to handle technical work (with some exceptions, e.g. the social development experts in TCI).

27. FAO has an ambitious agenda and responsibilities, both within its own programme of work and with its counterparts in the field. For example, according to OSP each SO covers 10 outputs on average, for a total of 48 outputs. The ESP gender experts have had to focus on just a few outputs, selected after a careful mapping of the SO outcomes and the gender equality policy objectives in collaboration with the SO teams.

28. Moreover, the outputs will be developed into far more numerous activities. All this will require gender expertise if gender is to be effectively mainstreamed in the Organization's work. The Organization is in the process of recruiting gender experts for the Regional Offices, in implementation of Recommendation 6 (b), which is a very good step. However, their plates are likely to be overflowing given the need to respond to Country Offices and engage with regional and national bodies. Even during the brief period of this Validation, some staff shared that they still did not have the knowledge of "how to" do gender mainstreaming. There is also need to support the gender mainstreaming work of programme countries. Staff members gave an example of the fisheries sector, where women play a major role but remain invisible, to underscore the need to support counterpart capacity in gender mainstreaming.

29. It is unrealistic at this stage to expect the Organization, which has been forced to make severe staff cuts, to be able to hire staff with gender expertise for each division, as required in 6 (a) and to do more than hiring the full-time gender experts in the Regional Offices as envisaged in 6 (b). Other UN system partners cannot afford to do so or have had to cut gender posts. The gap in gender expertise could be addressed through consultancy services or through recruitment of experts for major projects.<sup>6</sup> However, there is no regular source of funding for consultancy services, and while some divisions are able to tap divisional resources, other divisions and Regional Offices have described how they had to put gender mainstreaming activities on hold when funds ran out.

30. Gender-related work is allocated 2% of the FAO budget, which will remain “ring-fenced” for the next biennium. This covers the implementation of Recommendation 6 (b), that is, the recruitment of gender experts for each of the five Regional Offices, and provides some funds for mainstreaming, but it appears insufficient for the volume of work at hand. A funding envelope will be attached to every SO, but it is unclear how much of this will be made available for gender expertise.

31. Donor member countries may wish to establish a special fund, based on an evidence-based analysis by ESP and relevant units of funds needed, to support gender mainstreaming for the next biennium. This would enable technical divisions at HQ and Regional and Country Offices to take advantage of what is an unprecedented mainstreaming opportunity. It would also support the implementation of Recommendation 6 (d), making it possible for FAO Representations “to 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”.

#### 4.2.5 The Knowledge Products Role of ESP (formerly ESW) (Recommendation 9)

##### **Box 6. Extract from the Follow-up Report, paragraph 13**

ESW continues its normative and analytical work on social and gender issues, including mainstreaming gender perspectives in all areas of work at FAO. A set of normative products were prepared with technical units and external partners....
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32. In the wake of the restructuring, the two ESP teams that had dealt with knowledge products and analysis and capacity development are now collaborating in the management of the cross-cutting theme on gender from their base in ESP. It is worth flagging that several interviewees expressed concern at the disappearance of the term gender from the name of the division in the renaming of ESW to ESP. FAO partners also expressed surprise that there was not a distinct gender unit at FAO, which they felt was essential at this stage of mainstreaming gender equality within the UN system.

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<sup>6</sup> The Follow-Up Report notes that the Regional Office for Europe and Central Asia has recruited national and international experts to support gender mainstreaming at regional/sub-regional level, in addition to the country level. Other regions have done so for short or long term periods.

4.2.6 The Mainstreaming Role of ESP (formerly ESW) (Recommendation 10 i – vii)<sup>7</sup>

**Box 7. Extract from the Follow-up Report, paragraph 13**

...ESW has also strengthened the counterpart role within the division, assigning specific backstopping functions to its staff in support of technical units and decentralized offices, as well as in preparation of the new Strategic Framework (2014- 17). ESW also provided technical support to the respective SOFA and SOFI publication teams, and gender equality perspectives were addressed in these FAO's flagship publications in 2012, either with a sector or with key messages on gender equality....

33. The reflection of work to advance gender equality through the five SOs is still underway. Gender staff reported that it was difficult to effectively mainstream gender at the outcome level and they have instead focused on the products and services related to the 48 outputs. This was done based on a gender analysis to identify where gender was of strategic importance within each SO, in line with the Gender Policy objectives. A few areas of work were then defined in each SO and negotiated with the SO team, following which a mix of products and services were developed. Indicators are currently being developed for the 5 SOs that are intended to be gender-sensitive where relevant, and specific indicators have been inserted in the work plan of the cross-cutting theme on gender. The operational work plans are now being developed, and it is here that a more detailed articulation of gender mainstreaming is likely to be seen.

34. It is only after implementation is underway that it will be possible to assess the effectiveness of the work done by the SO team leaders and their teams to promote gender equality through their outputs and to learn lessons to inform future work. It would be useful to conduct a rapid assessment towards the end of 2014 of how the five SO teams are doing in the areas where they are promoting gender equality through their work, as well as how the cross-cutting theme on gender is functioning. This exercise would be important and useful for the SO team leaders given their responsibility to implement – and monitor – gender-related initiatives in the objectives for which they are responsible.

35. A full gender analysis of the new Strategic Framework and SOs is well beyond the scope of this Validation. Nevertheless, the consultant briefly reviewed the High Level Work Plan drafts of the five SOs. Even though these offer a broad framing of the topics to be addressed, there were opportunities to be more specific about the intent of gender mainstreaming, and this was done in some cases. For example in speaking about the impact of phenomena like migration, attention was drawn to the ways in which men and women can be affected differently due to their assigned gender roles (SO4, p.28). However, such specific examples were too few in the 5 SOs. It would have been helpful to more frequently “concretise” the gender differences by drawing on FAO’s rich store of knowledge and experience in order to enable FAO staff and partners to consider ways to take these forward in their work.

36. In addition, there were several uses of generic terms such as the “rural poor” and “stakeholders” and phrases such as “women and youth” (and indigenous peoples) across the SOs. These send the wrong signal. Women can be, like men, doubly or trebly disadvantaged by gender when they are also indigenous, young, and poor. In other words, women cannot be

<sup>7</sup> It is worth noting that the Follow-Up Report was prepared in June 2013; the Validation process, due to a number of factors outside the control of OED, was carried out in October 2013. Thus the Follow-Up Report focused on activities achieved in 2012, whereas the Validation focuses on the on-going process of mainstreaming gender into the 2014-15 work plans.

simply clustered together with youth. As for “youth”, this is a gender-neutral term that masks the different socialization of young women and men.

