

Annex 1 - Terms of Reference for the Evaluation

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Acronyms

AGA	Animal Production and Health Division
AGN	Nutrition and Consumer Protection Division
AGP	Plant Production and Protection Division
AGS	Rural Infrastructure and Agro-Industries Division
BH	Budget Holder
CFS	Committee on World Food Security
CGIAR	Consultative Group on International Agricultural Research
COAG	Committee on Agriculture
COFO	Committee on Forestry
CPF	Country Programming Framework
EB	Extra-Budgetary
ES	FAO Economic and Social Development Department
ESA	Agricultural Development Economics Division
ESN	Food and Nutrition Division
ESS	Statistics Division
EST	Trade and Markets Division
ESW / SDW	Gender, Equity and Rural Employment Division (SDW until January 2007)
FAOR	FAO Representation
FI	Fisheries and Aquaculture Department
FIE /FIP	Fisheries and Aquaculture Policy and Economics Division
FII	Fish Products & Industry
FIR	Fisheries and Aquaculture Resources Use and Conservation Division
FO	Forestry department
FOE	Forestry Economics, policy and products division
FOI	Forest Products & Industry (until January 2010)
FOM	Forest assessment, management and conservation division
FON	Forestry Policy and Planning Division (until January 2010)
FOP	Forest Products Division (until January 2010)
FOR	Forest Resources Division (until January 2010)
FPMIS	Field Programme Management Information System
GaD PoA	FAO Gender and Development Plan of Action
GCP	Government Cooperative Programme
GPG	Global Public Goods
GFP	FAO Gender Focal Point
GWA	Gender and Water Alliance
HQ	FAO Headquarters
IDWG	Interdepartmental Working Group
IEE	Independent External Evaluation
IFAD	International Fund for Agricultural Development
IFIs	International Finance Institutions
LEG	Legal Office
LoA	Letter of Agreement
LTU	Leading Technical Unit
MDG	Millennium Development Goals
MTP	Medium Term Plan
NGO	Non-Governmental Organization
NMTPF	National Medium Term Priority Framework
NR	FAO Natural Resources Department
NRC	Climate, Energy and Tenure Division
NRL/AGL	Land and Water division (AGL until January 2010)
OED	FAO Office of Evaluation (formerly PBEE)
OEK/KCE	Office of Knowledge Exchange, Research and Extension (KCE until January 2010)
PC	Programme Committee

PWB	Programme of Work and Budget
RAF	FAO Regional Office for Africa
RAP	FAO Regional Office for Asia and the Pacific
REU	Regional Office for Europe and Central Asia
RLC	Regional Office for Latin America and Caribbean
RNE	Regional Office for Near East and North Africa
RP	FAO Regular Programme of work
SAP	FAO Subregional Office for the Pacific Islands
SC	Steering Committee
SD	FAO Sustainable Development Department (merged into ES and NR Departments in January 2007)
SDAR	Rural Development Division
SDRE	Research, Extension and Training Division
SEC	FAO Subregional Office for Central Asia
SEU	FAO Subregional Office for Central and Eastern Europe
SFC	FAO Subregional Office for Central Africa
SFE	FAO Subregional Office for Eastern Africa
SFS	FAO Subregional Office for Southern Africa
SFW	FAO Subregional Office for West Africa
SLC	FAO Subregional Office for the Caribbean
SLM	FAO Subregional Office for Central America
SLS	FAO Multidisciplinary Team for South America
SNE	FAO Subregional Office for North Africa
SNG	FAO Subregional Office for the Gulf Cooperation Council States and Yemen
SNO	FAO Multidisciplinary Team for Oriental Near East
SPFS	Special Programme for Food Security
TCA/TCS	Policy and Programme Development Support Division
TCE	Emergency Operation and rehabilitation division
TCI	FAO Investment Centre
TCI	Investment centre division
TCP	FAO Technical Cooperation Programme project
TCPF	FAO TCP Facility
TF	Trust Fund
ToR	Terms of Reference
UTF	Unilateral Trust Fund
WiD	Women in Development
WB	World Bank

1 Background for the evaluation

1. In 1989, for the first time FAO formally integrated in its work the recommendations emanating from international conferences for the advancement of women, including the 1985 Nairobi-Forward Looking Strategies for the Advancement of Women. This was achieved by preparing the first of four successive plans of action, each with an approximate duration of five years: the first two plans aimed at the 'Integration of Women in Development', while the third and fourth re-focused their attention on Gender and Development (GaD-PoA), following the mandate of the Beijing Platform for Action to 'ensure that a gender perspective is reflected in all our policies and programmes'. All Plans were approved by FAO Conference, which was also the recipient of specific reports on plans' implementation and progress.

2. FAO Programme Committee (PC) at its 100th session in October 2008, commenting on proposed evaluations for 2010, noted that *"No evaluation of FAO's work related to gender has been undertaken in recent years. Given the recent adoption of a new Gender and Development Plan of Action for 2008-13, it is considered that this evaluation should be initiated in 2010"*. OED planned to start this strategic evaluation in early 2010.

3. In 2009, also as a follow up to one of the recommendations by the Independent External Evaluation of FAO (IEE) in 2007, the formulation process for FAO's new Strategic Framework led to the creation of Strategic Objective K, 'Gender equity in access to resources, goods, services and decision-making in the rural areas'. The new SO absorbed the GaD-PoA 2008-13, which was phased out. The decision to include the cross-cutting issue of GaD as a specific Strategic Objective triggered discussion in the Organization during the preparation of the new Strategic Framework.

4. Against this context, ESW decided to launch in 2010 a Gender Audit, in partnership with UNIFEM, with the aim of raising awareness and contributing to the development of a baseline on gender mainstreaming for the Organization, which will help in measuring progress in the implementation of Strategic Objective K.

5. Although a Gender Audit and an Evaluation of FAO's role and work related to GaD would have different purposes and methodology, a certain degree of overlapping, in particular in the groups of stakeholders involved, was unavoidable. Through extensive consultation between ESW and OED and a discussion at the PC at its 103rd session in April 2010, it was agreed that the exercises would be run in parallel and with close coordination between them. Their respective scopes were defined as follows:

- the Audit should focus on the institutional analysis of gender mainstreaming in FAO at the launch of the new Strategic Framework with SO K; it would include an in-depth analysis of staffing situation, procedures for gender mainstreaming, degree of implementation, strengths and weaknesses of the Gender Focal Point system, the organizational capacity for gender analysis and mainstreaming;
- the Evaluation should focus on the past performance of FAO in mainstreaming gender in its technical work (field and normative), including the Gender Plan of Action and any work by ESW, against the international criteria of relevance, efficiency, effectiveness, impact and sustainability; this would include analysis of work at HQ and in a representative sample of regional, sub-regional and country offices.

