

FAO POLICY ON GENDER EQUALITY

Attaining Food Security Goals
in Agriculture and Rural Development



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ACRONYMS¹

ADG	Assistant Director-General
CEB	United Nations System's Chief Executives Board for Coordination
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSF	Finance Division (FAO)
CSO	Civil society organization
CSP	Human Resources Support Service (FAO)
DG	Director-General
ECOSOC	Economic and Social Council (UN)
ESA	Agricultural Development Economics Division (FAO)
ESS	Statistics Division (FAO)
ESW	Gender, Equity and Rural Employment Division (FAO)
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
GFP	Gender Focal Point
HQ	Headquarters (FAO)
OCP	Office for Communication, Partnerships and Advocacy (FAO)
OED	Office of Evaluation (FAO)
OEK	Office of Knowledge Exchange, Research and Extension (FAO)
OHR	Office of Human Resources
OIG	Office of the Inspector General (FAO)
OSD	Office of Support to Decentralization (FAO)
OSP	Office of Strategy, Planning and Resources Management (FAO)
PEMS	Performance Evaluation and Management System
RO	Regional Office
SWAP	UN System-Wide Action Plan on Gender Equality and the Empowerment of Women
TCE	Emergency Operations and Rehabilitation Division (FAO)
TCP	Technical Cooperation Programme (FAO)
TOR	Terms of Reference
UDHR	Universal Declaration of Human Rights
UN	United Nations

¹ The names and related acronyms of units within FAO were accurate as of November 2012; it is noted that these names may change due to structural reforms.

FOREWORD

On International Women's Day, 8 March 2012, I officially announced the adoption of FAO's new corporate Policy on Gender Equality. With this policy, I wish to underscore the Organization's and my own commitment to promoting gender equality and women's empowerment as a key to eradicating hunger and poverty worldwide.

Women make crucial contributions in agriculture and rural enterprises. Women play a key role in rural economies, where the fight against hunger and poverty is most pressing, as this is where the large majority of the world's poor live. They are also central to family food security and nutrition, as they are generally responsible for food selection and preparation and for the care and feeding of children.

Women manifest an impressive resilience and multifaceted array of talents, but they also face a range of constraints – particularly in their access to productive resources such as land, inputs, training and financial services – which prevent them from becoming equally competitive economic players, capable of creating better lives for themselves and their families, and contributing fully to the growth of their communities and countries. We now have proof that closing this gender gap in agriculture and in other aspects of rural life could bring about significant developmental advances. Simply by giving women the same access to productive resources as men have, yields on women's farms would increase significantly, and substantial progress would be made in lifting millions out of food insecurity. Moreover, bridging this gap would put more resources in the hands of women and strengthen their voice within the household – a scenario that has proved to have multiplier effects on the food security, nutrition, education and health of their children. And better-fed, healthier children learn better, become more productive citizens and foster more innovative rural societies. Clearly, the benefits would span generations and yield large dividends in the future.

The importance of investing in rural women as a channel for progressive change is significant. At the same time, as cultural realities come into play, the achievement of greater empowerment and equality also implies a strong engagement with both men and women. Cultural and behavioural change is integral to the transformation of

“Women’s full and equal participation in the political and economic arena is fundamental to democracy and justice, which people are demanding. Equal rights and opportunity underpin healthy economies and societies.”

Michelle Bachelet
UN Women
Executive Director
(2012)

“Achieving women’s equality is a fundamental human right and a social and economic imperative. Where women are educated and empowered, economies are more productive and strong. Where women are fully represented, societies are more peaceful and stable.”

Ban Ki-moon
UN Secretary General
(2010)

intra- and extra-household dynamics, and is a prerequisite for greater gender and social equality. In some cases, gender gaps are reversed, with men and boys experiencing marginalization or missing potential. Thus, engaging women, men, girls and boys in the development process is vital.

Reducing gender inequalities in the agriculture sector clearly holds great promise for FAO’s mandate of reducing hunger, poverty and injustice in the world. For this reason I have requested and put in place an official FAO Policy on Gender Equality. Formulated after an extensive consultation process, the policy provides a framework to guide and assess FAO’s work in this area. It specifies roles and responsibilities for the implementation of policy directives, and delineates a number of objectives and minimum standards for the achievement of an overall goal. This goal aims for equality between men and women in sustainable food production and rural development, for the elimination of hunger and poverty. The goal and standards expressed within the policy are firmly in line with United Nations system standards in this area, rendering it both progressive and consistent with the latest thinking.