#### 4.2.7 Availability of Data (Recommendation 17 a, c)

#### **Box 8. Extract from the Follow-up Report, paragraph 17**

The guidelines on country programming framework and the new project cycle were developed. These guides make reference to the importance of collecting, analysing and using sex-disaggregated data.  
....

37. The gender marker system is now being introduced throughout the new Strategic Framework. Several respondents in technical divisions referred to the practical way in which these will help them to ensure that gender is mainstreamed and to report on relevant questions on gender equality. However, a staff member with longstanding experience of gender markers noted that the key in their usage lies in monitoring and evaluating implementation, adding that this is a weakness amongst the UN agencies that apply gender markers.

## **5 Comments on the Evaluation, the Management Response and Follow-Up Report**

38. The Evaluation was of very high quality.<sup>8</sup> Judging by the report and its annexes the Evaluation team was rigorous and painstaking and devised valuable tools to assess areas where data was inadequate to provide sufficient evidence to back up its recommendations.<sup>9</sup> The Evaluation’s 17 recommendations are set out in order of priority but, it asserts, are all equally important. Moreover, of the 17 recommendations, 9 were divided into sub-recommendations, for a total of 40 recommendations/sub-recommendations.

39. The Validation believes that not establishing strategic recommendations based on selected criteria and distinguishing these from functional or operational recommendation ran the risk of leading to a “laundry list” approach to reporting. It masks what FAO must do, without fail, to achieve progress. By contrast, the Audit Report selected only recommendations it described as strategic rather than “prescriptive” and divided its 9 recommendations into three addressed to the highest level of decision making in the Organization, with the remaining six intended for the ADG of the Economic and Social Development Department (ES) to take forward.

40. The Management response pledged to immediately restore, as recommended by both the Evaluation and the Audit, the “gender-related resources in all regional offices” and to allocate funding for two professional posts to ESW to support gender mainstreaming activities (p.2), making a series of other commitments to fulfil the Evaluation recommendations. The Follow-Up Report provided a thorough account of where FAO stands now in terms of fulfilling the Evaluation recommendations.

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<sup>8</sup> The Follow-Up Report noted that the Programme Committee appreciated the “quality of the Evaluation” p.2.

<sup>9</sup> “The evaluation used a range of quantitative and qualitative tools and methods: stakeholder consultation through group and individual semi-structured interviews with specific check-lists for FAO staff, Member States and UN agencies; country visits; corporate systems search for projects, Global Public Goods (GPGs), planning and budgeting documents; evaluation matrix; outlines for country and project reports; project scoring criteria; matrix for Global Public Goods (GPG) assessment with six criteria and descriptors. The evaluation adopted a six-point scale for scoring projects and GPG.” (p.23)

41. This Validation believes that progress has been made on the Evaluation recommendations despite considerable odds, and commends the staff for their level-headed dedication and persistence in pursuit of gender equality goals in a rapidly changing environment. However, the extent of the ground lost because of the restructuring is clear in what remains to be done, as can be seen in the comprehensive list of eight challenges in paragraph 18 of the Follow-Up Report. A real sense of results will not be clear until implementation is underway and can be measured, if organizational stability can be sustained.

42. The process of Evaluation-Management Response-Follow Up Report-Validation may have benefits but it also suffers limitations. The resources available to a validation exercise are far more limited than those available to a fully-fledged evaluation, and the ability to collect evidence is seriously constrained. This may be less important for a more focused technical topic such as water or nutrition, but it is a major challenge for an all-encompassing Organization-wide subject such as gender equality and parity. At best, a validation can offer a fresh perspective and seek to ask questions that those involved in the day-to-day work do not have the space to do. Moving forward, there is no need for further reporting to the Programme Committee and Conference other than against the corporate Gender Equality Policy.

## **6 Conclusion for consideration by FAO**

43. There are key areas in which the Organization needs to move much more rapidly on the Evaluation recommendations it approved as well as on the Gender Equality Policy it adopted. This includes in particular the recruitment of the five Regional Officers, of whom only two are likely to be fielded soon – over two years after the recommendation was approved. It also includes the need to quickly put in place a high-level accountability mechanism for gender equality, as per the approved Evaluation Recommendation. The accountability mechanism could also include oversight for the implementation of the Gender Equality Policy so as to advance the Organization’s work for gender equality as well as gender parity.

44. A Validation process report is not expected to formulate recommendations or suggestions. Nevertheless, in consideration of the importance of mainstreaming gender equality in the work of FAO to enhance its potential effectiveness and impact, the author of the Validation report suggests a few proposals, listed here below, for consideration by FAO. Neither formal response nor reporting on these is expected.

45. Given the distance that FAO has yet to travel on gender equality and gender parity as well as the disappearance of the term “gender” from the divisional structure, and the ending of the standalone gender Strategic Objective SO-K, the Organization may benefit from having a senior-level gender champion who visibly and systematically raises the issue of gender equality at the political, strategic, technical and operational level.

46. Although FAO has carried out several staff surveys in the past, it might wish to systematically conduct surveys of all FAO employees focusing specifically on staff perceptions, concerns, expectations and aspirations of the transformed Organization, once the reform process is concluded. The initial survey could then be used as a baseline against which to measure progress.

47. Given the new approach to gender in the Strategic Framework, it might be useful to conduct a mid-term rapid assessment on how the five SO teams are addressing gender issues, as well as how the cross-cutting theme on gender is functioning. This would be especially

useful for the SO team leaders given their responsibility to implement and monitor gender-related initiatives in the objectives for which they are responsible. This assessment would also provide some guidance to strengthen the gender-related work of the Organization and could be shared with FAO's governing bodies.

48. Donors may wish to establish a special fund, based on an evidence-based analysis by ESP and relevant units of the funds needed, to support the organization's work on gender equality and the empowerment of women. The fund would enable technical divisions, SO teams, and decentralized offices to carry out specific gender-related work to support FAO's gender equality objectives as well as to strengthen the capacity of member countries in their own efforts to promote gender equality in food, agriculture and related spheres. It would enable the Organization to take advantage of what is an unprecedented mainstreaming opportunity in an organization whose work is critical to global food security.

