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منظمة
الغذية والزراعة
للأمم المتحدة

PROGRAMME COMMITTEE

Hundred and Twenty-sixth Session

Rome, 18-22 March 2019

Evaluation of FAO's work on gender

MANAGEMENT RESPONSE

Guidance sought by the Programme Committee

The Programme Committee may wish to provide its views and guidance on the key issues in the Evaluation report, and to the response to the recommendations and proposed follow-up actions by Management.

Queries on the substantive content of this document may be addressed to:

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1. Management welcomes the *Evaluation of FAO's work on gender*. In particular, Management is pleased to see that the Evaluation confirmed the validity of the Policy on Gender Equality as an overarching framework to guide the gender work of the Organization. Management appreciates the extensive consultation process carried out to conduct the evaluation which engaged with managers, staff members and external partners, to capture their perspectives and recommendations, including through field visits to all regional offices and selected country offices. Management generally agrees with the conclusions and recommendations of the evaluation, and will tailor action in response based on the different contexts.
2. In particular, Management agrees with the specific recommendation that FAO should update the existing Gender Equality Policy taking into account the internal changes that have occurred within the Organization, as well as the external developments relevant to FAO's mandate. The Evaluation's recommendation to develop an Action Plan, with medium-term gender outputs/targets is also welcomed. Furthermore, Management agrees that such an Action Plan will be helpful to better link the technical work carried out under the Strategic Framework with the gender equality objectives stated in the Policy.
3. Management accepts the specific recommendation that FAO should expand and learn from its partnerships with key actors working on addressing gender issues in agriculture, such as IFAD, UNDP, UN Women, UNICEF and WFP. In particular, Management agrees that these partnerships should recognize the comparative advantage of FAO in rural areas and leverage it adequately in developing joint activities.
4. Management welcomes the recommendation to further strengthen the capacity of technical officers to mainstream gender in their work, particularly through customized advice and support from gender officers and focal points in the decentralized offices, and that gender focal points need to be able to play this support role in all regions.
5. Finally, Management agrees with the recommendation that FAO should map and review the existing mechanisms to monitor and report on gender-related achievements, particularly at country level, and agrees that effective monitoring and reporting is essential. Management welcomes the suggested action of including an assessment of country programme contributions to the gender targets. While the recommendation suggests including this in the annual CPF review, Management believes it may better fit as a gender section in the Country Annual Report.
6. Further information is provided in the Matrix.

Management response to the Evaluation of FAO's Work on Gender

Evaluation recommendation	Management response Accepted, Partially accepted or rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Timeframe	Further funding required (Y or N)
(a)	(b)	(c)	(d)	(e)	(f)
Recommendation 1. FAO should update the existing Gender Equality Policy taking into account the internal changes that have occurred within the organization, as well as the external developments relevant to FAO's mandate. In addition to updating the GEP, it is important to develop an action plan, including short to medium-term gender equality targets to ensure an adequate operationalization and monitoring of the progress towards the high level policy objectives.	Accepted	Management accepts this Recommendation and would focus on i) updating the Policy on Gender Equality, ii) revising the Policy's accountability framework, and iii) developing an action plan, with all actions to be completed by December 2020.			
Recommendation 2. FAO should expand and learn from its partnerships with key actors working on addressing gender issues in agriculture, such as IFAD, UNDP, UN Women, UNICEF and WFP. These partnerships should recognize the comparative advantage of FAO in rural areas and leverage it adequately in developing joint activities.	Accepted	Management accepts this Recommendation and the two (2) suggested actions to implement it as proposed by the Evaluation.			
<u>Suggested action 1</u> Build on successful partnerships at project level, to strengthen overall partnership	Accepted		ESP DPS SPs DOs	By December 2020	N