I stand firmly behind the Policy on Gender Equality, calling on everyone to uphold the principles upon which it is based and ensuring that all of FAO’s work pays due attention to reducing gender and social inequalities. The basic tenets are clear. We must eliminate all forms of discrimination against women under the law, ensure that access to resources is more equal and that agricultural policies and programmes are gender-aware, and make women’s voices heard in decision-making at all levels. Women must be seen as equal partners in sustainable development, because they have as much to give as they need to receive. In the end, achieving gender equality and empowering women is not only the right thing to do; it is also a crucial ingredient in the fight against poverty and hunger.

José Graziano da Silva
Director-General
Food and Agriculture Organization of the United Nations

INTRODUCTION

Gender equality is central to the Food and Agriculture Organization of the United Nations' (FAO's) mandate to achieve food security for all by raising levels of nutrition, improving agricultural productivity and natural resource management, and improving the lives of rural populations. FAO can achieve its goals only if it simultaneously works towards gender equality and supports women's diverse roles in agriculture and rural development. Gender equality is not only an essential means by which FAO can achieve its mandate, it is also a basic human right.

In pursuing its goals, FAO is mandated by the United Nations (UN) system to promote and protect human rights and gender equality and to work in ways that ensure that it contributes to their realization, by addressing the underlying causes of human rights violations, including discrimination against women and girls. The 1948 Universal Declaration of Human Rights (UDHR) is the overarching UN document that formally recognizes universally agreed human rights, and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) is central to the issue of gender equality. CEDAW obliges governments to promote, protect and fulfil the equal rights of men and women in their own jurisdictions. Progressive achievement of CEDAW's principle of substantive equality requires actions to achieve equality of opportunity for men and women, and actions to correct the inequalities of power between men and women. Given that masculine and feminine roles are socially constructed and maintained through patriarchal culture, CEDAW obligates State Parties to take all appropriate measures to modify socio-cultural patterns and stereotypes, and to eliminate prejudices and cultural practices based on sexist ideas.

The purpose of this policy document is to provide FAO with a framework for guiding its efforts to achieve gender equality in all its technical work, and for assessing results; it calls on the whole Organization to contribute to these efforts. The policy specifies FAO's goal and objectives related to gender equality and delineates an accountability structure for ensuring policy oversight and achievement of results (Annex A). This structure includes specifications of the roles and responsibilities for coordinating and supporting implementation of

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the policy. A separate human resource action plan addressing gender parity issues within FAO has been developed for 2010–2013, and a gender policy for human resources is planned for the longer term.

This policy document also responds to the performance and reporting standards for UN entities required by the UN System-wide Action Plan (SWAP) for the implementation of the United Nations CEB Policy on Gender Equality and the Empowerment of Women, which was endorsed by the Chief Executives Board for Coordination (CEB) in October 2006 as a means of accelerating gender equality and women's empowerment within the policies and programmes of the UN system and of implementing the conclusions agreed by the UN Economic and Social Council (ECOSOC) in February 1997². The SWAP framework establishes a common understanding of, and standard requirements for, gender equality and women's empowerment. It is intended to promote both accountability and leadership by providing senior managers with clear guidelines regarding their own accountability, and for ensuring adequate resources and capacity in their entities to be successful leaders on gender equality and women's empowerment.

² CEB/2006/2: *United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact*. http://www.un.org/womenwatch/ianwge/gm/UN_system_wide_P_S_CEB_Statement_2006.pdf

RATIONALE

Current data indicate that about 45 percent of the world's population depends on agriculture, forestry, fishing or hunting for its livelihood and that worldwide, women constitute 43 percent of the agricultural labour force, producing a large portion of the world's food crops³. Women's roles range from being cultivators on their own or others' plots – as unpaid or paid workers, employers or employees – to being wage-labourers in on- and off-farm enterprises, alongside their parental and child rearing roles and responsibilities. Everywhere in the world, women face constraints that limit their capacity to contribute to agricultural production and take advantage of new opportunities arising from the changes shaping rural economies. They face overt and implicit discrimination in access to key productive resources such as land and to services such as credit and extension; they face wage discrimination in rural labour markets, and are more likely than men to be in part-time, seasonal and/or low-paying jobs when engaged in rural wage employment; and they often work without remuneration on family farms.