## **Annex 1. List of Key Documents Reviewed**

Development of the FAO Policy on Gender Equality, May 2011- January 2012, n.d.

Evaluation of FAO's role and work related to Gender and Development, Final Report, June 2011.

Evaluation of FAO's Role and Work to Gender and Development: Management Response, August 11, PC 108/5 Sup.1.

FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development, n.d.

FAO Progress Report on Gender Equality 2012 (draft of March 2013).

Follow-Up to the Evaluation of FAO's Role and Work to Gender and Development, to be submitted to the Programme Committee in November 2013 (revision of 11 July 2013).

Gender Audit of the Food and Agriculture Organization of the United Nations, Final Report, February 2011.

Strategic Objective 1 Contribute to the eradication of hunger, food insecurity and malnutrition, Version of July 2013

Strategic Objective 2 Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner, Version of July 11, 2013

Strategic Objective 3 (SO3) Reduce rural poverty, Version of July 2013

Strategic Objective 4 (SO4) Enable more inclusive and efficient agricultural and food systems at local, national, and international levels, Version of July 2013

Strategic Objective 5 (SO5) Increase the resilience of livelihoods to threats and crises, Version of 19 July.

UN Women Rome SWAP Presentation 22 March 2012 (PPT).

## **Annex 2. List of Stakeholders Interviewed during the Validation Process**

### **FAO**

- Ms. Maria Abreu, Ethics Officer
- Ms. Tullia Aiazzi, Senior Evaluation Officer/ Office of Evaluation (OED)
- Ms. Sally Berman, Capacity Development Officer/ Office of Knowledge Exchange (OEK)
- Ms. Claire Billoud, Chief/ Office of Human Resources (OHR)
- Ms. Sharon Brennen-Haylock, Director/ Liaison Office in New York
- Ms. Ana Paula de la O-Campos, Gender Policy Officer/ Social Protection Division (ESP)
- Ms. Chitra Deshpande, Strategy and Planning Officer/ Office of Strategy, Planning and Resources Management (OSP)
- Mr. Jorge Fonseca, Agro-Industry Officer/ Rural Infrastructure and Agro-industries Division (AGS)
- Ms. Valentina Franchi, Gender and Development Consultant/ Social Protection Division (ESP)
- Ms. Elisa Gazzotti, Intern-Gender Mainstreaming/ Social Protection Division (ESP)
- Mr. Dan Gustafson, Deputy-Director General Operations/ Office of Evaluation (Office in Charge)
- Ms. Mirela Hasibra, Liaison & Operations Officer/ Emergency and Rehabilitation Division (TCE)
- Ms. Susan Kaaria, Senior Officer/ Social Protection Division (ESP) \
- Ms. Daniela Kalikoski, Fishery Industry Officer - Gender Focal Point for Fisheries Division/ Fisheries and Aquaculture Resources Use and Conservation Division (FIR)
- Mr. Panagiotis Karfakis, Economist/ Agricultural Development Economics Division (ESA)
- Ms. Mariann Kovacs, Senior Liaison officer/Liaison Office in New York
- Ms. Regina Laub, Senior Officer/ Social Protection Division (ESP)
- Ms. Nadia Lawson, Finance Officer - Gender Focal Point for CSF/ Finance Division (CSF)
- Ms. Noma Mhlanga, Agri-Business Economist/ Rural Infrastructure, Agro-industries Division (AGS)
- Ms. Kae Mihara, Gender Mainstreaming Officer/ Social Protection Division (ESP)
- Ms. Unna Mustalampi, Gender Mainstreaming Officer - APO/ Social Protection Division (ESP)
- Ms. Sybil Nelson, Gender Officer/ Social Protection Division (ESP)
- Ms. Hilde Niggemann, Senior Field Programme Coordinator/ Office of Support to Decentralization (OSD)
- Ms. Martha Osorio, Gender and Rural Development Officer/ Social Protection Division (ESP)
- Mr. David Palmer, Senior Land Tenure Officer - Gender Focal Point for NRC/ Climate, Energy and Tenure Division (NRC)
- Ms. Clara Park, Consultant/ Social Protection Division (ESP)
- Ms. Hajnalka Petrics, Gender and Development Officer/Social Protection Division (ESP)
- Ms. Pamela Pozarny, Rural Sociologist - Gender Focal Point for TCI/ Investment Centre Division
- Mr. Diego Recalde, Senior Field Programme Monitoring Officer/ Office of Support to Decentralization (OSD)
- Ms. Alejandra Safa, Social Protection Division (ESP)
- Ms. Gina Seilern, Consultant - Gender Equality and Development/ Social Protection Division (ESP)

Ms. Ilaria Sisto, Capacity Enhancement and Training Officer/ Social Protection Division (ESP)

Mr. Libor Stloukal, Policy Officer/ Social Protection Division (ESP)

Mr. James Tefft, Senior Policy Officer/ Regional Office for Africa (RAF)

Ms. Margret Vidar, Legal Officer - Gender Focal Point for LEG/ Legal and Ethics Office

Ms. Marcela Villarreal, Director/ Office for Partnerships, Advocacy and Capacity Development (OPC)

Mr. Rob Vos, Director/ Social Protection Division (ESP)

Ms. Sophie Wagner, Policy Team Intern/ Social Protection Division (ESP)

**FAO Partners**

Ms. Clare Bishop, Senior Technical Advisor/ Policy and Technical Advisory Division, IFAD

Ms. Tacko Ndiaye, Policy Advisor on Sustainable Development, UN Women

Ms. Sonsoles, Ruedas, Gender Director, WFP

Mr. Roderick Stirrat, Professor/ Research Fellow, team member of the Gender Evaluation of FAO