6. The Evaluation of FAO's Role and Work related to Gender and Development will be carried out in the period November 2010-May 2011. The report is expected to be presented to the PC in its Autumn 2011 session. The Gender Audit is planned to be completed by end of December 2010.

2 Gender and Development in FAO

7. This chapter provides an overview of FAO's work related to Gender and Development since 2002. This information was gathered and elaborated during the Evaluability Assessment conducted by FAO Office of Evaluation in the period June-October 2010.

2.1 *FAO's structure and approach to Women/Gender and Development*

8. FAO has had a Women and Development Service in the 1980s, responsible for fostering women-focused activities. From 1989 onward its mandate became to *“focus on the implementation of the FAO Plan of Action for Women in Development in order to address the major goals of FAO and Member Nations in relation to agricultural and rural development”*¹.

9. The 1994 reform process integrated the Service into a newly created Women and Population Division in the Sustainable Development (SD) Department. In January 2002, the unit was renamed Gender and Development Service, located within the Gender, Equity and Rural Employment Division (SDW) in SD Department. When the latter was dismantled on January 2007 following the Director General's (2005) Reform Proposal, the Division moved into the Economic and Social Department and became ESW.

10. During the period 2002-2008, most of ESW's gender work was defined by the framework of the third and fourth Gender and Development Plans of Action, formulated for the periods 2002-2007 and 2008-2013 respectively. The two GaD-PoA aimed at mainstreaming gender in all the work of the Organization, by making each unit and division responsible and accountable within their respective mandates. The mandate of ESW was defined as *‘to support FAO's efforts to promote the economic and social well-being of the rural poor. In addition to coordinating FAO's work on sustainable rural development and population issues, the Division assists FAO and its member governments in addressing gender, equity and rural employment issues’*. Thus, the role of the Division became strongly oriented to provide advisory services, capacity development and methodological tools, besides having some responsibility for direct intervention at country level and reporting to Conference on the GaD-PoA progress.

11. SDW/ESW focused its work on capacity development, technical advice to other parts of the Organization, production of methodological and analytical tools and the set-up of a Gender Focal Points network. In 2002, Gender Focal Points were appointed at divisional/service/unit level, to *‘ensure continuity in their efforts to mainstream gender...to facilitate the coordination of the PoA within their Units and...to liaise with SDW to seek assistance/ guidance’*². SDW/ESW maintains lists of GFPs.

12. Content-wise, the GaD-PoA 2002-07 aimed to *“promote gender equality in the access to sufficient, safe and nutritionally adequate food; access to, control over and management of natural resources and agricultural support services; participation in policy- and decision-making processes at all levels in the agricultural and rural sector; and in opportunities for both on- and off-farm employment in rural areas”*.

13. The GaD-PoA 2008-13 focused on four key global issues related to gender and FAO's work: Emergencies; Climate Change and Bio-energy; Human, Plant and Animal Diseases, and Globalization - Trade and Changing Institutional Structures. These global issues were to be examined with regard to the four strategic gender objective areas: Food and Nutrition; Natural Resources; Rural Economies, Labour & Livelihoods; and Policy and Planning. The Plan also included specific Targeted Gender Mainstreaming Outputs and Progress Indicators, to monitor performance.

14. Until late 2008, ESW was structured in three groups, dealing with Gender, Equity and Rural Employment respectively. The divisional website described the functions and tasks of the Gender and Equity groups³ as in Box 1 below.

¹ Women and Development Service website, FAO

² Gender and Development Plan of Action 2002-2007.

³ This Evaluation will not analyse the work of the Rural Employment Division, see Scope below.

Box 1. ESW groups' functions

- **Gender:** ESW leads and coordinate FAO's work to address gender concerns in agriculture and rural development programmes and policies. The Division is working to mainstream gender within all technical areas of FAO's mandate by advancing information; raising awareness, building capacities; providing technical assistance and supporting the development of sex-disaggregated data in agricultural censuses.

- **Equity:** ESW promotes social and economic equity through analyses of population and gender dynamics and the multiple impacts that policies and programmes have on different rural populations. The Division leads and coordinates FAO's efforts to understand and mitigate the impacts of HIV/AIDS and other diseases on agriculture and rural areas. It also provides technical and policy assistance, and helps to coordinate FAO's support related to the rural disabled, indigenous peoples, migration, orphans and vulnerable children, rural ageing, and vulnerable mountain people.

Source: ESW website

15. The Independent External Evaluation of FAO (IEE) finalised in 2007, analysed in detail gender mainstreaming across the Organization: a specialised team launched a corporate level survey, several interviews focused on gender issues and all country visits included gender issues in their analysis. Based on the specialized team's findings, the final report included Gender Mainstreaming and Women's Empowerment among the 16 High Possible Priorities for resource allocation and formulated Recommendation 3.19 in Box 2 below:

Box 2. IEE Recommendation 3.19

The Gender Plan of Action should be fully integrated into FAO's programme cycle (including integration of the GDPA into FAO's main strategic and/or medium-term plans, rather than as a separate plan) and reported on specifically as part of that cycle, and:

- a) gender should receive a priority in the funds reserved for interdisciplinary action and facilitating action on the three goals of member countries;**
- b) gender focal points should have selection criteria, clear terms of reference included in their job description and the necessary seniority;**
- c) staff training in gender and women's empowerment should receive renewed priority, with a particular priority to FAO professionals and gender focal points; and**
- d) possibilities for greater partnership with other organizations should be explored.**

Source: IEE final report, 2007

16. The Immediate Plan of Action (IPA) prepared as follow-up to the IEE, made provisions for ensuring gender balance in the Organization's Human Resources structure and fully accepted Recommendation 3.19; this resulted in a new 'gender equity focused' Strategic Objective K (SO-K) in FAO Strategic Framework 2010-2019. The GaD-PoA 2008-2013 was integrated into SO K and as of early-mid 2009, progress monitoring and reporting on the PoA was discontinued. In the same period, ESW's work on HIV/AIDS started to be phased out.

17. Both GaD-PoA and SO-K are based on a two-pronged strategy, adopted by UN agencies such as UNIFEM and UNFPA, which entails: i) promoting the concept and principles of gender mainstreaming; and ii) retain projects and programmes targeted specifically for empowering women and girls. Further, Strategic Objective K raises gender equity to the same level as all other corporate objectives. There was thus intention of continuity between the GaD-PoA and SO-K, in terms of double-thronged approach and in maintaining the double role of ESW as a technical unit in itself and as a service/backstopping provider to the rest of the Organization, while giving more visibility and prominence to gender equality in the work of the Organization

18. Like any other strategic objective, SO-K describes its relevance and is articulated in Organizational Results (ORs). As of mid-2010, ESW re-structured itself in line with the four OR. Box 3 below describes SO-K.