This disproportional disadvantage or “gender gap” exists for many productive assets, inputs and services, including land, livestock, labour, education, extension and financial services. It reduces women's productivity and diminishes their contributions to the agriculture sector, and not only affects their well-being and that of their families, especially in terms of food and nutrition security, but also imposes a high cost on the economy through productivity losses⁴. As demonstrated in the FAO flagship publication, the *State of Food and Agriculture 2010–2011* on women in agriculture, closing the gender gap in agriculture would produce significant gains for society by increasing agricultural productivity, reducing poverty and hunger and promoting economic growth. Ensuring that women have the same access to productive resources as men could increase yields on women's farms by significant amounts. This could raise total agricultural output in developing countries, which could in turn reduce

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³ FAO (2011). *The State of Food and Agriculture 2010-11: Women in Agriculture – Closing the gap for development*. Rome, FAO.

⁴ *Ibid.*

FAO estimates that worldwide, 870 million people were chronically undernourished in 2010-12; the vast majority of chronically undernourished people live in developing countries where women face continuous challenges in accessing and managing productive assets.

FAO believes that increased attention to reducing the gender gap across all areas of its work is needed.

the number of hungry people in the world. In recent years, the combined food, climate and financial crises have led to renewed attention to women's roles in food and agricultural production. FAO estimates that worldwide, 870 million people were chronically undernourished in 2010-12; the vast majority of chronically undernourished people live in developing countries where women face continuous challenges in accessing and managing productive assets.

FAO believes that increased attention to reducing the gender gap across all areas of its work is needed. At the same time, it recognizes that agricultural production relies heavily on the interdependence, complementarity and partnership that exist between women and men within the family. It is therefore important to emphasize that efforts to reduce the gender gap pay attention to and advance this complementarity and partnership. FAO believes that progress towards gender equality requires consistent and increased institutional investment in gender expertise within the Organization, as well as strengthened mechanisms and processes to ensure concrete results.

To achieve its mandate, FAO will integrate gender issues into all facets of its work. It will ensure that gender mainstreaming becomes standard practice in all its normative work and all its regional, subregional and country-level programmes and projects. This action is in line with intergovernmental mandates on gender mainstreaming, and requires that all of FAO's information sharing and knowledge management activities, work on developing normative public goods, policies, regional, subregional and country programmes and projects, and technical interventions adopt a gender mainstreaming approach by incorporating gender analysis, using sex-disaggregated data and paying attention to gender-differentiated impacts. These efforts will contribute to increasing the coverage, effectiveness, efficiency and – ultimately – the impact of FAO interventions for women and men, while at the same time contributing to achievement of the broader UN goals of human rights and social justice.

FAO'S GENDER EQUALITY GOAL AND OBJECTIVES

Clear synergies exist between FAO's mandate and its gender equality goal and objectives. FAO believes that progress towards eliminating hunger and poverty will result from: i) ensuring that its programmes and projects, as well as its normative work, reduce the gap between rural women and men in access to productive resources and services; ii) ensuring that women and men have the ability to influence programme and policy decision-making, and building institutional responsiveness and accountability (voice); and iii) ensuring that rural women and men can take up economic opportunities to improve their individual and household well-being (agency). Women's ability to articulate their needs and priorities will facilitate the ability of rural institutions in member countries to address women's needs and become more accountable to both women and men farmers. Both women and men need an enabling environment to exercise choices and transform them into desired actions and outcomes.

The goal of FAO's gender equality policy is to achieve equality between women and men in sustainable agricultural production and rural development for the elimination of hunger and poverty.

FAO's Gender Equality Goal

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The goal of FAO's Policy on Gender Equality is to achieve equality between women and men in sustainable agricultural production and rural development for the elimination of hunger and poverty.

This means that FAO will work towards gender equality in all its areas of work – food and nutrition security, agriculture and consumer protection, economic and social development, fisheries and aquaculture, forestry, natural resource management and environment, technical cooperation, knowledge exchange, research and extension.