**Annex 3. Detailed validation of the Management Response on the selected recommendation<sup>10</sup>**

Recommendations from the Evaluation on FAO's Work Related to Gender (June 2011)	Actions Agreed in Management Response (October 2011)	Actions Taken and Impact of Actions (Follow Up Report scheduled for November 2013)	
<p><b>Recommendation 1:</b> To FAO Senior Management, on commitment to Gender Equality</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>c) Gender should become a regular item on the agenda of senior management;</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>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>c) Regular agenda item in senior management meetings to address gender issues in delivery of results.</p> <p>d) Elaborate and institutionalize mechanisms for reporting to FAO governing bodies. Clear internal communication initiatives by the highest management level (DG and Deputy DGs).</p> <p>SO-K team will present synthesis reports on progress about gender mainstreaming in FAO to Conference. ESW will have a coordination role and compile inputs from various Divisions</p>	<p><b>Comments on actions taken, including reasons for actions not taken</b></p> <p>b) The Policy delineates responsibilities for implementing gender equality minimum standards to mainstream gender issues in country programming, PEMS, project cycles and capacity development activities.</p> <p>c) With regards to the inclusion of gender issues in senior management meetings, there are delays in taking actions due to institutional changes at the senior level. ODG and ADG (ES) to follow up.</p> <p>d) FAO Secretariat submitted a report on Gender Equality Policy and UN System-Wide Action Plan (SWAP) to the June session of the Conference in 2013.</p> <p>ESW already has a coordination role to compile inputs from various divisions, through GFPs, as part of its monitoring initiatives.</p> <p><b>Impact (changes) of actions taken in terms of programme, policies and/or procedures</b></p> <ul style="list-style-type: none"> <li>• FAO should establish an oversight committee for the implementation of the Gender Equality Policy.</li> <li>• OSP and CSP, with support of the Gender unit, will follow-up on the implementation of the Policy, including the establishment of an accountability mechanism at senior management level.</li> <li>• This is an on-going process. More time is needed to assess the impact.</li> </ul>	
<p><b>Current validity of the recommendation as well as its clarity, realism and "implementability"</b></p>	<p><b>Assessment of progress made in implementation</b></p>	<p><b>Constraints faced</b></p>	<p><b>Issues to monitor in 2014</b></p>
<p>The recommendation is clear, realistic, valid and implementable.</p>	<p>- Accountability for gender equality has been introduced into the manager and staff performance appraisals (PEMS). However,</p>	<p>The changing senior management structure during the reform process, as well as the new strategic framework.</p>	<p>- Senior management accountability for gender equality and parity, through the high-level accountability mechanism, the</p>

<sup>10</sup> For each selected recommendation the top row is copied from the Follow Up Report prepared by FAO and the bottom row is the independent validation.

	<p>there is no mechanism to assess the extent that managers are indeed accountable and the difference this makes to gender equality.</p> <p>- There is not yet a senior management mechanism for gender equality. The accountability mechanism could include oversight for the implementation of the Gender Equality Policy.</p> <p>- Gender is not yet a regular item on the senior management agenda</p>		<p>PEMS, and the implementation of the 5 SOs.</p> <p>- FAO would benefit from having a gender champion who visibly and systematically raises the issue of gender equality at the political, strategic, technical and operational level</p>
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<b>Recommendations from the Evaluation on FAO's Work Related to Gender (June 2011)</b>	<b>Actions Agreed in Management Response (October 2011)</b>	<b>Actions Taken and Impact of Actions (Follow Up Report scheduled for November 2013)</b>
<p><b>Recommendation 2:</b> To FAO Senior Management, on a Policy for Gender Equality</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>	<p>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 in 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.</p>	<p><b>Comments on actions taken, including reasons for actions not taken</b></p> <p>The FAO Policy on Gender Equality was developed through a consultative process and endorsed by the Director-General in March 2012 and unanimously adopted by Member Nations at FAO Conference in June 2013.</p> <p>The Policy strives toward achieving women's empowerment and gender equality in decision making and access to and control over resources through its five objectives. The Policy includes:</p> <ol style="list-style-type: none"> <li>1. a framework with a time frame for implementation, with a strategy built on gender mainstreaming and women-specific targeted interventions which are summarized in 15 minimum standards.</li> <li>2. an accountability framework which outlines actions to be taken by primary stakeholders at different levels at HQs and in decentralized offices, and institutional mechanisms for implementation and oversight.</li> </ol> <p>The Policy also requires a gender action plan for all strategic objectives to include gender equality issues under the revised Strategic Framework.</p> <p><b>Impact (changes) of actions taken in terms of programme, policies and/or procedures</b></p> <ul style="list-style-type: none"> <li>• FAO is currently developing a detailed implementation plan for the Gender Equality Policy and a monitoring system to show progress in implementing the Policy and to keep track of gender mainstreaming activities.</li> </ul>

		<ul style="list-style-type: none"> <li>• Policy Strategy and objectives are used as basis for work of Cross-cutting theme on Gender in the new FAO Strategic Framework.</li> </ul>	
Current validity of the recommendation as well as its clarity, realism and “implementability”	Assessment of progress made in implementation	Constraints faced	Issues to monitor in 2014
<p>The recommendation is clear, valid and implementable. It was perhaps ambitious in expecting that senior management would lead the policy formulation of the Gender Equality Policy.</p>	<ul style="list-style-type: none"> <li>- The Gender Equality Policy has been adopted. As per the management response it was not led by DDK and a high level team.</li> <li>- The existence of the Policy positioned FAO’s gender team at ESP to better mainstream gender equality in the five SOs, including the 15 minimum standards the Policy established.</li> <li>- A detailed implementation plan is not yet in place.</li> </ul>	<p>The changing senior management structure during the reform process, as well as the new strategic framework.</p>	<ul style="list-style-type: none"> <li>- Staff understanding of the Policy across the organization.</li> <li>- Senior management commitment to the implementation of the Policy.</li> </ul>

Recommendations from the Evaluation on FAO’s Work Related to Gender (June 2011)	Actions Agreed in Management Response (October 2011)	Actions Taken and Impact of Actions (Follow Up Report scheduled for November 2013)
<p><b>Recommendation 3:</b> To FAO Senior Management, on the structure and contents of the Policy for Gender Equality 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</p>	<p>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.</p>	<p><b>Comments on actions taken, including reasons for actions not taken</b> Please see Recommendation 2.</p> <p><b>Impact (changes) of actions taken in terms of programme, policies and/or procedures</b> Please see Recommendation 2.</p>

plans, as entry-points towards achieving gender equality.			
<b>Current validity of the recommendation as well as its clarity, realism and “implementability”</b>	<b>Assessment of progress made in implementation</b>	<b>Constraints faced</b>	<b>Issues to monitor in 2014</b>
The recommendation is clear and valid. However, it could have been captured as part of recommendation 2 and is somewhat prescriptive in its level of detail	A strategy and action plan have not yet been put in place. An organization wide implementation plan is intended rather than a divisional plan.	The changing senior management structure during the reform process, as well as the new strategic framework.	As per those flagged in Recommendation 2.