Box 3. Strategic Objective K

Relevance of SO K	The Objective addresses the critical gaps in embracing more gender and socially inclusive policies, capacities, institutions and programmes for agriculture and rural development. It also helps to mainstream this approach across all of FAO's Strategic Objectives.		
Organizational Result	Team	About the team	Main outputs
<i>K1 - Rural gender equality is incorporated into UN policies and joint programmes for food security, agriculture and rural development</i>	Gender equality for food and agriculture in the UN system	ESW is working within its mandate to help realise the "One UN" initiative. FAO's own reform process had already anticipated the need for a strengthened and dynamic role of the Organisation at the country level, which includes greater decentralisation of authority to country and sub-regional levels. FAO's participation in the One UN therefore, includes the involvement of FAO representative offices, sub-regional and regional offices as well as input from relevant units at FAO headquarters towards an overall coordination of efforts and sharing of information. Within this context, the Gender, Equity and Rural Employment Division (ESW) is assisting when possible Delivering as One countries to implement joint programmes and policies to support gender equality. The team aims to provide policy advice relevant in relevant UN policies and joint programmes.	More effective partnerships within the UN system developed (UNIFEM/ UNESCO/ UNDP/ UNFPA/ ILO) on gender equality, food security and rural development. Technical support to selected One UN pilot and UNJP countries on reducing gender inequalities and improving livelihoods.
<i>K2 - Governments develop enhanced capacities to incorporate gender and social equality issues in agriculture, food security and rural development programmes, projects and policies using sex-disaggregated statistics, other relevant information and resources</i>	Gender capacity building	This team is also assisting IFAD to build the gender analysis expertise of its project staff in four regions through an IFAD grant.	Capacities of national policy and programme staff in selected countries enhanced to address gender inequalities and analyze sex-disaggregated data related to the agricultural sector and rural development.
<i>K3 - Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development</i>	Gender and equity policy support to countries	Some of the work areas covered by this team are supported by interdepartmental working groups, including for such subjects as Indigenous Peoples and HIV and AIDS	Support National Institutions to improve understanding and analysis of rural vulnerabilities related to gender and social inequalities Draft conceptual framework for equity and social protection for food and agriculture in rural areas developed in 2009.
<i>K4 - FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work</i>	Gender and development plan of action	This team is supported by a network of gender focal points located throughout FAO's technical units and decentralized offices. FAO's work related to gender mainstreaming is part of a UN system wide effort and benefits from policy experience, lessons learned and good practices in other UN agencies through participation in the	1. The Gender and Development Plan of Action (GAD-PoA) is completely integrated in FAO's new strategic framework. 2. Capacities of Gender Focal Points and technical staff of several units and FAO Representation staff of

		Inter Agency Network on Women and Gender Equality.	selected countries enhanced to implement gender sensitive activities.
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Source: FAO Strategic Framework 2010-2019 and ESW website, elaborated by the Evaluation team

2.2 Gender in the FAO Programme of Work and Budget and Medium Term Plan

19. Since 2002, FAO's gender-related programmes have gone through some transformation. In the Programme of Work and Budget (PWB) 2002-03, the focus was on policy advice, technical assistance and training to countries and civil society partners to support the mainstreaming of gender and population issues in agricultural, environmental and rural development policies, programmes and projects, as well as in agricultural censuses and surveys, and in relevant legislation. It was also aimed at addressing several emerging issues, such as the impact on agricultural productivity and food security of the HIV/AIDS pandemic and of progressive rural ageing; and the gender-differentiated impact of globalisation, on agricultural trade and in terms of access to new technology. The Programme also covered the function of corporate focal point regarding the Priority Area for Interdisciplinary Action (PAIA) on Gender Mainstreaming.

20. In 2004-05, the scope of action was downsized also due to significant reductions in UNFPA⁴ funding resources. The Revised PWB stated that *"required further staff reductions will negatively impact on the gender and development programme in the European region, and reduce capacity to meet demands from countries for training workshops and networks to mitigate the impact of HIV/AIDS and food security. The planned thematic and geographical expansion of capacity building and training efforts in gender disaggregated data collection and analysis, case studies on gender and resource management, and SEAGA workshops will all be reduced"*.

21. In PWB 2006-07, the Programme's thrust was based upon the *"twin pillars of capacity-building and policy assistance to countries"* in the core areas of gender, HIV/AIDS and other, related diseases, and their relation with rural poverty and food insecurity. The programme was to build capacity and provide tools and policy advice towards the accomplishment of the MDGs, in particular regarding the role of gender equality and mitigation of HIV/AIDS in the reduction of rural poverty and food insecurity.

22. In PWB 2008-09, Programme 3F - Gender and equity in rural societies - was led and aimed at the following:

- keep the main accent on strengthening national capacities to mainstream gender in policies and programmes, within the framework of the Gender and Development Plan of Action;
- continue the analysis of the nexus between agriculture, gender equality, social equity, household food security, rural development and poverty reduction;
- enable ESW to serve as corporate focal point on HIV/AIDS, indigenous peoples, population issues, particularly migration, rural ageing and disability;
- act as convenor within the Global Coalition of Women and AIDS and lead issues within the UN-wide Inter-agency Network on Women and Gender Equality.

23. Changes in the PWB narrative were reflected at the level of Programme Entity (PE)⁵: the GaD-related PEs since 2002 are illustrated in Box 4 below.

⁴ The United Nations Population Fund was a donor of FAO in the 1990s, until the early 2000s.

⁵ In the period 2000-2009, the Regular Programme of FAO was articulated and budgeted through Programme Entities, with objectives, results and outputs.

Box 4. Programmes and Programme Entities related to GaD since 2002

Major Programme	Programme Entity	Regular Programme budget (USD 000) and % of RP Net Appropriation ⁶
<i>PWB 2002-03, Programme 2.5.2: Gender and Population</i>	2.5.2.A2, Inter-relations between Gender, Population and Food Security 2.5.2.A3, Gender and Natural Resources Management 2.5.2.P1, Promotion of Gender and Population in Policies, Legislation and Civil Institutions 2.5.2.S1, Technical Support to Member Nations and the Field Programme	5,596/6,404 – 0.8%
<i>PWB 2004-05 revised, Programme 2.5.2: Gender and Population</i>	2.5.2.A3, Gender and Natural Resources Management 2.5.2.A4, Analysis and Mitigation of the Impact of HIV/AIDS on Food Security and Rural Development 2.5.2.P1, Promotion of Gender and Population in Policies, Legislation and Civil Institutions 2.5.2.S1, Technical Support to Member Nations and the Field Programme	6,058 – 0.8%
<i>PWB 2006-07, Programme 3F Gender and Equity in Rural Societies</i>	3FA02, Mitigation of the Impact of Diseases in Rural Societies 3FP01, Promoting Gender Equality, Social Equity, Education and Communication in Rural Development 3FS01, Technical Support Services to Members and the Field Programme	9,400 -1.2%
<i>PWB 2008-09, 3F Gender and equity in rural societies</i>	3FA02, Mitigation of the Impact of Diseases in Rural Societies 3FP01, Promoting Gender Equality, Social Equity, Education and Communication in Rural Development 3FS01, Technical Support Services to Members and the Field Programme	8,928 – 1.1%

Source: ESW, PWB, OED

24. Regular Programme Budget resources allocated to the Gender Programmes under the responsibility of SDW/ESW since 2002 have been in the range of 1% of the Organization Net Appropriation⁷. This corresponds also to the share allocated to SO K in the PWB 2010-11; in the current PWB, regional and sub-regional offices have also received a gender-earmarked allocation.

