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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**

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Introduction

1. The Evaluation of FAO's role and work related to gender and development was reviewed at the 108th session of the Programme Committee in October 2011.¹ The Committee appreciated the quality of the Evaluation which formulated 17 recommendations.
2. In the Management Response,² the Secretariat welcomed the Evaluation and accepted 16 of the 17 recommendations. It rejected one recommendation related to renewed commitment to work on HIV/AIDS.
3. Substantial progress has been made on the action items of the Management Response. In March 2012, the Director-General put in place a corporate Policy on Gender Equality,³ which was subsequently supported by the Conference at its 38th session in June 2013. The Policy provides a framework that guides the Organization's gender-related efforts in its technical work, which is put into practice as a cross-cutting theme in the reviewed Strategic Framework,⁴ Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15⁵ approved by the Conference.
4. This report provides an update on the implementation of the Evaluation recommendations in terms of achievements and the way forward. Progress on implementing the recommendations is summarized below and in the standard reporting format in annex.

A. Achievements

5. ***A renewed commitment to gender equality at the senior level*** (recommendation 1). The Policy on Gender Equality demonstrates the aspiration of the Director-General and the Conference to gender equality, and specifies the responsibilities of senior management.
6. ***The need for a Gender Equality Policy*** (recommendations 2-3). The Policy on Gender Equality was developed through an extensive consultation process and endorsed by the Director-General on the occasion of the celebration of International Women's Day on 8 March 2012. Gender equity and women's empowerment are recognized as important means to achieving food security, better nutrition, sustainable agricultural production, and sustainable livelihoods. This Policy provides FAO with a framework to guide its efforts in this regard and will also guide the work related to the cross-cutting theme on Gender in the reviewed Strategic Framework.
7. ***Gender balance among staff*** (recommendation 4). Efforts have been made to increase female representation at professional and above levels and to create a more gender-sensitive and inclusive work environment at FAO. In the first instance, annual targets for departments and offices were established in April 2008, the methodology was subsequently revised in 2011, and efforts with the objective of making tangible progress towards meeting the UN target of gender parity at professional and above levels have been enhanced since 2012. Accordingly, the percentage of female staff at professional and higher levels in all locations increased to 37% in February 2013, up from 35% in 2011.
8. ***Corporate culture*** (recommendation 5). FAO has been taking steps to gradually establish a corporate culture which encourages and supports gender equality in all aspects of the Organization. An event on work/life balance was held in the context of the 2013 International Women's Day celebrations and in support of the cultural change process. This event stimulated a dialogue and raised gender-specific questions on work/life balance at FAO.
9. ***Structure and competences for gender mainstreaming*** (recommendations 6 and 8). Concerning the gender mainstreaming structure, FAO reinforced the main mechanism in 2011, with the appointment in every division, regional and subregional office of a Gender Focal Point. The terms

¹ PC 108/5

² PC 108/5 Sup. 1

³ FAO Policy on Gender Equality - Attaining Food Security Goals in Agriculture and Rural Development:

<http://www.fao.org/docrep/017/i3205e/i3205e.pdf>

⁴ C 2013/7

⁵ C 2013/3

of reference for the Gender Focal Points have since been enhanced, with 20% of their time to dedicated to mainstreaming gender aspects in the work of the division/office. The number of Gender Focal Points has been expanding especially in decentralized offices, with more than 70 Gender Focal Points and alternates as of the end of May 2013 (8 at regional offices, 13 at subregional offices and 50 in country offices). In addition, enhancement of gender skills and competencies of the Gender Focal Points at headquarters and in decentralized offices have been supported in a systematic manner, including by regular meetings of the Gender Focal Point network, the provision of capacity development opportunities, and acquisition of specific skills needed for gender mainstreaming work. As a result, an increasing number of FAO offices/divisions are fostering gender perspectives through their normative policy work and programmes.

10. ***Gender expertise in emergency coordination units*** (recommendation 7). Continued technical backstopping and guidance have been provided to promote gender perspectives in emergency and rehabilitation programmes throughout the project cycle. Technical support has been provided through the IASC GenCap⁶ programme to FAO programmes in several countries, as well as through seminars on communicating gender which were held in 2012. Training-of-trainers workshop and training sessions on gender markers developed by the IASC were also organized for emergency and rehabilitation staff by the GenCap Adviser.

11. ***Role of ESW*** (recommendations 9-10). ESW continues its normative and analytical work on social and gender issues, including mainstreaming gender perspectives in all areas of work at FAO. This work continues as ESW transformed to the Social Protection Division (ESP) and coordinates the cross-cutting theme on gender in the reviewed Strategic Framework. ESW also provided technical support to the respective SOFA and SOFI⁷ 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.

12. ***Capacity development*** (recommendations 11-12). A *Strategy to develop capacities for gender equality in food security and agriculture* was finalized in February 2013. This strategy aims at developing sustainable capacities in Member States and FAO staff to promote gender perspectives in agriculture and food security while building on evolving practices in the international development community. Gender issues have been integrated into FAO orientation and training programmes, such as a course on ethics and a course on voluntary guidelines on land tenure.