FAO's Gender Equality Objectives⁵

The following objectives will guide FAO's work in advancing equality of voice, agency and access to resources and services between women and men. FAO will work with countries, other UN agencies, civil society organizations (CSOs) and bilateral and private sector partners to make progress towards achieving these objectives by 2025:

1. Women participate equally with men as decision-makers in rural institutions and in shaping laws, policies and programmes.
2. Women and men have equal access to and control over decent employment and income, land and other productive resources.
3. Women and men have equal access to goods and services for agricultural development, and to markets.
4. Women's work burden is reduced by 20 percent through improved technologies, services and infrastructure.
5. The share of total agricultural aid committed to projects related to women and gender equality is increased to 30 percent⁶.

⁵ FAO will develop benchmarks and time-bound targets for its work toward achievement of all its gender equality objectives.

⁶ In mid-2000, about 5.1 per cent of total official development assistance to agriculture was committed to women/gender-related agricultural projects (Ransom, E and Bain, C. "Gendering Agricultural Aid" in GENDER & SOCIETY, Vol. 25 No. 1, February 2011 48-74). The levels of ODA to agriculture decreased from the late 1980s to mid-2000s, but have increased in more recent years, reaching about 6 billion USD in 2008. Government expenditure on agriculture increased from 55 billion USD in 1980 to 205 billion USD in 2007 (mostly attributable by spending in Asia -excluding South Asia- and in China in particular). In Sub-Saharan Africa spending on agriculture has decreased substantially from the 1980s (Lowder, S and Carisma, B. "Financial resource flows to agriculture" ESA Working paper No. 11-19, FAO, December 2011).

The major responsibility for achieving FAO's gender equality goal and objectives lies with its member countries. FAO is one of many agencies and actors contributing to the achievement of this goal and these objectives, and is accountable for the quality, efficiency and timeliness of its contribution at the output level; for monitoring the intermediate outcomes in terms of utility and effectiveness; and for monitoring, with its partners, progress towards the achievement of its gender equality goal and objectives.

FAO's major contributions towards achievement of its gender equality goal and objectives will come from:

- generating and communicating the evidence base through the use of sex-disaggregated data to substantiate the importance of closing the gender gap for achieving FAO's overall mandate;
- developing and sharing gender equality norms and standards for agricultural policies and programmes;
- building and disseminating knowledge on rural women's needs and priorities in all of FAO's areas of work;
- ensuring that gender analysis is incorporated in the formulation, implementation and evaluation of all field programmes and projects;
- sharing comparative data on how effectively countries are closing the gender gap in different technical areas of agriculture and rural development;
- ensuring that rural women's needs and priorities are documented, heard and addressed in all the processes that FAO leads and supports;
- ensuring that none of FAO's efforts perpetuate gender inequality or worsen discrimination against women;
- working with partners to learn how FAO's support for gender equality in agriculture can be made more effective;
- developing internal structures and systems that promote gender equality, and ensuring equal participation of men and women in decision-making in FAO.

FAO'S GENDER EQUALITY STRATEGY

FAO will work in two main ways to achieve its gender equality objectives. First, it will adopt gender mainstreaming internally in all its work. This means that all FAO work will systematically examine and address women's as well as men's needs, priorities and experiences as part of the development of policies, normative standards, programmes, projects and knowledge building activities, so that women and men benefit equally and inequality is not perpetuated. Second, in cases where the gender gap is so large that women have no access to available opportunities, FAO will carry out programmes and projects that specifically target women.

As part of its gender equality strategy, by 2015, FAO will implement a set of minimum standards for ensuring gender mainstreaming in all its work and for targeted interventions. It will also institute a series of institutional mechanisms and processes to ensure the implementation of these minimum standards.

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Minimum Standards for Gender Mainstreaming

To ensure that FAO systematically addresses the gender equality dimensions relevant to its normative work and country-level programmes and projects, it will put in place the following standards for gender mainstreaming by 2015:

1. All major FAO statistical databases incorporate sex-disaggregated data where relevant and available. In the short term, this will involve mining existing data sources – particularly household surveys – for sex-disaggregated statistics; in the longer term, efforts will be made to collect and disseminate additional sex-disaggregated data.
2. FAO invests in strengthening member countries' capacity to develop, analyse and use sex-disaggregated data in policy analysis and programme and project planning and evaluation. In particular, technical support to in-country data collection activities, such as agricultural censuses and surveys, will promote the mainstreaming of gender issues, as indicated in the Global Strategy to Improve Agricultural and Rural Statistics endorsed by the United Nations Statistical Commission in 2010.
3. For all strategic objectives, a gender analysis is carried out and a gender action plan developed; progress on gender equality is measured for all corporate outcomes.
4. A financial target for resource allocation to the FAO Policy on Gender Equality is set and met.
5. A country gender assessment is undertaken as part of country programming.
6. A gender equality stock-taking exercise is conducted for all services, to provide a basis for better implementation of gender mainstreaming, including progress and performance measurement.
7. Gender analysis is incorporated in the formulation of all field programmes and projects, and gender-related issues are taken into account in project approval and implementation processes.
8. All programme reviews and evaluations fully integrate gender analysis, and report on gender-related impacts in the areas they are reviewing.
9. A mandatory gender equality capacity development programme is developed and implemented for all professional staff and managers.

This programme will be tailored to the specific needs of different units in FAO Headquarters (HQ) and at the regional and country level offices, and will be conducted by trainers with expertise in the subject matters relevant to those units.

- 10.** Minimum competencies in gender analysis are specified, and all managers and professional staff are required to meet them.
- 11.** Each technical department establishes a gender equality screening process for all normative work, programmes and knowledge products.
- 12.** An assessment of the contribution to achieving FAO's gender equality objectives is included in the Performance Evaluation and Management System (PEMS) of all professional staff.
- 13.** Human and financial resources and normative and operational results related to gender equality from the HQ to the country level are systematically tracked and reported to FAO governing bodies and to the UN system.

Minimum standards for Women-specific Targeted Interventions⁷

At a minimum, FAO will ensure the following achievements by 2017:

- 14.** 30 percent of FAO's operational work and budget at the country and regional levels is allocated to women-specific targeted interventions. Priority will be given to supporting organizations and activities that advance women's access to nutritious food and women's access to and control over land and other productive resources; strengthening rural women's organizations and networks; increasing women's participation and leadership in rural institutions; incorporating women's knowledge of agriculture into programmes and projects; and ensuring the development of technologies and services that reduce women's work burden.
- 15.** The share of the Technical Cooperation Programme's (TCP's) total portfolio allocated to programmes and projects related to gender equality is increased from 9 to 30 percent.

⁷ OED's Evaluation of FAO's role and work related to Gender and Development (June 2011) showed that only 13% of FAO's total field program resources over the period 2002-2010 paid attention to women's needs or incorporated a gender perspective and that gender and development projects comprised only 9% of TCP's total portfolio. Since 2002, ESW-led and managed work on gender related issues received 1% of the organization's net appropriation.

Institutional Mechanisms for Implementation and Oversight

To ensure that gender mainstreaming and women-specific targeted interventions are fully implemented, FAO will institute the following institutional mechanisms and processes by 2015⁸.

» Capacity Development

- All capacity development activities integrate gender issues as relevant.
- The results of capacity development activities in gender equality, from the HQ to the country levels, are tracked annually.
- All the gender focal points (GFPs) and alternates appointed, from the HQ to the country levels, are senior staff; they have written terms of reference (TOR), and at least 20 percent of their time is allocated to GFP functions, tracked in the PEMS. Special funds are allocated to support GFP networking.
- FAO has staff with appropriate gender expertise and skills to carry out its advocacy, knowledge building and sharing, technical assistance, networking and monitoring roles in relation to its Policy on Gender Equality.
- All management and leadership capacity building opportunities promote gender equality issues.

» Knowledge Building

- Knowledge on gender equality, especially FAO gender equality results, is systematically documented and publicly shared.
- Learning platforms and the sharing of best practices on gender equality programming are supported through exchange programmes and training for both male and female FAO staff.

To ensure that gender mainstreaming and women-specific targeted interventions are fully implemented, FAO will institute the following institutional mechanisms and processes by 2015.

⁸ These mechanisms and processes accord with the UN System-wide Action Plan (SWAP) for the implementation of the United Nations CEB Policy on Gender Equality and the Empowerment of Women, referenced in the introduction.

» Communication

- An advocacy and awareness raising strategy on gender equality is developed and implemented.
- An FAO communication strategy that includes gender equality is developed as an integral component of public information dissemination.
- All FAO public imaging and branding is gender-sensitive.

» Partnerships

- Partnerships for advocacy, technical advice, capacity development, and monitoring and evaluation are developed with gender experts, CSOs – especially rural women’s organizations and networks – local authorities and private sector stakeholders at the country and regional levels.
- Partnerships with UN agencies are strengthened, especially UN Women, to ensure learning and exchange, coordination and cooperation for the achievement of FAO’s gender equality objectives.