25. SDW/ESW information on human resources shows four categories: staff in HQ, staff in Decentralized Offices (DO), Consultants and Associate Professional Officers (APO). Differences in distribution across the four groups between 2002 and 2010 are noticeable: staff in HQ increased from 12 to 22, whereas in DOs decreased from 6 to 2; the number of long-term Consultants more than doubled, from 7 to 15, whereas APOs went from 16 to 4.

26. Since 2002, SDW/ESW has been Lead Technical Unit (LTU) for 53 projects, for a total amount of approximately USD 58 million. The Evaluability Assessment also identified 38 projects that were HIV/AIDS-related, also led by SDW/ESW. The division has also produced approximately 300 normative products, including publications, guidelines, fact-sheets, e-news, tool-kits, etc.⁸

27. Another important area of work, with support from other units in the Organization as well, has been the participation into inter-agency networks on gender issues, including:

- Interagency Network for Women and Gender Equality (IANWGE) in which FAO has played a leadership role;
- Inter-agency Standing Committee (IASC) Sub-Working Group on Gender and Humanitarian Action, which used FAO and WFP tools;

⁶ PWB net appropriation is the sum of the mandatory contributions to FAO by the Member Countries

⁷ All figures are at nominal value, and they were not adjusted for inflation or exchange rates fluctuations.

⁸ See Annex 2

- Interagency Workshop on Training and Capacity Building for Gender Mainstreaming, which used SEAGA;
- Interagency Task Forces on Gender and Water, Gender and Trade, and Indigenous Women: FAO is a member of each;
- UN Interagency Expert Group Meetings on the development of sex-disaggregated data and gender statistics;
- Inter-agency Working Group on food security and vulnerability issues, chaired by FAO.

2.3 *Non SDW/ESW work focused on women/GaD or with women/GaD-related components*

28. As the whole of FAO had responsibility for mainstreaming gender in its work, the Evaluability Assessment mapped also non SDW/ESW projects that were Women/GaD related, including emergency interventions and work conducted by the Investment Centre. Criteria for identification were⁹:

- 1) being operational between 1 January 2002 and September 2010;
- 2) identified by FAO technical units, Regional and country offices as being women/gender related or with a women/GaD-related component¹⁰;
- 3) reference to women/gender in the title; projects marked with a gender qualifier¹¹; projects linked to SDW/ESW Programme Entities¹².

29. The number of projects identified by FAO stakeholders (criterion 3) was 531¹³. The total number of projects selected through the complete search, including SDW/ESW led projects, was 590¹⁴: this represents 9.7% of the total number of projects under implementation in FAO in the period 2002-2010. Budget-wise, women/GaD related projects received approximately USD 934 million, which represents 14% of FAO total project funds during the period 2002-2010. In addition, 78 TeleFood projects were also identified by FAO Representations and through FPMIS qualifiers: this represents 3% of all TeleFood initiatives since 2002.

30. The analysis of the number of projects shows that Regional Offices taken as a group had the highest percentage of women/GaD-related initiatives (15%), whereas Forestry Department had the lowest (5%). All other departments and sub-regional offices ranked in-between these two values.

31. The Evaluability Assessment gathered information from FAO stakeholders also on the women/GaD related normative products. As for the SDW/ESW products, this included “*publications, methodologies, databases, training activities outside project funded work*”¹⁵, which tend to be dispersed across the very complex corporate websites if not in the computers of individual officers. A list of approximately 300 products, in addition to those issued by SDW/ESW mentioned above, was compiled¹⁶: the non-existence of a single repository or record of the normative products of FAO makes it impossible to assess its completeness.

32. In accordance with the GaD-PoA principles, Gender Focal Points were largely responsible for assisting respective divisions and units in mainstreaming gender issues across their work, in the projects and normative products listed above. In 2002, there were 36 GFP in HQ, plus alternates. In 2010, GFPs were 26, each usually with one alternate. In mid-2008, ESW had requested that GFP be appointed at senior officer level (P5 or above): the 2010 lists shows that the request was met only in half of the cases.

⁹ Annex 1 contains the complete list of projects identified.

¹⁰ In early June 2010, OED asked all FAO units and decentralized offices to provide this type of information.

¹¹ FAO TCP unit defined four ‘Gender qualifiers’: Gender-equality focused; Gender mainstreamed; Gender affirmative action; Gender neutral. Annex 2 defines each qualifier.

¹² These projects were identified through the FAO Field Programme Management Information System (FPMIS)

¹³ This figure includes also SDW/ESW led projects. Responses came from 39 Representations/Regional Offices and 20 technical units.

¹⁴ Of these, 20% of which were classified as emergency interventions, 36% were located in Africa, 23% in Asia and the Pacific, 21% in Latin America and the Caribbean, 7% in the Near East and North Africa, and 6% in Europe and CIS and at global and inter-regional level.

¹⁵ OED request by email to all FAO technical units and decentralized offices, June 2010.

¹⁶ See Annex 2, List of Normative Outputs

2.4 *Issues that emerged during the Evaluability Assessment*

33. This section illustrates key issues that emerged during the Evaluability Assessment, including points raised by the Gender Audit in its debriefing with the Gender Focal Points in November 2010. The Evaluation will address them throughout its analysis, looking for facts and evidences that will allow separating perceptions from reality.