13. ***Project effectiveness*** (recommendation 14). The new Project Cycle Guide incorporates a gender perspective, foreseeing a quality check mechanism at a very early stage of project formulation.

14. ***Partnerships and alliances*** (recommendation 15-16). In September 2012, an agreement was signed by UN Women and the three Rome-based Agencies (RBAs) to launch a Joint Programme on Economic Empowerment of Rural Women. FAO has been collaborating with UN Women in the last two years in a variety of areas including organization of an Expert Group Meeting on enabling rural women's economic empowerment in Accra in 2011 as a preparation for the 2012 Commission on the Status of Women (CSW) that focused on rural women. FAO continues to meet with Rome-based Agencies Gender Focal Points at least six times per year and to participate actively in the UN Inter-Agency Network on Women and Gender Equality (IANWGE). FAO is also part of the common UN reporting and standards related to the UN System-Wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women.

15. ***Operational issues*** (recommendation 17). The guidelines on country programming and the new project cycle make reference to the importance of collecting, analysing and using sex-disaggregated data. In terms of communications and publications, gender considerations are highlighted in all publishing guidelines issued and are a basic criterion for clearance of information products during their development and prior to publication.

⁶ Inter-Agency Standing Committee on Gender Capacity Project for Humanitarian Support (IASC GenCap)

⁷ The State of Food and Agriculture (SOFA); The State of Food Insecurity in the World (SOFI)

B. The way forward

16. In the coming months, the main challenge will be to build on the progress on gender mainstreaming in implementing the reviewed Strategic Framework. In order to make further progress in the implementation of the recommendations made by this Evaluation, specific attention will be given to the following areas:

- a) integration of gender planning and monitoring in FAO's corporate work planning, monitoring and evaluation system to specifically keep track of gender mainstreaming activities;⁸
- b) endorsement of the revised competency framework including competencies on gender mainstreaming;
- c) integration of gender perspectives in the Field Programme Management Information System (FPMIS);
- d) development of gender capacities of staff and partners involved in the implementation of the reviewed Strategic Framework. Need to further assess the most appropriate mechanisms to support regional and subregional networks and establish new partnerships for capacity development; and
- e) further strengthening of staff capacities in UN common programming principles including the gender component;

17. The results achieved through the implementation of the Evaluation's recommendations will be sustained and strengthened through the activities delivered through all Strategic Objectives (SOs) in the PWB 2014-15 under the reviewed Strategic Framework, in which FAO will further promote its gender mainstreaming functions as a cross-cutting theme on gender.

18. FAO will pursue the integration of gender issues in all aspects of its work, ensuring that attention to gender perspectives become a regular feature of work on standard setting and of results and programmes for all the SOs in the reviewed Strategic Framework. The gender-related Outputs and outcomes will be tracked as part of the corporate monitoring and reporting, in line with the commitments of the Gender Equality Policy.

Guidance sought from the Programme Committee

19. The Programme Committee may wish to note progress in the implementation of the Evaluation Recommendations and provide its views on the follow-up report.

⁸ CL 148/3 paragraphs 44-62, 74-78 and 89-92

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Recommendations of the Evaluation	Action Agreed	Comments on actions taken, including reasons for actions not taken	
<p>Recommendation 1: To FAO Senior Management, on commitment to Gender Equality</p> <p>a) FAO should re-state strongly at the most senior level, its full commitment to gender equality and mainstreaming gender as a corporate responsibility and not of one division only.</p> <p>b) 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>a) An accountability framework has been set up for ADGs and Division Directors with links to PEMS. A house-wide policy on gender will address commitment at senior level. (See also Recommendation 2). Commitment at the highest level has been demonstrated in 2011 through FAO flagship publication SOFA 2010/11 with focus on women in agriculture. The theme of the 37th FAO Conference focused on rural women in agriculture.</p> <p>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>a) FAO's Policy on Gender Equality (see recommendation 2) specifies the accountability framework for ensuring policy oversight and achievement of results, with clear responsibilities of senior management.</p> <p>b) The Policy delineates responsibilities for implementing gender minimum standards to mainstream gender issues in country programming, PEMS, project cycles and capacity development activities.</p> <p>c) Gender issues in delivery of results are addressed by the Corporate Programmes Management Board, consisting of FAO senior managers and Strategic Objectives Coordinators.</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 (now ESP) already has a coordination role to compile inputs from various divisions, through GFPs, as part of its monitoring initiatives, and this continues with the transformation of ESW to ESP.</p>	<ul style="list-style-type: none"> • This is an on-going process. More time is needed to assess the impact.