<b>Recommendations from the Evaluation on FAO’s Work Related to Gender (June 2011)</b>	<b>Actions Agreed in Management Response (October 2011)</b>	<b>Actions Taken and Impact of Actions (Follow Up Report scheduled for November 2013)</b>
<p><b>Recommendation 5:</b> To FAO Senior Management, on corporate culture</p> <p>FAO should take steps to establish a corporate culture which encourages and supports gender equality in all aspects of the Organization. This should include:</p> <p>a) Gender awareness sessions for all levels of staff, including upon recruitment;</p> <p>c) Greater recognition for the varied and complementary contributions made by all staff to the workings of the Organization;</p>	<p>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.</p> <p>c) The rewards and recognition policy will address high quality contributions from staff on work of the Organization including gender.</p>	<p><b>Comments on actions taken, including reasons for actions not taken</b></p> <p>a) ESW staff brief new FAORs on the FAO Policy on Gender Equality and their responsibilities in implementing it and in gender mainstreaming in their country programmes. Gender issues are being incorporated into web-based orientation for new FAO staff, which is under development. As of May 2013, 50 Gender Focal Points were identified in country offices to promote gender equality and women’s empowerment.</p> <p>c) A policy on rewards and recognition is being developed in OHR, with linkages to the PEMS process in mid 2013, although at present no specific gender dimension is being considered. This will be followed up by OHR.</p> <p><b>Impact (changes) of actions taken in terms of programme, policies and/or procedures</b></p> <ul style="list-style-type: none"> <li>FAORs are held accountable for appointing Gender Focal Points (GFPs) and including gender equality objectives in their PEMS agreements. FAORs may wish to consider including gender objectives in all P-5/P-4 and project managers’ PEMS agreements, to encourage result-driven behaviour in decentralized offices. This could also apply to division managers for P4/P5 officers in FAO HQs.</li> <li>OHR has drafted its Policy on ‘Gender Parity and Equality in the FAO workforce’ to</li> </ul>

		address a number of culture change issues. In support of this policy and organizational culture change, external consultants could be hired to conduct deeper investigations into work/life balance for P and GS staff, harassment and recruitment issues.	
<b>Current validity of the recommendation as well as its clarity, realism and “implementability”</b>	<b>Assessment of progress made in implementation</b>	<b>Constraints faced</b>	<b>Issues to monitor in 2014</b>
The recommendation is clear, realistic, valid and implementable.	<ul style="list-style-type: none"> <li>- UN Women is finalizing a basic course on gender equality to develop the skills of all staff.</li> <li>- FAO will also offer an e-learning course for new staff as well as periodic gender briefings.</li> <li>- A human resources policy on gender equity has been developed but not yet endorsed.</li> <li>- Mixed responses as to whether the corporate culture is closer to encouraging and supporting gender equality.</li> <li>- FAO still seen as a “male-dominated” organization (the latest OHRP figures show the ratio of women to men at senior levels as: P4 34:66; P5 27:73; D124:76; and D2 26:74).</li> </ul>	<ul style="list-style-type: none"> <li>- The length of time in rolling out learning packages and policies, in part due to the restructuring.</li> <li>- Lack of sufficient evidence regarding progress in culture change.</li> </ul>	<ul style="list-style-type: none"> <li>- Rollout of human resources gender parity and equality policy.</li> <li>- Evidence of culture change. Although FAO has carried out several staff surveys in the past, it might wish to systematically conduct surveys of all FAO employees focusing specifically on staff perceptions, concerns, expectations and aspirations of the transformed Organization, once the reform process is concluded. The initial survey could then be used as a baseline against which to measure progress.</li> </ul>

<b>Recommendations from the Evaluation on FAO’s Work Related to Gender (June 2011)</b>	<b>Actions Agreed in Management Response (October 2011)</b>	<b>Actions Taken and Impact of Actions (Follow Up Report scheduled for November 2013)</b>
<p><b>Recommendation 6</b> to FAO, on structure for gender mainstreaming</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%.</p>	<p>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</p>	<p><b>Comments on actions taken, including reasons for actions not taken</b></p> <p>a) There are Gender Focal Points and alternates assigned at HQs (27 divisions/offices) and in Decentralized Offices (57 offices), as of May 2013. The Director-General’s Bulletin (No. 2011/60) requires that the grade of GFPs should be preferably P4 or above, with 20% of their time dedicated to mainstream gender aspects in the work of their Division/Regional/Sub-regional office. There are currently 9 GFPs at P5 level at the HQs.</p> <p>ESW takes the lead in supporting and coordinating the GFP network, by providing capacity development opportunities and holding regular meetings</p>

<b>Recommendations from the Evaluation on FAO's Work Related to Gender (June 2011)</b>	<b>Actions Agreed in Management Response (October 2011)</b>	<b>Actions Taken and Impact of Actions (Follow Up Report scheduled for November 2013)</b>
<p>This will be achieved through new recruitments when senior posts fall vacant.</p> <p>b) Gender/social development expert posts should be restored in all regional offices.</p> <p>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.</p>	<p>points in one unit who coordinate and distribute the responsibilities and periodically report to the unit's management.</p> <p>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.</p> <p>d) FAORs, ROs/SROs will recruit as appropriate.</p>	<p>where GFPs in the decentralized offices also participate through the videoconference facilities. In 2013, two training workshops were conducted for the GFPs and alternates both at HQs and in decentralized offices. ESW has also developed a GFP handbook in 2013, in which their functions and responsibilities are elaborated based on their Terms of References. Non-staff human resources were extensively involved in supporting the work of the GFPs.</p> <p>b) FAO is currently recruiting (Senior) Gender Officers for each regional office to provide expert advice and guidance on gender equality issues in the region and to lead the regional network of GFPs.</p> <p>d) As of May 2013, there are 71 GFPs and alternates at the decentralized offices (8 at the Regional offices, 13 at the sub-regional offices and 50 at the country offices).</p> <p>The Regional Office for Europe and Central Asia (REU) has also recruited national and international experts to support gender mainstreaming at regional/sub-regional level, in addition to the country level.</p> <p>Regarding humanitarian crisis countries or region, by the end of 2013, a stocktaking should be carried out in FAO Representations that called upon the cost-free services of GenCap advisers, funded by the Norwegian Refugee Council.</p> <p><b>Impact (changes) of actions taken in terms of programme, policies and/or procedures</b></p> <ul style="list-style-type: none"> <li>• The GFPs receive timely updates and information on FAO's work on gender equality through an email list and regular GFP meetings.</li> <li>• The GFP network has been revitalized and functions an effective means for sharing information, good practices and plan joint work. Social media also facilitate the close communication among them.</li> <li>• The process of recruiting Gender Officers at regional offices is on-going, and is nearly finalized in some offices.</li> <li>• Mechanism to inform coordinators of TCPs and projects and ways to interact with these GFPs should be communicated.</li> </ul>