- A) The phasing out of WID/GaD-PoA after 20 years and the creation of a Strategic Objective for gender equality in its own right had the purpose to improve gender mainstreaming and visibility in the work of the Organization. For example, Unit Results from other divisions and departments were linked to SO-K, to allow more inter-disciplinarity and collaboration across units and divisions. The comparison between the level of integration of GaD-PoA outputs into respective PWB, and the inclusion of 'gender focused' Unit Results as well as 'gender sensitive' products and services in PWB 2010-11 and possibly in PWB 2012-13¹⁷ should allow the Evaluation to draw conclusions on the progress made towards the expected overall result.
- B) During the Evaluability Assessment, a number of constraints were mentioned that have affected the performance of the GaD-PoA, including: senior management's lack of commitment; corporate culture preventing gender to be recognized as a technical competence in its own right for both staff allocation and as a selection criterion in recruitment; under-scoring of work on gender issues in staff performance; and poor accountability on gender equality issues.
- C) The diffused responsibility on gender mainstreaming and the role of ESW as a facilitator do not seem to be fully understood by the rest of the Organization, where staff appears to have different expectations about who should do what. One hypothesis that will deserve attention is whether the double role of ESW has also been a cause of tensions in setting priorities and allocation of resources at divisional level.
- D) Evidence from past evaluations shows that some of FAO's work has been gender sensitive and has given due attention to women and gender equality when the recipient partner country had a policy on women and gender in agriculture, or the donor funding the initiative had gender among its priorities. The Evaluation should make efforts to understand what the actual drivers for gender mainstreaming in FAO are.
- E) The percentage of FAO projects and programmes that were identified as gender-related through selection by FAO stakeholders, LTU, title, link to Programme Entity and/or Gender qualifier, is 9.7%. Budget allocation was slightly higher, at 14% of total project funds. Both figures appear low, in consideration of the role women play in agriculture, forestry and fisheries and of the commitment by FAO and all UN agencies and organization towards gender equality.
- F) Several interviews implied that: corporate mechanisms for mainstreaming gender in projects and programmes, namely the PPRC, the TCP selection criteria and appraisal sheet, gender qualifiers in FPMIS, were not effective; limited financial resources for gender mainstreaming were made available; poor accountability was required on monitoring and reporting that even led to under-reporting work with women and gender issues. Furthermore, evaluations have not been consistent in assessing the level of gender mainstreaming in projects, programmes and strategies and have not called sufficient attention to the low performance on this issue.
- G) A number of FAO success stories on gender mainstreaming do exist, e.g. projects that achieved important progress in terms of women's empowerment, institutional arrangements and good quality normative products. Identifying the factors that led to and allowed the good performance and achievements would be a first step for up-scaling and replication.
- H) Human resources in FAO with a specific responsibility for mainstreaming gender issues are currently concentrated in HQ: SDW/ESW staff distribution, including RP staff and consultants, has changed over time, with an increase in human resources in HQ and a strong decrease of ESW post at the regional level.
- I) Gender Focal Points are the non-SDW/ESW staff responsible for gender mainstreaming: their numbers have decreased over time and in 50% of the cases, their level of seniority does not comply

¹⁷ The Evaluation is planned to be completed after the finalization of PWB 2012-2013 foreseen in March 2011.

- with ESW recommendation. There is also disproportion between the number of GFPs and the amount of technical work carried out by FAO.
- J) The Gender Audit survey showed that 75% of the respondents did not feel confident to address effectively gender issues in their technical work. Also, there seems to be limited awareness and knowledge among FAO officers about FAO policy on gender issues, including the GaD-PoA and SO-K, policies aimed at protection of staff against harassment and the role of women in agriculture, fisheries and forestry. Issues such as poor information exchange and communication between FAO HQ and decentralized offices on gender issues, including on and via the GFP mechanism, have emerged.
- K) FAO does not seem to be considered one of the main players on gender in the interagency work at country level (CCA/UNDAF).

3 Purpose of the Evaluation

34. The Evaluation will analyse FAO past performance with the aim of being forward-looking and striving at being a useful and timely tool that will inform decision makers in their planning role. It also aims at complementing the analysis made by the Gender Audit, building on their insights and findings and widening the scope of their assessment geographically and time-wise.

35. In this context, the main purposes of the Evaluation will be:

- Accountability to FAO management and Member States on FAO's role, work and performance in the implementation of the Gender and Development Plan of Action and in contribution to MDG 1 and MDG 3.
- Identification of lessons learnt and formulation of recommendations for improving FAO's role, work and performance in the pursuit of gender equality and women's empowerment.

4 Evaluation criteria

36. In full agreement with the principle that “*mainstreaming is not an end, but an organizational strategy for achieving gender equality and the empowerment of women*”, as stated by UNIFEM¹⁸, the Evaluation will adopt the ECOSOC definition of gender mainstreaming contained in Box 5¹⁹ as the overarching criterion against which to assess all FAO's work.

Box 5. Gender mainstreaming

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Source: United Nations, 1997, 'Report of the Economic and Social Council for 1997', A/52/3, September 18, 1997

37. In addition to gender equality and empowerment of women, the Evaluation will assess FAO's work against the standard international criteria of evaluation:

- relevance;
- efficiency,
- effectiveness;
- sustainability; and
- impact.

¹⁸ Sandler, J. 1997 'UNIFEM's Experiences in Mainstreaming for Gender Equality', New York, UNIFEM

¹⁹ GaD PoA 2008-13 also refers to this definition.

38. Due to the complexity required for the rigorous analysis of impact, this will be assessed mostly as 'potential for impact' rather than verified actual attribution and/or contribution to goals. Also, the sustainability concept will be assessed in terms of 'institutional sustainability of gender related work'.

39. Further, the Evaluation will also assess FAO's work in terms of its contribution to the goals of social inclusion and fulfilment of human rights, in consideration of the close conceptual and practical relationship between gender equality and these concepts.

5 Scope of the Evaluation, issues and questions

40. The Evaluation will assess the work carried out by FAO to implement the GaD-PoA 2002-2007 and 2008-13 and parallel Medium Term Plans (MTP) and Programmes of Work and Budget (PWB), as well as Strategic Objective K through PWB 2010-2011. This will include:

- a. GaD related initiatives carried out by SDW/ESW since 2002 for the implementation of the third and fourth GaD-PoA, including projects, programmes, Global Public Goods, networking and participation in relevant processes, at global, international and national level;
- b. SDW/ESW work in support of gender mainstreaming by other FAO units, including:
 - o the support to the functioning of the Gender Focal Point network;
 - o technical advice and backstopping to any other unit in FAO;
- c. HIV/AIDS related initiatives carried out by SDW/ESW and any other unit in FAO since 2002, including projects, programmes, Global Public Goods, networking and participation in relevant processes, at global, international and national level;
- d. the work defined as 'related to Women and GaD' carried out by any other unit in FAO outside SDW/ESW, identified through the Evaluability Assessment; this will include projects, programmes, Global Public Goods, networking and participation in relevant processes, at global, international and national level;
- e. a statistically representative sample of projects and programmes, implemented since 2002 by all technical units in FAO outside SDW/ESW, that were not defined as 'women or GaD related'; the sample will also include projects led by SDW/ESW in the area of Rural Employment;
- f. a sample of the Global Public Goods produced since 2002 by all technical units in FAO outside SDW/ESW, that were not defined as 'women or GaD related'; the sample will also include outputs produced by SDW/ESW in the area of Rural Employment;
- g. the mechanisms that have been set up for the implementation of the GaD-PoA, including PPRC appraisal mechanisms and gender markers, TCP gender criteria and qualifiers, the Gender Focal Point network, in-house and external capacity development, methodological and analytical tools; etc.