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	<p>d) Elaborate and institutionalize mechanisms for reporting to FAO governing bodies. Clear internal communication initiatives by the highest management level (DG and DDGs).</p> <p>SO-K team will present synthesis reports on progress about gender mainstreaming in FAO to Conference. ESW will have a coordination role and compile inputs from various Divisions</p>		
<p>Recommendation 2: 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</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 mid-2012 for presentation to the governing bodies. It will address the inclusion of gender equality issues across the whole Strategic Framework. DDK and DDO to participate in the development process and clearance. Implementation of the policy will be further supported by the elaboration of</p>	<p>The FAO Policy on Gender Equality was developed through a consultative process, endorsed by the Director-General in March 2012, and supported by the Conference in June 2013.</p>	<ul style="list-style-type: none"> • Policy strategy and objectives are used as basis for work of cross-cutting theme on Gender in the reviewed FAO Strategic Framework.

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Knowledge, with a small team selected from among the Assistant Directors General and Division Directors, including the Director of ESW.	a corporate Gender Strategy and Action Plan.		
<p>Recommendation 3: To FAO Senior Management, on the structure and contents of the Policy for Gender Equality</p> <p>FAO Policy on Gender Equality should contain a strategy and provision for Action Plans at divisional levels. The strategy must go beyond perpetuating existing gender roles and improving livelihoods, to achieving empowerment and gender equality in decision making and access to and control over resources. Women in Development initiatives can be part of the strategy and action plans, as entry-points towards achieving gender equality.</p>	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.	Please see Recommendation 2.	Please see Recommendation 2.

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<p>Recommendation 4: To the Human Resources Management Division, on gender balance among staff</p> <p>FAO should take steps to ensure a more equal gender balance for staff at all levels of the Organization. This should involve, among other possible actions:</p> <p>a) Adopting a proactive policy to recruit more women at professional and higher levels of staff;</p> <p>b) Establishing more family-friendly policies including flexible working hours and childcare provisions and a clear recognition of the importance of a satisfactory life/work balance;</p> <p>c) Increasing the number of men employed in General Services;</p> <p>d) Including the standard UN invitation for female candidates to submit their applications in all FAO vacancy announcements at national and regional levels, for staff and consultants.</p>	<p>Actions a) and b) have been addressed in the draft version of the Strategic Action Plan "Towards Gender Balance - HR Strategic Action Plan - 2010-2013". The HR Action plan on gender to become effective as soon as possible.</p> <p>a) Equal gender representation to be a stronger recruiting criterion. Gender competencies will be included in job descriptions.</p> <p>b) Consider options for establishing a child care facility to support working parents.</p> <p>c) Indicate concrete measures to ensure equal gender representation at all P and GS levels, setting concrete targets to be reached in the medium-term, and indicating how the priorities of geographic distribution and gender balance could be reconciled in the case of P recruitment.</p> <p>d) All vacancy announcements already include the standard</p>	<p>As of 2009, corporate gender targets were established for the Professional and Director categories and included in the current MTP (2010-2013). In May 2012, a corporate HR Strategic Action Plan was endorsed and published by DG Bulletin, summarizing the measures that FAO intended to take to increase female representation at professional and above levels, and create a more gender sensitive and inclusive work environment. A complementary policy has been developed setting out in detail the actions that FAO will now take to achieve this goal.</p> <p>a) Gender is not an official recruiting criterion as are other criteria established in the Staff Regulations and Rules (see MS 304 Criteria and conditions governing selection).</p> <p>The competency framework is still under development.</p> <p>OHR/CSP are setting up a database of professional associations, including women's networks and institutions to target and attract women candidates. Priority of geographic distribution and gender balance partly addressed by the establishment of this database to actively target qualified candidates from non- and under-represented countries, especially from non- and under-represented countries and women.</p>	<ul style="list-style-type: none"> • At the end of 2012, all MTP (2010-2013) corporate targets have either been met or exceeded. • The percentage of female staff at professional and higher levels in all locations was increased to 37% (434 female staff out of 1181) as of 1 February 2013, compared to 28% at the beginning of 2006 and 35% at the end of 2011. • FAO does not have a plan in place to address gender parity at the General Service staff level (67% of staff at GS level are women). • This is an on-going process.

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	UN invitation for female candidates.	<p>b) CSA has developed a tender for contractors to establish a child care facility with estimated completion date of 4th quarter 2014. On 8 March 2013, CSA and the Medical Unit inaugurated a "Mother's Room" at FAO headquarters which is a clean, private and comfortable area to support breastfeeding working mothers.</p> <p>c) See (a) above.</p> <p>d) This action is completed.</p>	
<p>Recommendation 5: 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>b) Counselling and support for those who feel most threatened by cultural and organizational change;</p> <p>c) Greater recognition for the varied and complementary contributions made by all staff to the workings of</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>b) Mechanism for counselling and support for those who feel most threatened by cultural and organizational change is elaborated.</p> <p>c) The rewards and recognition policy will address high quality contributions from staff on work of the Organization including gender.</p>	<p>a) ESW (now ESP) 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>b) The Ethics Office was established in 2009, with the intent of securing the highest standards of integrity of employees. The Office has been providing face-to-face Ethics Workshops for staff since 2010. Two thousand staff have been trained during this period. The workshop includes discussions about Trust in the Workplace, Harassment, Protection for Sexual Exploitation and Abuse and the Whistleblower policy.</p>	<ul style="list-style-type: none"> • FAORs are held accountable for appointing Gender Focal Points (GFPs) and including gender equality objectives in their PEMS agreements. • Existing UN courses on sexual harassment are being reviewed and considered for inclusion in FAO staff orientation training. (Ombudsman/Ethics Officer and OHR to follow up). • The Ethics Office is developing an e-learning Ethics Training to go live in 2013, to reach a much wider audience, including