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<p>The recommendation is clear. However, because of the cost not all of the recommendation is realistic or implementable. In addition, because of the new cross-cutting structure it is no longer valid as originally envisaged: there are now SO teams that need gender expertise. At the same time, it is not clear what type of gender expertise the present divisional structure needs.</p>	<ul style="list-style-type: none"> <li>- The FAO GFP system has been strengthened. The GFPs are a valuable information sharing and gender advocacy mechanism. They are by definition not gender experts able to handle technical work.</li> <li>- ESP has assigned two gender experts to each SO team to support gender-related work in the new SOs.</li> <li>- The recruitment of the 5 Regional Officers is on-going; however, this is taking a very long period of time, leaving the field without a crucial resource.</li> <li>- Gender-related work is allocated 2% of the FAO budget, which will remain "ring-fenced" for the next biennium. This covers the recruitment of gender experts for each of the five Regional Offices, and provides some funds for gender mainstreaming.</li> </ul>	<ul style="list-style-type: none"> <li>- FAO does not have sufficient gender expertise available to mainstream gender across the Organization's work</li> <li>- FAO has an ambitious agenda and responsibilities, both within its own programme of work and with its counterparts in the field. Each SO covers 10 outputs on average and these will be developed into far more numerous activities. All this will require gender expertise if gender is to be effectively mainstreamed in the Organization's work.</li> <li>- The gap in gender expertise could be addressed through consultancy services or through recruitment of experts for major projects. However, there is no regular source of funding for consultancy services. While some divisions are able to tap divisional resources, other divisions and Regional Offices have described how they had to put gender mainstreaming activities on hold when funds ran out.</li> </ul>	<ul style="list-style-type: none"> <li>- The five Regional Officers must be in place and fully function by the end of 2013.</li> <li>- Donor countries may wish to establish a special fund, based on an evidence-based analysis by ESP and relevant units of funds needed, to support the organization's work on gender equality and the empowerment of women. The fund would enable technical divisions, SO teams, and decentralized offices to carry out specific gender-related work to support FAO's gender equality objectives as well as to strengthen the capacity of member states in their own efforts to promote gender equality in food, agriculture and related spheres. It would enable the Organization to take advantage of what is an unprecedented mainstreaming opportunity in an organization whose work is critical to global food security.</li> </ul>

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		- A funding envelope will be attached to every SO, but it is unclear how much of this will be made available for gender expertise.	

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<p>Recommendation 9 to FAO Senior Management, on the role of ESW on Gender and Social Equality</p> <p>Building on existing strengths, ESW should be the think-tank in FAO on social equality issues, including gender. In this capacity, it will:</p> <p>i) be the LTU of and contribute to projects with a strong focus on social equality and gender issues;</p> <p>ii) continue to develop normative products in support of improving the integration of social and gender equality aspects in FAO's work.</p>	<p>ESW will continue to work normatively on social and gender issues, while also carrying out its gender mainstreaming functions.</p> <p>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;</p> <p>ii) See Recommendation 10 iii).</p>	<p><b>Comments on actions taken, including reasons for actions not taken</b></p> <p>ESW continues its normative and analytical work on social and gender issues, and a team of ESW works on mainstreaming gender perspectives in all areas of work at FAO and in the new Strategic Framework</p> <p>i) ESW's limited human and financial resources has not considerably changed, despite the fact that resources for gender were doubled by Conference decision in 2010. The small composition of the Division does not allow it to be the LTU for all projects. Technical contribution to projects with a strong focus on social and gender equality issues has been provided in specific cases.</p> <p>ii) A set of new normative products were developed by ESW with technical units and external partners (e.g. the Technical Guide "Governing Land for Women and Men"; the "The Gender and Equity Implications of Land-Related Investments on Land Access and Labour and Income-Generating Opportunities"; the Guidelines "Improving Gender Equality in Territorial Issues (IGETI)"; "the Passport to Mainstreaming Gender in Water Programmes"; and "Understanding and Integrating Gender Issues into Livestock Projects and Programmes", etc.). See also, Recommendation 10 iii).</p> <p><b>Impact (changes) of actions taken in terms of programme, policies and/or procedures</b></p> <ul style="list-style-type: none"> <li>• On-going process, and it is too early to assess the impact.</li> </ul>	

		<ul style="list-style-type: none"> <li>• ESW, particularly the gender team, is coordinating the work of the Cross-cutting theme on Gender within the revised Strategic Framework. This could potentially increase ESW's involvement in the design, implementation and monitoring phases of projects with a strong focus on social equality and gender issues.</li> <li>• See Recommendation 10 iii).</li> </ul>	
<b>Current validity of the recommendation as well as its clarity, realism and "implementability"</b>	<b>Assessment of progress made in implementation</b>	<b>Constraints faced</b>	<b>Issues to monitor in 2014</b>
This recommendation is clear but it is too prescriptive and not fully implementable as can be seen from the Follow Up Report comments above.	In the wake of the restructuring, the two ESP teams that had dealt with knowledge products and analysis and capacity development are now collaborating in the management of the cross-cutting theme on gender from their base in ESP.	Several interviewees expressed concern at the disappearance of the term "gender" from the name of the division in the renaming of ESW to ESP. FAO partners also expressed surprise that there was not a high-level gender unit at FAO, which they feel is essential at this stage of mainstreaming gender equality within the UN system.	<ul style="list-style-type: none"> <li>- A high level accountability mechanism to drive gender equality and gender parity in the Organization</li> <li>- Progress of SO teams in advancing gender equality in their work, under the leadership of their team leaders.</li> </ul>