41. In addition to the issues listed in 2.4 above, the Evaluation will tackle the following questions to analyse FAO's work against the evaluation criteria.

- L) Extent to which FAO's work on and related GaD contributed to MDG1 and MDG3;
- M) Extent to which FAO's work related to Women/GaD contributed and fulfilled FAO Core Functions as formulated in the SF 2010-19 (see Annex 4).
- N) Expectations of FAO Member States on the Organization's performance in GaD issues and how well have they been met so far;
- O) FAO relevance, efficiency, effectiveness, sustainability and potential impact of its Women/GaD-focused projects and programmes;
- P) Extent to which has GaD been mainstreamed in FAO National Medium Term Priority Framework and what are the likely prospects it will be in the next round of Country Programming Frameworks;
- Q) Efficiency and effectiveness of mechanisms and tools available to FAO staff, in particular the Gender Focal Point Network, for complying with the GaD-PoA and SO-K in both normative and operational work;
- R) FAO internal mechanisms and incentives for sharing experience and information on GaD issues;
- S) How the mechanisms and tools described in F, Q and R above could be strengthened or other tools should be developed.

42. The Evaluation will utilize an analytical framework integrating the evaluation criteria, the work listed in 'a' to 'g' above and the issues identified from A to S above. The evaluation matrix will contribute to visualize the links across the various elements. The Evaluation Team should feel free to add any other aspect or activity that may appear as relevant during its assessment.

6 Evaluation approach and methodology

6.1 Roles and responsibilities

43. FAO Office of Evaluation is accountable to the FAO Secretariat and Member Countries for managing the evaluation and delivering the evaluation report within the time-schedule. It is also responsible for drafting the Terms of Reference of the evaluation and of the individual team members; for selection and recruitment of the team members. The Office also has a quality assurance role on the final report, in terms of presentation, compliance with the ToRs, timely delivery, quality of the evidence and analysis done.

44. The Evaluation Team is responsible vis-à-vis FAO Office of Evaluation for the technical and substantive contents of the evaluation. More specifically, the Team Leader contributes to drafting the Terms of Reference and specific tools for the evaluation; he/she guides and coordinates the team members in their specific work, discusses their findings, conclusions and recommendations and prepares the final draft and the final report, based on the inputs from the team members. The team members participate in briefing meetings, discussions and preparation of evaluation tools, contribute to the evaluation following their individual terms of reference and contribute with written inputs to the final draft and final report.

45. FAO Secretariat contributes to the evaluation by providing information and documents and by participating in interviews and meetings with the Evaluation team and through comments and suggestions on the evaluation Terms of Reference and the final draft report. It prepares a Management Response to the final evaluation report, in which it expresses its overall judgment of the evaluation process and report and accepts, partially accepts or rejects each recommendation. For accepted recommendations, responsibilities and timetable for implementation are also indicated; for rejected recommendations, a justification should be provided.

6.2 Methodology

46. The Evaluation will adopt a participatory approach, seeking and sharing opinions with stakeholders at different points in time and assessing FAO's role and work also from the point of view of clients and users of its products and services, as well as of its partners. Triangulation by evaluation team members of information gathered from stakeholders will be a key tool for evidence validation. In addition, the team members will apply their own technical judgment in the assessment of, for example, the quality of normative, project and process outputs. Independence and rigour of analysis will inform the whole evaluation process.

47. Stakeholders will include:

- ESW staff and management;
- FAO staff in HQ and at the decentralized offices;
- Staff of Governments and relevant institutions in Member Countries, at decision-making and at implementation level;
- UN organizations and international NGOs; inter-agency bodies; and
- National NGOs and civil society organisations, and ultimate beneficiaries as relevant.

48. The evaluation will use a wide range of quantitative and qualitative tools and methods, including stakeholder consultation through group and individual semi-structured interviews; check lists; surveys; analysis of publications, guidelines and manuals, databases, etc.; desk studies and country visits. The Evaluation Team will choose the methods and tools most suitable and effective to tackle the evaluation issues and questions. An evaluation matrix will be prepared in draft format - and finalised with the

Evaluation team during its briefing week in FAO HQ - relating issues and questions to methods and tools, indicators and sources of information.

49. The Sustainable Livelihoods Framework²⁰ and the Strengths, Weaknesses, Opportunities and Threats (SWOT) framework will be used as a reference, as appropriate, and as analytical tools for assessment of results²¹. Further, the Evaluation will refer as appropriate to the distinction between Women/Gender Practical Needs and Women/Gender Strategic Needs.

50. In the Evaluation, empowerment is defined as “a process by which the vulnerable become able to make strategic life choices which determine the course of their lives”²². To assess the level of empowerment of women or vulnerable groups, the four different aspects of empowerment will be analysed in combination: physical empowerment, economic empowerment, political empowerment and socio-cultural empowerment.

51. The Evaluation Team will visit a sample of countries, to canvass the opinion and perceptions of national stakeholders on the work, role and work of FAO on women/GaD-related issues, the performance of the field programme and the use of some selected normative products. The team will also analysis ongoing projects that were not defined as Women/GaD related, to assess why they were not. In-country meetings will be organized with national and international institutions, as appropriate; direct interaction with end-users of FAO projects will also be part of the work plan at country level.

52. The main criterion for the selection of the countries to be visited will be the number of projects and programmes funded through RB or EB resources that were identified as Women/GaD related during the Evaluability Assessment. Countries hosting a regional or a sub-regional FAO office will be included in so far as relevant and possible in the sample, to allow discussions with FAO staff working in these DO.

53. The team will elaborate a specific outline for reporting on all visited projects, that will allow highlighting lessons learnt on women inclusion and GaD mainstreaming. This will include the assessment of all projects in terms of their overall relevance and contribution to the country's development goals on gender equality and to MDG3.

54. Individual Terms of Reference will be prepared for each Team member, indicating specific areas of work and evaluation issues to be assessed. OED will organize an internal briefing session for the Evaluation team, to allow all team members to have access to information on FAO as a global organization, on evaluation methods and approaches and on their respective tasks in the team.

55. The team will spend six working days in FAO HQ to be briefed by OED and carry out interviews with FAO stakeholders on their work. ESW will brief the Evaluation team on its work, constraints, future perspectives and expectations from the Evaluation. At the end of the data and evidence-gathering phase, the Evaluation Team will gather again in FAO HQ to wrap-up, and present its preliminary results and recommendations in a debriefing session with key stakeholders in FAO HQ.

56. The following outputs will be prepared by the Office of Evaluation as background material on a CD-ROM for the Evaluation Team:

- Background information on FAO and on the evaluation function in FAO, including FAO Evaluation policy, UNEG Norms and Standards, etc.;
- The inventory of Women/GaD-related FAO normative products issued since 2002;
- The inventory of Women/GaD-related projects implemented by FAO since 2002;
- Project documents and reports for all Women/GaD projects and on-going non-Women/GaD related projects in the countries to be visited;
- A synthesis of references to Women/GaD work from FAO evaluation reports since 2002;
- Evaluation reports of Women/GaD-related projects and those where Women/GaD issues were analysed in detail;
- Gender-related policies in the countries to be visited;
- Any other documents that may be of interest.