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<p>the Organization;</p> <p>d) Involvement of external specialists in supporting this process of cultural change.</p>	<p>d) Specialists to be hired as appropriate.</p>	<p>The Ethics Office provides confidential advice and guidance to all personnel and has established and continues to administer an ethics helpline. From January 2010 to date, approximately 420 requests for advice have been received by the Ethics Office, out of which 52% were made by women.</p> <p>c) A policy on rewards and recognition is being developed in OHR, with linkages to the PEMS process in mid 2013.</p> <p>d) An event on work/life balance was held ahead of the celebration of the International Women's Day (8 March 2013). By bringing in a variety of speakers – psychologists, executive coaches, ambassadors– the event helped stimulate dialogue and raised gender specific questions on work/life balance at FAO. It is expected that this kind of event will be continued.</p>	<p>employees in remote locations.</p> <ul style="list-style-type: none"> • OHR has drafted its Policy on 'Gender Parity and Equality in the FAO workforce' to 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.
<p>Recommendation 6 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</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</p>	<p>a) There are Gender Focal Points and alternates assigned at headquarters (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 mainstreaming gender aspects in the work of their division/regional/subregional office. There are currently 9 GFPs at P5 level at headquarters.</p>	<ul style="list-style-type: none"> • The GFPs receive timely updates and information on FAO's work on gender equality through an email list and regular GFP meetings. • The GFP network has been revitalized and functions as an effective means for sharing information, good

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<p>average it will be around 30%. 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>c) Staff competences at sub-regional level should be adjusted either through recruitment or upgrading of policy officers' competence in the areas of gender and social development.</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>units in identifying a model that will ensure technical expertise on social and gender issues, according to their structure and needs. Current good practice includes a group of focal points in one unit who coordinate and distribute the responsibilities and periodically report to the unit's management.</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>c) Recruitment of competent staff initiated and existing staff competencies developed (see Recommendation 11).</p> <p>d) FAORs, ROs/SROs will recruit as appropriate.</p>	<p>ESW (now ESP) takes the lead in supporting and coordinating the GFP network, by providing capacity development opportunities and holding regular meetings 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 headquarters and in decentralized offices. ESW (now ESP) 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) Subregional and country offices, where a GFP has been appointed, developed a work plan for gender mainstreaming in their field programme, currently being implemented.</p> <p>c) Gender resources are available for each regional office to provide expert advice and guidance on gender issues in the region and to lead the regional network of GFPs. c) Gender staff competencies were strengthened through the nomination of GFPs in subregional offices.</p> <p>d) As of May 2013, there are 71 GFPs and alternates at the decentralized offices (8 in regional offices, 13 in subregional offices and 50 in country offices).</p>	<p>practices and plan joint work. Social media also facilitate the close communication among them.</p>

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		<p>The Regional Office for Europe and Central Asia (REU) has also recruited national and international experts to support gender mainstreaming at regional/subregional level, in addition to the country level.</p> <p>Regarding humanitarian crisis in 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>Recommendation 7: To the Emergency Operations and Rehabilitation Division, on gender expertise in Emergency Coordination Units</p> <p>It is recommended that, where warranted by the size of the emergency programme and by the type of emergency being tackled, a dedicated gender specialist should be recruited for Emergency Coordination Units</p>	<p>a) Continued technical support and clearance of gender equality issues in TCE humanitarian programmes. Wherever feasible, TCE will have dedicated gender expertise in place.</p> <p>b) Continued technical support from IASC GenCap roster of gender experts in country.</p> <p>c) Technical support from GenCap to the global food security cluster.</p> <p>d) Gender marker trainings of FAO - ECU staff, to build up local expertise, will continue throughout 2011 and 2012.</p>	<p>a) Continued technical backstopping and guidance provided to TCE to promote gender mainstreaming in emergency and rehabilitation programmes throughout the project cycle.</p> <p>Training on socio-economic and gender analysis (SEAGA) organized in Pakistan for the Food Security Cluster and support with gender integration in the livelihood assessment carried out in 2011, with the support of a GenCap advisor deployed to TCE. Started the review and update of the emergency materials developed by FAO and WFP under the SEAGA Programme.</p> <p>With the decentralization process and due to limited human and financial resources, it has not been possible to have dedicated TCE gender expertise in place, with a few exceptions (i.e. Regional Coordination Unit for Eastern and Southern Africa and country operations in</p>	<ul style="list-style-type: none"> • The skills and competences of FAO staff on the Gender markers developed, and Plan of action formulated and approved for gender in emergency and rehabilitation work, but not fully implemented yet. • Continued close collaboration with the IASC Sub-working group on Gender in humanitarian action with the deployment of GenCap advisers to field operations and the global Food Security Cluster. • Increased commitment by TCE staff and Senior