» Culture Change

- Processes and mechanisms are developed to minimize gender discrimination in the workplace and to promote a gender-friendly work environment.

» Monitoring and Reporting

- All organizational units and regional, subregional and country offices report annually on their gender equality results. Departmental heads and regional, subregional and country representatives provide oversight for implementation of the policy in their units.
- The FAO Conference and regional conferences include a standing agenda item on gender equality.

» Evaluation

- All processes led and supported by the evaluation function consider the extent to which FAO addresses gender equality issues.

» Audit

- The audit function annually assesses FAO's capacity to meet its gender equality mandate, including gender parity in staffing at the HQ, regional and country levels.

» Oversight

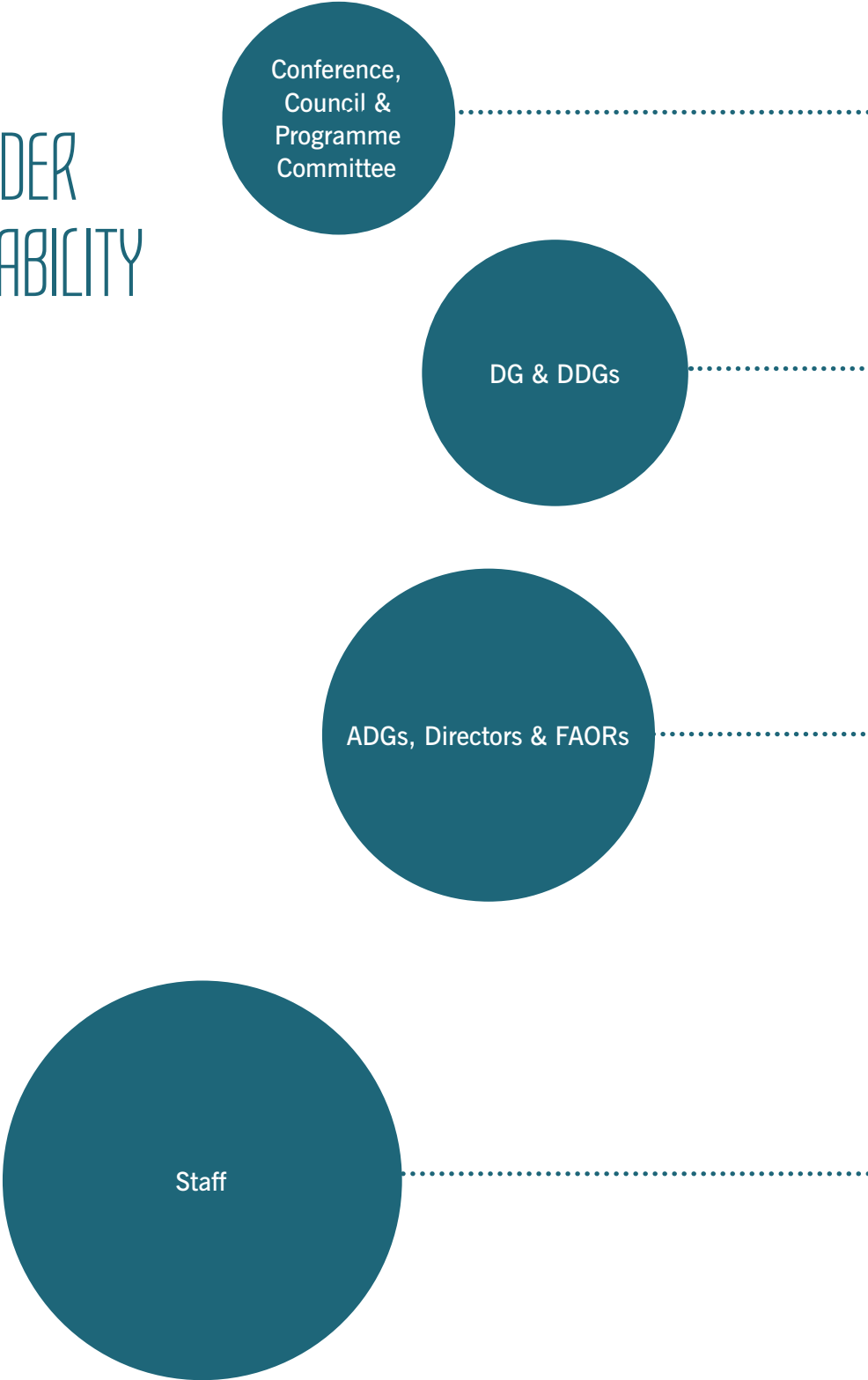
- FAO establishes a Steering Committee to monitor progress towards the achievement of its gender equality goal and objectives. This Steering Committee will be composed of representatives from a cross-section of the Organization: senior managers, FAO representatives (FAORs), gender officers in the regional offices (ROs), and staff of the Gender, Equity and Rural Employment Division (ESW) and other technical departments. It will be headed by an Assistant Director-General (ADG), recruited from HQ and the field on a rotational basis, who will report to the Director-General (DG). The Director of ESW will act as the Secretary of the Steering Committee.