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around gender issues at country and regional level.					
<u><i>Suggested action 2</i></u> Learn from and replicate best practices of other partners in the field of gender mainstreaming, such as the UNDP's gender equality SEAL certification which incentivizes Country Offices to integrate gender equality into all aspects of their development work. WFP and UNICEF have also similar motivation schemes.	Accepted		ESP DPS SPs DOs	By December 2019	N
Recommendation 3. FAO needs to further strengthen the capacity of technical officers to mainstream gender in their work, particularly through customized advice and support from gender officers and focal points in the decentralized offices. Likewise, FAO needs to ensure gender focal points are equipped and available to play this support role in all regions. SP teams and technical departments also need to provide advice on how to mainstream gender in programmes and projects in their areas of specialization.	Accepted	Management accepts this Recommendation and five (5) out of the six (6) suggested actions proposed by the Evaluation. One (1) action is rejected, but two (2) alternative action points are proposed.			

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(a)	(b)	(c)	(d)	(e)	(f)
<p><u>Suggested action 1</u></p> <p>Conduct mandatory and periodic training sessions for technical officers and senior managers</p>	Accepted		<p>ESP</p> <p>OHR</p> <p>OSD</p> <p>Technical Departments</p> <p>RO, SROs and COs</p>	By December 2019	Y (investment by Departments, SPs and DOs)
<p><u>Suggested action 2</u></p> <p>Make use of PEMS to ensure managers are accountable for the gender-related results planned annually. While a requirement exists for the GFPs to include a gender objective/indicator in their PEMS, it would be important to extend this requirement to senior managers (e.g. FAORs, Directors, ADGs, and SP leaders), who are ultimately responsible for the implementation of gender-related work.</p>	Accepted		<p>ESP</p> <p>OHR</p> <p>OSD</p> <p>DOs</p> <p>Technical departments</p>	By December 2020	N
<p><u>Suggested action 3</u></p> <p>Transfer or temporarily mobilize officers from the gender team in HQ to regions where the support is most needed, particularly Near East and North Africa, South and West Asia, and West and Central Africa.</p>	Accepted	Management agrees this could be a cost-effective way of responding to temporary or changing support needs, as well as through customized advice and support from gender officers at headquarters, regional offices and gender focal points.			

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<u><i>Suggested action 4</i></u> SP teams and technical departments produce guidance material on how to mainstream gender in their programmes and projects. The gender team in HQ should coordinate their production and dissemination.	Accepted	Continue to ensure the use of guidance materials for capacity development and policy support.	ESP SPs Technical departments	By June 2020	Y (investment by SP teams and technical departments)
<u><i>Suggested action 5</i></u> Ensure that the mandate of gender focal points includes provision of and support to technical officers, and that requisite time will be allocated for this activity.	Accepted	The mandate of the Gender Focal Points already includes the provision of support to technical officers on gender mainstreaming as well as a specific time allocation (20%) to perform this role. Suggested action 2 on the use of PEMS (under this Recommendation) will contribute to strengthen the role of GFPs to deliver their support to technical officers by ensuring the accountability of managers.			
<u><i>Suggested action 6</i></u> Incentivize officers from technical divisions and decentralized offices who are gender champions by giving visibility to their contribution (e.g. through awards mechanisms).	Accepted		ESP OSD RO, SROs and COs Departments	By December 2019	N
Recommendation 4. FAO should map and review the existing mechanisms to monitor and report on gender-related achievements, particularly at country level, so as to enhance the Organization's capacity to track progress towards the Policy's gender equality objectives. Effective monitoring and reporting is	Accepted	Management accepts the Recommendation, but proposes a reformulation of the first suggested action. The second actions does not contribute to the implementation of the Recommendation and is therefore rejected.			

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essential to identify gaps and obstacles to address, as well as lessons learnt and success stories to be shared across countries and technical divisions.					
<u><i>Suggested action 1</i></u> Include an assessment of country programme contributions to the gender targets, in the annual CPF review.	Partially accepted	As requirements to report on gender at country already exist, the Management would suggest to slightly reformulate the suggested action as follows: 1. Review and update requirements for country reporting of gender-related results, including by integrating a gender section in the Country Annual Report.	ESP OSP OSD	By December 2019	N
<u><i>Suggested action 2</i></u> When possible, combine these reviews with the development of the Country Gender Assessment at country level.	Accepted				