²⁰ The Sustainable Livelihoods Framework identifies five different capitals (human, social, natural, financial, and physical), each including different assets. It helps in improving understanding of livelihoods, in particular of the poor. For more information, among others: http://www.livelihoods.org/info/guidance_sheets_pdfs/section2.pdf

²¹ SWOT is a widely used strategic planning tool, useful also in analysis of projects and interventions, to assess their strengths and weaknesses and perspectives in the future. It is particularly used in focus group, but it can be adapted to individual interviews as well.

²² Adapted from Naila Kabeer

57. The draft ToR and advanced draft report will be circulated among FAO stakeholders, for comments and suggestions.

58. The evaluation process will be supported by the international NGO Gender and Water Alliance, in the role of specialized advisory body on gender issues. GWA will participate in the briefing and de-briefing sessions in FAO HQ and will revise the draft ToR and advanced draft report.

6.3 The Evaluation Report

59. The evaluation report will illustrate the evidence found in response to the evaluation issues and questions and the Team's assessment of FAO's work against the overarching and the standard evaluation criteria defined above. The report will focus on findings, conclusions and recommendations. It will include an executive summary. Supporting data and analysis should be annexed to the report when considered important to complement the main report and for future reference.

60. The structure of the report should facilitate linkages between the body of evidence, analysis and formulation of recommendations. These should be addressed to the different stakeholders, can be either strategic or operational and will have to be evidence-based, relevant, focused, clearly formulated and actionable.

61. The Evaluation Team Leader and the team will agree on the outline of the report early in the evaluation process. The report will be prepared in English, with numbered paragraphs.

7 Organization of the Evaluation

7.1 Operational aspects

62. The first step in the evaluation process was the Evaluability Assessment, conducted by OED with the collaboration of the Evaluation Team Leader. It produced the current Terms of Reference. This phase of work included: meetings with staff in FAO HQ and in the Africa and Europe Regional and Sub-regional Offices; a desk review of the Medium Term Plans (MTP), Plans of Work and Budget (PWB) and GaD-PoA since 2002; a search of FAO Field Programme Management System (FPMIS); the compilation of the synthesis of Women/GaD references in evaluation reports since 2000; the compilation of the lists of Women/GaD related projects and normative products since 2002.

63. During the Evaluability Assessment, OED also selected the countries and projects to be visited, identified the Evaluation team members and key stakeholders and all the subsequent steps of the evaluation process. Countries retained for team's visits are:

- Africa: Republic of Congo, FAO Unit for Somalia in Nairobi; Niger; Uganda, Zambia; RAF/SFW and Ghana were visited during the Evaluability Assessment;
- Asia: Bangladesh, Philippines and Thailand, including RAP;
- Latin America and the Caribbean: Bolivia, Dominican Republic, Nicaragua, Panama/SLM;
- Europe and CIS: Armenia and Turkey; REU/SEU were visited during Evaluability Assessment.

64. Project, thematic and strategic evaluations conducted in the past will be canvassed for evidence and assessment of FAO's performance in Women/GaD issues. Among these will be included the evaluations of DIMITRA, LiNKS, Livelihood Support Programme projects, as well as major FAO evaluations through which Women/GaD-related work has been assessed:

- Evaluation of FAO capacity development work in Africa, 2010;
- Evaluation of FAO's work and role related to water, 2010;
- Evaluation of FAO's work in Sudan, 2010;
- Evaluation of FAO's work in Tajikistan, 2009;
- Evaluation of FAO cooperation with India 2003-2008 (2009);
- Evaluation of FAO's role and work in statistics, 2008;
- Evaluation of FAO activities in DRC 2003-2007 (2008);
- Evaluation of FAO's activities in Honduras 2002-2007 (2008);

- Independent External Evaluation of FAO, 2007;
- Evaluation of FAO's Emergency & Rehabilitation Assistance in the Greater Horn of Africa 2004-2007;
- Real Time Evaluation of the FAO emergency and rehabilitation operation in response to the Indian Ocean Earthquake and Tsunami, 2006-2007;
- the Evaluation of FAO activities in Cambodia 2002-2007;
- the Evaluation of FAO activities in Mozambique 2001-2005.

65. The Evaluation of FAO Regional and Sub-regional Office in the Near East and North Africa, when concluded in December 2010, will be the main sources of information for the performance of FAO in that region on gender related work.

7.2 *Composition and profile of the evaluation team*

66. The Evaluation will be led by a senior external consultant, supported by a multidisciplinary team of external consultants. Gender equity and geographical balance were pursued in so far as possible in the team composition, to ensure diversity of perspectives.

67. All Team members will have a solid professional background in gender issues. Further, they will bring together the following areas of expertise:

- agriculture, livestock, fisheries and forestry sustainable development;
- post-conflict and emergency interventions;
- capacity development; and
- institutional and management issues.

68. FAO Office of Evaluation will assist the Evaluation Team with the following resources:

- the Evaluation Manager, who will provide information and guidance on issues relating to FAO structure, working mechanisms and procedures, project and programme management and evaluation methodology and who will be a full-time member of the Evaluation team;
- an Evaluation Officer, who also will be a full-time member of the Evaluation team;
- a Research Assistant, who will collaborate through desk studies, survey management and preparation of synthesis documents.

7.3 *Evaluation time schedule*

69. The evaluation work will be organized following the timetable below. The detailed work-schedule including travel destinations outside FAO HQ will be defined and agreed by late November 2010.

- 4) June-October 2010: Evaluability Assessment;
- 5) November 2010: circulation for comments of the draft ToR;
- 6) December 2010: finalisation of the ToR and of the evaluation design; detailed plan of work and country visits; briefing of the evaluation team in FAO HQ;
- 7) January-mid March 2011: country visits, data gathering, telephone interviews, analysis of documentation, desk review;
- 8) 28 March-5 April 2011: wrap-up meeting of the team in FAO HQ; report writing;
- 9) 6 May 2011: circulation to stakeholders of the advanced draft report;
- 10) 20 May 2011: deadline for comments by stakeholders to evaluation team
- 11) 30 May 2011: circulation of the final report;
- 12) June 2011: preparation of the Management Response to the evaluation by FAO;
- 13) October 2011: presentation of the Evaluation report and of the Management Response to the Programme Committee of FAO.

Evaluation of FAO's role and work related to Gender and Development

Annex 3

Gender “qualifiers” for TCP projects

The objective of these qualifiers is to assist TCOT in retrieving information for monitoring and reporting on the incorporation of gender issues in TCP projects, in line with TCP criteria and agreed gender biennial outputs for the Unit. NB: gender analysis includes issues of sex, age, ethnicity, social class, geographical location and all factors that influence the roles and responsibilities of men and women.