The specific roles of the Steering Committee will be to:

- communicate and advocate in-house to reinforce awareness of the importance of gender equality in the work of FAO and its partners;
- ensure that gender-related work planning is results-oriented across FAO, in accordance with the gender equality results and accountability frameworks;
- ensure that the allocation and disbursement of funds for gender equality Organization-wide (at HQ, regional and country levels) are made and tracked on an annual basis;
- establish quality standards for gender equality, and hold managers accountable for meeting them;
- ensure that divisions and decentralized offices manage knowledge about gender equality and gender mainstreaming for continuous learning;
- commission an external gender audit of FAO's technical work and mechanisms and processes for implementing its gender policy every five years, and oversee implementation of the gender audit recommendations.

ANNEX A:

FAO POLICY ON GENDER EQUALITY ACCOUNTABILITY FRAMEWORK



- Commission and approve FAO Policy on Gender Equality; authorize revisions as necessary.
- Assess and authorize action related to progress reports and independent evaluations.
- Approve sufficient funds for the implementation of the policy.

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- Approve strategy, action plan, funding and quality assurance system for implementation.
 - Review progress reports, commission independent evaluations or benchmarking studies.
 - Ensure rigorous accountability system for managers and staff.
 - Ensure all FAO's external communication and advocacy include attention to gender equality.
 - Address gender inequalities and remove systemic barriers in FAO's internal staffing and culture.
 - Advocate for gender equality and communicate expectations to managers and staff.

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- Coordinate and oversee the development of instruments and processes to implement and monitor performance.
 - Direct the policy application and implementation in departments, divisions and regions.
 - Hold staff accountable through performance appraisals and related mechanisms.
 - Ensure divisions produce annual work plans and annual reports on progress.
 - Ensure all staff have gender equality knowledge and capacity to mainstream gender.
 - Ensure gender focal points (GFPs) have enough time and adequate budget to carry out their role.

-
- ESW: coordinate gender mainstreaming, carry out capacity development, build and share knowledge.
 - GFPs: raise awareness, provide technical support on gender mainstreaming.
 - All professional staff:
 - Ensure quality of programme and project designs and normative work.
 - Draft annual work plans, ensure implementation and produce reports based on the action plan.
 - Ensure quality of data analysis, monitoring and evaluation.
 - Participate and contribute learning and knowledge management related to gender mainstreaming.
 - Ensure TOR of consultants include gender considerations (as relevant).

ANNEX B⁹.

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RESPONSIBILITY FOR IMPLEMENTING FAO GENDER EQUALITY MINIMUM STANDARDS

⁹ The responsibilities for implementing the FAO gender equality minimum standards reflect the structure of the organization as of November 2012 and are subject to change in light of structural reforms and future consultations.

NARRATIVE SUMMARY

RESPONSIBILITY (LEAD UNITS)