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		<p>Bangladesh, Somalia and Sudan).</p> <p>b) Through the GenCap programme, support was provided to FAO in the Republic of South Sudan, Kenya for the Somalia programme; Chad; and Niger. Thanks to this support, FAO Chad decided to apply for a GenCap adviser to be hosted by FAO and deployed in the country, for 2013.</p> <p>c) The GenCap Adviser to the global Food Security Cluster (gFSC) worked with the GFP in TCE to raise awareness on gender equality among TCE staff. In 2012, 3 seminars on communicating gender were held with TCE staff and the GenCap adviser collaborated with the Accountability to Affected Populations (AAP) consultant in delivering a joint message on Gender Mainstreaming and AAP – that resulted in a Joint mission to Pakistan with WFP and the gFSC and a series of workshops with TCE through a Swedish International Development Cooperation Agency (SIDA) funded capacity development project.</p> <p>d) In 2011 an increasing number of countries have adopted the IASC gender markers in the planning of new humanitarian interventions and formulation of CAP proposals. Gender-sensitive programmes and projects formulated and implemented in many countries. Efforts made to collect gender-disaggregated data in the needs assessment, targeting and livelihood assessments. Training-of-trainers workshop and short training sessions on</p>	<p>Management in gender-related work, and new accountability mechanisms established.</p>

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		gender markers organized for TCE staff by the GenCap Adviser deployed to FAO. The CAP workshops at FAO headquarters also included inputs on the Gender marker.	
<p>Recommendation 8 to FAO, on competence on gender mainstreaming of staff and consultants</p> <p>FAO should integrate competence and skills on gender issues as a selection and appraisal criterion in all its recruitment and appraisal processes, for both staff and consultants. The weighting given to this competence will depend on each specific job description.</p>	<p>Gender specific competencies for job descriptions will be elaborated. Develop mechanism to integrate competence and skills on gender issues as a selection and appraisal criterion in recruitment and appraisal processes.</p>	<p>FAO's corporate competency framework (CF) has been revised and finalized in 2012. In the revised CF, gender equality aspects are incorporated as one of the behavioral indicators for core and functional competencies. The new CF is not yet operational, due to organizational changes and systems issues.</p>	<ul style="list-style-type: none"> This is an on-going process, and it is too early to assess the impact.
<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</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>ESP continues its normative and analytical work on social and gender issues, and a team of ESP works on mainstreaming gender perspectives in all areas of work at FAO and in the reviewed Strategic Framework</p> <p>i) Technical contribution to projects with a strong focus on social and gender perspectives continues to provided in specific cases.</p> <p>ii) A set of new normative products were developed by ESP with technical units and external partners (e.g. the Technical Guide</p>	<ul style="list-style-type: none"> On-going process, and it is too early to assess the impact. <p>See Recommendation 10 iii).</p>

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social equality and gender issues; ii) continue to develop normative products in support of improving the integration of social and gender equality aspects in FAO's work.		"Governing Land for Women and Men"; "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>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 mainstreaming, gender tagging, reporting and production of relevant normative products;</p> <p>ii) maintain a network linking FAO divisional gender advisors and</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 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>i) See Recommendation 6 b).</p> <p>ii) See Recommendation 6 a). ESW (ESP) 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 (now ESP) provided background analyses and technical materials to the respective SOFA and SOFI teams and closely participated in all the processes for the 2012 editions. ESW has also played an important role in shaping SOFA's substantive focus to foster a people-centre approach to the analysis of evidence and in the formulation of recommendations. ESW (now ESP) supported the Fisheries and Aquaculture Department in the preparation of SOFIA 2012.</p>	<ul style="list-style-type: none"> • Communication and collaboration between the headquarters and a number of decentralized offices have significantly improved, thanks to the backstopping functions of ESW. • 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

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<p>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>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: SOFA 2012 "Investing in Agriculture for a better future"; 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 (now ESP) 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</p>	<p>the basis of this SOFA report, using the 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"> • FAO's contribution to an interagency effort led by the UN Statistics Division. • Impact on users interested in consulting the Manual to derive gender disaggregated statistics on land, food security and productive assets in rural areas. • Impact on all users interested in generating food security statistics disaggregated by sex using ADePT FSM. • Recommendations are

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FAO's contribution to UNDAF and in United Nations Joint Programme initiatives, upon request and with cost recovery		<p>for Europe and Central Asia, the Statistics Division (ESS) has contributed to the UNSD Manual on Gender Statistics, with two sections on:</p> <ul style="list-style-type: none"> i) land and productive resources in agriculture and ii) food security. <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 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</p>	<p>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.</p>