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<p>Recommendation. 10 to ESW on its role in gender mainstreaming in FAO</p> <p>ESW should facilitate gender mainstreaming in the rest of the Organization in an advisory role. For this purpose, it should:</p> <p>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</p>	<p>i) Recruitment senior position.</p> <p>ii) See action in Recommendation 6. Gender Focal Points terms of reference have been completely reformulated and adopted after extensive</p>	<p><b>Comments on actions taken, including reasons for actions not taken</b></p> <p>i) See Recommendation 6 b).</p> <p>ii) See Recommendation 6 a). ESW has strengthened the counterpart role within the division, assigning specific backstopping functions to ESW staff. ESW counterparts have the specific role of providing advice and support to decentralized offices as regards their gender-related activities.</p> <p>iii) ESW provided background analyses and technical materials to the respective SOFA and SOFI teams and closely participated in all the processes for the 2012 editions of the two. ESW has also played an important role in shaping SOFA's substantive focus to foster a people-center approach to the analysis of evidence and in the formulation of recommendations. ESW supported the Fisheries and Aquaculture Department in the preparation of SOFIA 2012.</p>

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<p>mainstreaming, gender tagging, reporting and production of relevant normative products;</p> <p>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;</p> <p>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;</p> <p>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;</p> <p>v) collaborate with PPRC to integrate lessons learned on gender mainstreaming in new projects;</p> <p>vi) provide assistance to FAO at large on how to incorporate gender disaggregated information into projects and normative products, upon request;</p> <p>vii) provide assistance at country level to FAO's Country Programming Frameworks, in</p>	<p>consultations. GFP network and community of practice being set up</p> <p>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</p> <p>iv) Monitoring tool to be developed.</p> <p>v) PPRC decentralized focal points to be trained in screening projects for gender equality issues. Identify gender markers for coding purposes.</p> <p>vi) Develop guidelines in collaboration with ESS/Agricultural Census/FAOStat and CountryStat, pending availability of resources.</p> <p>vii) Guidelines to include gender in CPFs and in its quality assurance mechanism were developed and distributed to country offices.</p>	<p>Gender equality perspectives are addressed in the following FAO's flagship publications, either with a sector or with key messages on gender equality:</p> <p>SOFA 2012 "Investing in Agriculture for a better future"</p> <p>SOFI 2012 "Economic growth is necessary but not sufficient to accelerate reduction of hunger and malnutrition".</p> <p>iv) The gender markers were developed and need to be integrated in FPMIS, in collaboration with OSD, OSP (FPMIS) and ESW. They are expected to be available in the system for all projects by the end of 2013.</p> <p>For specific emergency projects, the use of Inter Agency Standing Committee (IASC) gender markers has already become mandatory for pool-funding, such as the Central Emergency Response Fund.</p> <p>v) The new FAO Project Cycle Guide was developed, integrating a gender equality perspective.</p> <p>ESW will have the lead responsibility for content development on gender e-learning materials. Overall coordination of learning materials on five common UN principles will be ensured by OSD and CSPL.</p> <p>vi) In collaboration with FAO's Regional Office for Europe and Central Asia, the Statistics Division (ESS) has contributed to the UNSD Manual on Gender Statistics, with two sections on : i) land and productive resources in agriculture and ii) food security.</p> <p>ESS has included gender-relevant recommendations in the Manual for ADePT FSM – a free stand alone software developed in collaboration with the World Bank.</p> <p>In some countries, depending on data availability and national interest, sex disaggregated data on agriculture are uploaded and disseminated through CountryStat.</p> <p>Statistics and Information Branch (FIPS) of the Fisheries and Aquaculture Policy and Economic Division is collecting gender disaggregated data for employment in fisheries and fisheries post harvest activities.</p> <p>REU developed a regional core set of gender indicators for the agricultural and rural sector. A technical paper was produced by REU and presented at several</p>

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<p>FAO's contribution to UNDAF and in United Nations Joint Programme initiatives, upon request and with cost recovery</p>		<p>international and regional conferences/workshops (e.g. Wye City Group 4th Meeting 2011, Brazil; ESCWA Conference on Gender Statistics 2011, Lebanon). This work informs and guides socio-economic analysis of the rural sector, and supports capacity development in the collection and analysis of sex-disaggregated data, the design of agricultural censuses and post-census analysis in this region.</p> <p>ESW was consistently involved in the new IDWG and contributes to strategies to generate gender statistics across FAO technical units. ESW is continuing to support ESS to ensure gender integration in FAO statistics outputs, in activities related to the new strategy being launched by the Chief Statistician's office, including contributions to the Technical task force, WCA 2020 round, Global Statistical yearbook, new website, and procedures.</p> <p>vii) Country level assistance to the formulation of CPFs is provided by the decentralized GFP. Between May 2012 and March 2013 ESW reviewed 42 CPFs and where relevant, issues of gender equality and women's empowerment were proposed for introduction.</p> <p>ESW and the GFPs at all levels provide assistance to the formulation and implementation of UNJPs when requested. The FAO Kyrgyzstan with REU, FAO Niger, and FAO Ethiopia with SFE are implementing the UNJP on Accelerating Rural Women's Economic Empowerment with IFAD, WFP and UN Women.</p> <p><b>Impact (changes) of actions taken in terms of programme, policies and/or procedures</b></p> <ul style="list-style-type: none"> <li>• Communication and collaboration between the HQs and a number of decentralized offices have significantly improved, thanks to the backstopping functions of ESW.</li> <li>• It is important to promote gender mentor systems and networks within FAO, as the new Policy on Gender Equality advocates, to raise staff capacities, change culture, and advance women's empowerment and gender equality in FAO's work. This could be promoted through both institutional formal and informal channels in the Organization.</li> <li>• The findings of the SOFA 2010-11 "Women in Agriculture" have been widely used for various purposes by many external partners. For example, USAID has made gender equality a central focus of its new agricultural development program, Feed the Future, partly on the basis of this SOFA report, using the</li> </ul>