1. Gender equality focus: The primary focus of the project is to promote gender equality in the agricultural/rural sector. It addresses gender gaps, forms of discrimination or inequalities – Ex: Strengthen the Gender Unit in the Ministry of Agriculture for increased capacity to mainstream gender concerns into agricultural related programmes/projects/policies or Support legislation to ensure equal rights of access to land to men and women. *Often ESW led (LTU) but not only.*
2. Gender-mainstreamed: The project has another primary objective but gender issues are visibly addressed throughout the project cycle and are reflected in the project outputs, activities, implementation strategy or methodology (generally not in the objectives, otherwise the project would fall under category 1 or 3). Gender considerations are integrated in the definition of beneficiary groups and methodology for delivery, identification of consultants and participants, and assessment of impacts and outcomes on men and women. Ex: Support pro-poor livestock policy, with training tailored to specific needs of men and women; Support to animal health prevention with information campaign taking into account the different roles of men/women/children in the animal production, handling, marketing chain; etc. This is the category that better applies to most of TCP projects. *The LTU can be any technical unit and ESW can have a direct input in project implementation (in terms of supervision of consultants or missions, etc) or not.*
3. Gender affirmative action: The project is targeted specifically at improving the situation of disadvantaged rural or urban women to reduce gender gaps – Ex: Literacy training for women and girls; Horticultural activities for women's groups; Bakery or poultry raising for widows. *The LTU can be any technical unit and ESW generally has a direct input in project implementation (in terms of supervision of consultants, training, missions, etc) but not necessarily.*
4. Gender Neutral: The project will have no direct significant impact (positive or negative) on gender-specific needs and interests of men and women – Ex: Project focused on the establishment of a laboratory. These types of projects are generally rare as, from the moment that the project involves people it will also have some gender (ex: laboratory training). However, it recognized that, given the specific focus of TCP assistance in a number of projects (i.e. technical feasibility study, introduction of a very specific technique, etc.) gender aspects can be considered “irrelevant” during project implementation and may become visible only after the project end, through follow-up and appraisal of outcomes.

Annex 4 - FAO Core Functions

Core Function a) Monitoring and assessment of long-term and medium-term trends and perspectives.

Members look to FAO to continuously review trends, issues and challenges in its mandate areas and propose policy solutions to address them. Major findings have been – and will continue to be – compiled to serve as reference points for planners, policy makers and partner development agencies.

Core Function b) Assembly and provision of information, knowledge and statistics.

The assembly and provision of information, knowledge and statistics is central to FAO's mandate. Work under this core function concerns: how a coordinated and coherent approach to information and knowledge sharing adds value through FAO's own programmes and cooperation with partners; continuous improvement of FAO as a Learning Organization; and ensuring synergies between people, processes and technology. It also concerns: the provision of support to countries, in particular improving countries' capacity to collect, compile, analyse, store and disseminate relevant and timely statistics and other information on food and agriculture, including fisheries and forestry; continued efforts to upgrade the Organization's corporate statistical databases and development of a statistical data warehouse within the corporate data repository for technical information in order to better integrate the statistical information available within FAO.

Core Function c) Development of international instruments, norms and standards.

The FAO Constitution (i.e. Art. I. and XIV) foresaw a major role for the Organization as a neutral forum for Members to negotiate international instruments. This core function facilitates and supports Governments' efforts in the development of regional and international legal instruments, and in the implementation of their resulting national obligations. It also provides support to the Membership through the setting of norms, standards and voluntary guidelines, as well as in the development and implementation of internationally recognised instruments, standards and action plans. The core function will seek to meet substantial demands for advice in drafting and subsequent enactment of pertinent national legislation (basic law and regulatory instruments), also bearing in mind the need for public administration and private sector cooperating in a mutually beneficial manner.

Core Function d) Policy and strategy options and advice.

This core function is closely interlinked with other core functions. It seeks to meet growing demand for policy assistance in the areas of FAO's mandate. Policy and strategy options will be articulated by the Organization, based on available evidence and the assessments of trends in food security and agriculture, fisheries and forestry. The array of policy assistance work includes: policy and legislative advice, capacity building for policy formulation and implementation, institutional strengthening and restructuring, country information, policy intelligence and monitoring, and identification of Members' priorities for effective field programme development.

Core Function e) Technical support to promote technology transfer and build capacity.

This core function involves taking account of three key dimensions: the enabling environment, specific institutions, and individuals, with all three dimensions ideally addressed in interventions. Two types of capacities are covered: technical capacities to carry out the tasks required to intensify production in a sustainable manner, manage resources and eventually improve food security; and functional capacities in the areas of policy, knowledge, partnering and implementation/delivery. The core function aligns internal processes so that the new capacity development approaches are fully institutionalised within existing systems and procedures, and appropriate governance, tools, and guidelines are available. Good practices are mainstreamed in FAO's programming tools, effective tracking and reporting mechanisms are adopted, and enhanced Human Resources systems take account of new corporate approaches.

Core Function f) Advocacy and communication.

This core function serves to achieve broader outcomes, including: lasting impact from science-based policies promoted by the Organization, also favouring investment in agriculture and rural development. In addition, it

supports consensus-building globally for ambitious, yet realistic objectives of eradicating hunger; enhancing FAO's status as a reference point and authoritative source of technical information in global debates on hunger relief and other issues related to agriculture, forestry, fisheries, livestock and rural development; and increasing awareness of concrete contributions to the development process, as well as post-emergency relief, rehabilitation and transition to development.

Core Function g) Interdisciplinarity and innovation.

Interdisciplinary approaches and the design of cross sectoral programmes make it possible to induce impact or produce outputs that cannot be generated by one unit working in isolation. A regular flow of innovations – provided they are well tested and accepted by those most concerned – are a major ingredient to the constant evolution effort required of any institution. This core function supports FAO's new results-based regime, in particular, the Strategic and Functional Objectives and underlying Organizational Results, which foresees constant interactions and working across disciplinary lines.

Core Function h) Partnerships and alliances.

FAO's leadership in international governance of agriculture and agricultural development matters clearly requires mobilisation of the pertinent best knowledge and capacities. Such knowledge and capacities do not reside only in FAO, so that effective collaborative links need to be established with various institutions in support of shared goals. FAO's ability to fulfil its mandate will be greatly leveraged by partnerships with: other organization within the UN system; research institutions and international financing institutions; inter-governmental entities and regional organizations; and civil society organizations, NGOs, and the private sector. This core function will: foster FAO partnerships and alliances to enhance technical performance; establish horizontal collaboration in strategic or operational programming, funding or advocacy; and allow the Organization to reach out better to ultimate users of its services.