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		<p>data, the design of agricultural censuses and post-census analysis in this region.</p> <p>ESW (ESP) was consistently involved in the new IDWG and contributes to strategies to generate gender statistics across FAO technical units. ESP 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.</p> <p>Between May 2012 and March 2013 ESW (ESP) reviewed 42 CPFs and where relevant, issues of gender equality and women's empowerment were proposed for introduction.</p> <p>ESP 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>	

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<p>Recommendation 11 to FAO, on capacity development in gender mainstreaming within FAO</p> <p>a) CSH and ESW should develop templates for gender-awareness raising sessions for all FAO staff, also at project level, to be used in the orientation sessions for new staff and which include FAO's gender policy and mainstreaming mechanisms and tools;</p> <p>b) Capacity development on GAD should be specific and focused on the needs of different units and divisions, including practical „how to" guidelines for mainstreaming gender in the field programme and the normative work of each unit;</p> <p>c) Under the responsibility of each technical division and decentralized office, all FAO internal and external capacity development programmes, including orientation programmes for new staff and project personnel and, whenever gender would be a relevant aspect of the topic, should integrate social inclusion and</p>	<p>a) Develop templates for gender-awareness raising.</p> <p>b) Develop practical, tailor-made, how-to-guidelines with the different units and divisions.</p> <p>b) Accepted, subject to resource availability, as it involves numerous different unit products and regional products to be developed in close consultation with the related units, divisions and regions.</p> <p>c) integrate gender equality and social inclusion perspectives into all FAO originated CD programmes.</p>	<p>a) No specific templates were developed yet, as courses/materials follow different formats. Gender awareness raising sessions carried out on an on-demand basis (e.g. for CSC, FI, FO, AGP and TCE). Several initiatives undertaken by ESW (now ESP) with CSPL to institutionalize gender training in new staff learning programmes developed (i.e. e-learning orientation course for new staff and course planned on UN Programming principles).</p> <p>b) Strategy to Develop Capacities for Gender Equality in Food Security and Agriculture was approved in February 2013, which includes two components, one for Member states and the second for staff members. On-going review of existing capacity development materials. Plan has been made to revise/restructure key available capacity development materials and fill in gaps. (See recommendation 9 ii). Tailor-made training material developed and short sessions organized for selected technical units (i.e. TCI and Fisheries) based on a needs assessment. Special efforts made to respond to capacity needs and priorities identified during the stocktaking exercises undertaken by several divisions and country offices in 2012-2013.</p> <p>c) Gender issues have been integrated into FAO's orientation programmes, FAO culture sensitivity</p>	<ul style="list-style-type: none"> • Increased efforts to respond to recommendations of recent divisional stocktaking and gender audits carried out by selected country offices (i.e. Kenya and North African countries). • Built the capacity of the AFSRD and SFE staff for gender-sensitive policies, programs, projects and budgets related to agriculture and rural development, and to support the work of the subregional office to enhance its gender mainstreaming approach in the planning exercise and facilitate the revision of the strategic plans for gender sensitivity.

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gender equality in their curricula.		training, and on an ongoing basis, is being integrated into new trainings under development (e.g. course on ethics, course on voluntary guidelines on land tenure). ESW (now ESP) supported organization of a Gender Mainstreaming Training Workshop, held in Ethiopia, with ILO and UN Women, for the Agriculture, Food Security and Rural Development (AFSRD) Cluster of the UN-African Union Regional Coordination Mechanism. Training on mainstreaming gender perspectives into the field programme (Ankara, 2013) was organized by the subregional office in Central Asia (SEC) in collaboration with REU Gender Team for staff and project personnel.	
<p>Recommendation 12 to FAO and its Member States on capacity development of Members States on gender mainstreaming</p> <p>FAO should carry out capacity development on gender mainstreaming in Member States only when sufficient voluntary funds are made available. When requests for support in this area will be presented to FAO, they will be directed to the unit in the best</p>	Regional and subregional networks of certified gender experts and institutions that can be called upon to assist FAO and member countries to develop capacity on gender equality issues are being set up (see Recommendation 6 d) with a variety of partners, in line with the FAO Corporate Capacity Development Strategy.	<p>In the Strategy to Develop Capacities for Gender Equality in Food Security and Agriculture (See Recommendation 11 b), the regional network of gender experts has been explored as a means of delivery, however to-date funds are not available to pursue this initiative.</p> <p>Communication and implementation plans being developed for dissemination and launching of the CD gender strategy in member countries, to raise awareness and establish strategic partnerships with national and international stakeholders.</p>	<ul style="list-style-type: none"> • Need to further assess the most appropriate mechanisms to support regional and subregional networks and establish new partnerships for capacity development.