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		<p>findings in domestic and international advocacy to make the business case for mainstreaming gender equality in their agricultural activities, and using the evidence as training material and as guidance in project design and implementation.</p> <ul style="list-style-type: none"> <li>• FAO contribution to an interagency effort led by the UN Statistics Division.</li> <li>• Impact on users interested in consulting the Manual to derive gender disaggregated statistics on land, food security and productive assets in rural areas.</li> <li>• Impact on all users interested in generating food security statistics disaggregated by sex using ADePT FSM.</li> <li>• Recommendations are crucial to the WCA 2020. Therefore, all the countries that will conduct an Agricultural Census in the 2020 round will benefit from clear guidelines on how to collect sex disaggregated data on land ownership and management.</li> <li>• Continue to support the formulation of new CPFs and/or review upcoming CPFs and UNJPs, and advocate and develop the capacity on the use of the two guidelines on integrating gender issues in the CPF and the UNJPs.</li> </ul>	
<b>Current validity of the recommendation as well as its clarity, realism and "implementability"</b>	<b>Assessment of progress made in implementation</b>	<b>Constraints faced</b>	<b>Issues to monitor in 2014</b>
<p>The recommendation is no longer fully valid in the restructured FAO and was too prescriptive to be realistic and implementable in a changing organization. Even if organizations do not go through such an extensive transformation process on a regular basis, they do change and evolve and need to be able to respond to the changed circumstances.</p>	<p>The establishment of 5 SOs and a cross cutting theme on gender provides an unprecedented opportunity to advance gender equality through FAO's work. The work to advance gender equality through the five SOs is still underway. Gender staff have conducted a gender analysis to identify where gender was of strategic importance within each SO, in line with the Gender Policy objectives. A few areas of work were then defined in each SO and negotiated with the SO team after which a mix of products and services were</p>	<p>- Gender staff noted that it was difficult to effectively mainstream gender at the outcome level and they have instead focused on the products and services related to the 48 outputs, focusing on strategic areas.</p> <p>- Even though the High Level Work Plans offer a broad framing of the topics to be addressed, there were opportunities to be more specific</p>	<p>- It is only after implementation is underway that it will be possible to assess the effectiveness of the work done by the SO team leaders and their teams to promote gender equality through their outputs and to learn lessons to inform future work.</p> <p>- It would be useful to conduct a mid-term rapid assessment on how the five SO teams are addressing gender issues,</p>

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	<p>developed. Indicators are currently being developed for the 5 SOs that are intended to be gender-sensitive where relevant, and specific indicators have been inserted in the work plan of the cross-cutting theme on gender. The operational work plans are now being developed, and it is here that a more detailed articulation of gender mainstreaming is likely to be seen.</p>	<p>about the intent of gender mainstreaming. This was done in some cases; however specific examples were too few and far between. It would have been helpful to more frequently "concretise" the gender differences by drawing on FAO's rich store of knowledge and experience in order to enable FAO staff and partners to consider ways to take these forward in their work.</p> <p>- There were several uses of generic terms such as the "rural poor" and "stakeholders" and phrases such as "women and youth" (and indigenous peoples) across the SOs. These send the wrong signal. Women can be, like men, doubly or trebly disadvantaged by gender when they are also indigenous, young, and poor. In other words, women cannot be simply clustered together with youth. As for "youth", this is a gender-neutral term that masks the different socialization of young women and men.</p>	<p>as well as how the cross-cutting theme on gender is functioning. This would be especially useful for the SO team leaders given their responsibility to implement and monitor gender-related initiatives in the objectives for which they are responsible. This assessment will also provide some guidance to strengthen the gender-related work of the Organization and could be shared with FAO's governing bodies.</p>

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<p><b>Recommendation 17</b> To FAO, on operationalizing gender mainstreaming</p> <p>a) FAO must systematically include in its reporting systems, sex-disaggregated information on project participants and on achievements on gender equality;</p> <p>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.</p>	<p>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</p> <p>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.</p>	<p><b>Comments on actions taken, including reasons for actions not taken</b></p> <p>a) The guidelines on the country programming framework and the new project cycle were developed (See Recommendation 14). These guides make reference to the importance of collecting, analysing and using sex-disaggregated data.</p> <p>In addition, gender equality has been included as a sub-criterion for sustainability in the performance assessment templates of the new FAO Project Cycle Guide to report against in the different phases of the project implementation (mid-term, terminal and ex-post reporting).</p> <p>The Guide to Social Analysis in ARD Investment projects/programmes was produced by the Investment Centre Division of FAO in collaboration with IFAD, providing a step-by-step approach and methodology to gender analysis and formulation/implementation and monitoring and evaluation of gender strategies. A free of charge e-learning course (14 lessons) is available on-line now, offering the option of focusing on "gender-specific lessons" which are useful and relevant to any type of project/program.</p> <p>c) See Recommendation 10 iv) for the gender markers. ESW and OSD will coordinate the review of the responsibilities and functions of the Help Desk.</p> <p><b>Impact (changes) of actions taken in terms of programme, policies and/or procedures</b></p> <ul style="list-style-type: none"> <li>• The new project cycle guide is currently field tested. It is expected that, by including a gender equality criteria in the reporting lines, the impact of FAO's projects on gender equality can be systematically collected and measured.</li> <li>• Improved awareness on gender issues has led to a more careful use of gender-related terminology and images in FAO publications.</li> </ul> <p>This is an on-going process, and it is too early to see the impact.</p>

<b>Current validity of the recommendation as well as its clarity, realism and “implementability”</b>	<b>Assessment of progress made in implementation</b>	<b>Constraints faced</b>	<b>Issues to monitor in 2014</b>
<p>The recommendation is valid, clear, realistic, and implementable</p>	<ul style="list-style-type: none"> <li>- The new guidelines and Project Cycle are an important step forward.</li> <li>- The gender marker system is now being introduced throughout the new Strategic Framework, and several respondents believe these will help them to ensure that gender is mainstreamed.</li> </ul>	<p>- A staff member with longstanding experience of gender markers noted that the key in their usage lies in monitoring and evaluating implementation, adding that this is a weakness amongst the UN agencies that apply gender markers</p>	<p>Monitoring and evaluating the implementation of the gender markers.</p>