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position to meet the specific demand			
<p>Recommendation 13 to FAO on commitment to work in HIV and AIDS</p> <p>FAO should maintain the commitment to work with HIV and AIDS affected and infected people in its field programmes and projects in countries where the epidemic has an impact on rural population. This should be achieved through partnership with UNAIDS and other agencies and through some capacity in the regional or sub-regional offices where the pandemic has a stronger impact on rural livelihoods and food-security to backstop these projects.</p>	This recommendation was rejected.	N/A	N/A
<p>Recommendation 14 to FAO on project effectiveness</p> <p>In all projects - emergency, rehabilitation and development - that have an impact on people FAO should:</p> <p>a) carry out a social analysis at the</p>	The majority of FAO projects will be approved based on gender equality parameters. In those cases where relevant a social analysis process will be carried out during the needs assessment in the specific country or region.	The new Project Cycle guide was developed, and foresees a quality check mechanism at a very early stage of project formulation. The appraisal process of project concept note includes questions on the application of gender equality parameters, and the project document will be reviewed against different criteria including Gender Equality parameters before being endorsed.	<ul style="list-style-type: none"> • The new project cycle is fully aligned with the UN common programming principles which include a gender equality component. • Staff capacities strengthened in UN

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<p>design or inception stage; cost effective approaches include use of pre-existing studies and analysis and scoping studies;</p> <p>b) develop a clear road map for gender concerns within each project, including indicators for its monitoring;</p> <p>c) integrate social development and gender expertise in project design, formulation and inception and a budget line for a gender specialist wherever possible;</p> <p>d) integrate the perspectives of male and female project participants on needs, goals and indicators in project design and implementation;</p> <p>e) design regional and national projects within agreed frameworks of reference in terms of targets and indicators, that allow adaptation to address gender differences depending on the local context.</p>	<p>a) TCDM work on project cycle training will address social analysis with the use of pre-existing studies being a preferred option.</p> <p>b) Guidelines on how to develop gender sensitive indicators will be elaborated.</p> <p>c) The decentralized PPRC mechanism will include a gender criterion. Regional PPRC staff will be trained on gender issues in the project cycle. (Not all projects will have resources, nor the need for a gender specialist).</p> <p>d) Training course on project cycle management and field programme manual will have a section focusing on stakeholder analysis and social and gender needs assessment.</p> <p>d) This is necessary but will only come about if measures are taken to address it in the needs assessment, stakeholder analysis and in budgeting.</p> <p>e) FAO projects at the regional</p>	<p>a) The training on the Effective Country Programming (ECP) was conducted in several regions including RAP, RLC, RNE and RAF (including subregional offices). ECP training was organized for SEC staff in Ankara in September 2012.</p> <p>b) The guidelines on gender sensitive indicators will be developed by ESP, with support from OSD if necessary. The guidelines will be incorporated in the Effective Country Programming (ECP) learning toolkit.</p> <p>c) The quality assurance review (as part of the new appraisal process) encompasses key categories of clearance and adherence to UN programming principles which will allow the Organization to address gender equality issues. Support to the decentralized offices will be granted by the gender experts in the regional offices and the GFPs in subregional the country offices. ESP provides assistance, as required.</p> <p>d) The e-learning training materials under the chapeau of the programming principles are to be developed by different content owners, under the overall coordination of CSPL and OSD. ESP and TCE will provide gender-related training materials, taking into account also emergency-related materials available through the IASC/ GenCap project.</p>	<p>common programming principles including the gender component, and gender requirements in specific emergency programmes.</p> <ul style="list-style-type: none"> • Staff capacities in gender-sensitive project design and monitoring strengthened.

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	and national level will be monitored through targets and indicators that are gender specific.	e) The monitoring of projects is conducted by the Field Programme Support Network (FPSN). The monitoring is expected to be improved with support of new tools on gender-specific indicators.	
<p>Recommendation 15 to FAO on partnerships and alliances</p> <p>a) FAO should develop partnerships and alliances with those organizations – national, regional and international NGOs, associations and governmental institutions – that are competent in gender and social development for project design and implementation.</p> <p>b) FAO should participate in UN Joint programmes aiming at gender equality, supporting women's productive role in agriculture, and ESW support should be secured through adequate cost-recovery mechanisms;</p> <p>c) FAO at country level should participate in the UNCT gender working groups to raise the profile of the productive role of rural women.</p>	<p>a) See Recommendation 12: Regional and sub-regional networks of certified gender experts and institutions that can be called upon to assist FAO and member countries to develop capacity on gender equality issues are being set up with a variety of partners. Project design and implementation issues will be covered.</p> <p>b) ESW and TC developed guidelines for addressing gender issues in UNJPs. They have been disseminated to all country offices for their implementation.</p> <p>c) Gender Focal Points to be identified and supported by country offices.</p>	<p>a) In the Strategy to Develop Capacities for Gender Equality in Food Security and Agriculture (See Recommendation 11. b), the regional network of gender experts has been explored as a means of delivery, however to date funds are not available to pursue this initiative.</p> <p>b) The guidelines for addressing gender issues in UNJPs were developed by ESW (now ESP). FAO with IFAD, WFP and UN Women formulated the UN Joint Programme on Accelerating Progress toward the Economic Empowerment of Rural Women. Currently there are five other on-going UN Joint Programmes that focus on gender equality in Kenya, Malawi and Rwanda. Until 2012, FAO was involved in 15 UNJPs with focus on gender equality and women's empowerment in countries like Bolivia, Honduras, Malawi, Mozambique, Nepal, Nicaragua, Rwanda, Uganda and Sudan. FAO Pakistan is implementing One UN Joint Project with other agencies (i.e. UNHCR, UNDP, WHO and UNHABITAT) on Social cohesion and peace building programme for Refugees Affected and Hosting Areas (RAHA) adjacent to the Peshawar-Torkham express way, where FAO is working with women farmers in</p>	<ul style="list-style-type: none"> • Guidelines for addressing gender issues in UNJPs were already developed and disseminated. • Increased awareness on the roles and priorities of rural women in the UNCT gender working groups. • This is an on-going process.

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		<p>poultry keeping, home gardening and nurseries raising, capacity building through women open schools in the affected areas.</p> <p>c) There are GFPs appointed at the country offices (See Recommendation 6 d) and some of them are participating in the UNCT gender working groups.</p>	
<p>Recommendation 16 to FAO on partnership with UN Women</p> <p>a) FAO should establish a partnership with UN Women at corporate level, to capture support at regional and country level in furthering empowerment of rural women;</p> <p>b) ESW should work with UN Women based on respective comparative advantage in support to rural women, in particular, but not exclusively, in the areas of land rights and food security and nutrition mapping</p>	<p>a) FAO to co-lead UN women's focus area on women's economic empowerment. Negotiation underway to launch a UN Women-FAO and UN Women-Rome-based Agencies (RBA) partnership in February/March 2012. FAO will emphasize gender mainstreaming in agriculture and rural development as opposed to focusing on women in development exclusively.</p> <p>b) ESW/UN Women and Rome-based Agencies: Collaboration has been initiated in preparation for Commission on the Status of Women 2012 (focusing on rural women).</p>	<p>a) An agreement was signed by UN Women and the three Rome-based Agencies (RBAs) to launch a Joint Programme on Economic Empowerment of Rural Women in September 2012. Consultations were started with national stakeholders in seven pilot countries, and needs and priorities have been concretized in programmes.</p> <p>b) Collaboration with UN Women over the past two years has included:</p> <p>Organization of the Expert Group Meeting on Enabling Rural Women's Economic Empowerment, Accra, Ghana, September 2011 as a preparation for the 2012 CSW that focused on rural women;</p> <p>Formulation and implementation of the UN Joint Programme on Accelerating Progress toward the Economic Empowerment of Rural Women (see Recommendation 15b);</p> <p>Providing support to the organization of the general discussion on Article 14 of CEDAW;</p> <p>FAO participated in the recently convened UN women Expert group meeting and emphasized the</p>	<ul style="list-style-type: none"> • This is an on-going process, and it is too early to assess the impact. • Enhanced collaboration between UN Women and the three Rome-based Agencies has contributed to increased visibility of rural women's and rural gender equality issues. This collaboration strengthens the position of all participating agencies as joint representation and advocacy is more efficient than as if all four agencies were representing their views separately.

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		<p>importance of focusing specifically on rural women in developing a new stand-alone goal for the post-2015 goals;</p> <p>FAO is supporting UN Women in the development of the E-learning gender course for all UN staff;</p> <p>FAO submitted its first report to UN Women in February 2013, in the framework of the UN System-Wide Action Plan on gender equality and the empowerment of women (SWAP).</p>	
<p>Recommendation 17 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>b) The Office of Corporate Communications and External Relations and the Office of Knowledge Exchange, Research and Extension should ensure that all FAO publications, leaflets, briefs and communication materials should be revised before finalization and printing to ensure that they do</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>b) Extensive gender training on communication and gender for the office of corporate communications and external relations and the Office of Knowledge Exchange, Research and Extension is required.</p> <p>c) Help Desk will be established to operationalize the gender marker. Help Desk</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>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>b) Information Officers have been sensitized to the</p>	<ul style="list-style-type: none"> • 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. • Improved awareness on gender issues has led to a more careful use of gender-related terminology and images in FAO publications. • This is an on-going process, and it is too early to see the impact.

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<p>not convey sexist messages – in words or images - in relation to women's and men's roles and responsibilities.</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>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>need to ensure that communications materials are gender-sensitive, and to promote gender equality and or provide gender disaggregated information when an opportunity presents itself, or at least to ask the right kinds of questions to technical units in this regard. Communication staff have been provided with examples of the kinds of questions that they should ask when preparing communications and advocacy materials.</p> <p>Gender considerations are highlighted in Publishing Guidelines and are a basic criterion for clearance of information products (and their component parts) during their development and prior to publication.</p> <p>c) See Recommendation 10 iv) for the gender markers. ESP and OSD will coordinate the review of the responsibilities and functions of the Help Desk.</p>	