MINIMUM STANDARDS FOR GENDER MAINSTREAMING BY 2015

<p>All major FAO statistical databases incorporate sex-disaggregated data where relevant and available. In the short term, this will involve mining existing data sources – particularly household surveys – for sex-disaggregated statistics; in the longer term, efforts will be made to collect and disseminate additional sex-disaggregated data*.</p>	<p>ESA ESS</p>
<p>FAO invests in strengthening member countries' capacity to develop, analyse and use sex-disaggregated data in policy analysis and programme and project planning and evaluation. In particular, technical support to in-country data collection activities, such as agricultural censuses and surveys, will promote the mainstreaming of gender issues, as indicated in the Global Strategy to Improve Agricultural and Rural Statistics endorsed by the United Nations Statistical Commission in 2010.</p>	<p>ESA ESS</p>
<p>For all strategic objectives, a gender analysis is carried out and a gender action plan developed; progress on gender equality is measured for all corporate outcomes*.</p>	<p>OSP Leaders of Strategic Objectives</p>
<p>A financial target for resource allocation to the FAO Policy on Gender Equality is set and met*.</p>	<p>OSP</p>
<p>A country gender assessment is undertaken as part of country programming.</p>	<p>Managers of Decentralized offices / Country offices ESW OSD TCE</p>
<p>A gender equality stock-taking exercise is conducted for all services, to provide a basis for better implementation of gender mainstreaming, including progress and performance measurement.</p>	<p>Directors of units Country offices</p>

<p>Gender analysis is incorporated in the formulation of all field programmes and projects, and gender-related issues are taken into account in project approval and implementation processes.</p>	<p>Each technical department</p>
<p>All programme reviews and evaluations fully integrate gender analysis, and report on gender-related impacts in the areas they are reviewing*.</p>	<p>OED OSP</p>
<p>A mandatory gender equality capacity development programme is developed and implemented for all professional staff and managers*. This programme will be tailored to the specific needs of different units in FAO Headquarters (HQ) and at the regional and country level offices, and will be conducted by trainers with expertise in the subject matters relevant to those units.</p>	<p>CSP ESW</p>
<p>Minimum competencies in gender analysis are specified, and all managers and professional staff are required to meet them*.</p>	<p>CSP</p>
<p>Each technical department establishes a gender equality screening process for all normative work, programmes and knowledge products.</p>	<p>Each technical department ESW</p>
<p>An assessment of the contribution to achieving FAO's gender equality objectives is included in the Performance Evaluation and Management Systems (PEMS) of all professional staff*.</p>	<p>OHR OSP</p>
<p>Human and financial resources and normative and operational results related to gender equality from the HQ to the country levels are systematically tracked and reported to FAO governing bodies and to the UN system*.</p>	<p>CSF OHR OSP</p>

MINIMUM STANDARDS FOR WOMEN-SPECIFIC TARGETED INTERVENTIONS BY 2017

<p>30 percent of FAO's operational work and budget at the country and regional levels is allocated to women-specific targeted interventions. Priority will be given to supporting organizations and activities that advance women's access to nutritious food, women's access to and control over land and other productive resources; strengthening rural women's organizations and networks; increasing women's participation and leadership in rural institutions; incorporating women's knowledge of agriculture into programmes and projects; and ensuring the development of technologies and services that reduce women's work burden.</p>	<p>ADGs (Regional) FAORs</p>
<p>The share of the Technical Cooperation Programme's (TCP's) total portfolio allocated to programmes and projects related to gender equality is increased from 9 to 30 percent.</p>	<p>ADGs, Sub-regional Coordinators and FAORs TC</p>

INSTITUTIONAL MECHANISMS FOR IMPLEMENTATION AND OVERSIGHT BY 2015

Capacity Development

<p>All capacity development activities integrate gender issues as relevant.</p>	<p>CSP ESW</p>
<p>The results of capacity development activities in gender equality, from the HQ to the country levels, are tracked annually.</p>	<p>ADGs (Regional) Sub-regional Coordinators FAORs CSP ESW</p>
<p>All the gender focal points (GFPs) and alternates appointed, from the HQ to the country levels, are senior staff; they have written terms of reference (TOR), and at least 20 percent of their time is allocated to GFP functions, tracked in the PEMS*.</p>	<p>ADGs Sub-regional Coordinators FAORs Directors</p>

Special funds are allocated to support GFP networking.	OSP Directors of units/offices
FAO has staff with appropriate gender expertise and skills to carry out its advocacy, knowledge building and sharing, technical assistance, networking and monitoring roles in relation to its Policy on Gender Equality.	CSP OHR
All management and leadership capacity building opportunities promote gender equality issues.	CSP

Knowledge Building

Knowledge on gender equality, especially FAO gender equality results, is systematically documented and publicly shared*.	ESW OEK
Learning platforms and the sharing of best practices on gender equality programming are supported through exchange programmes and training for both male and female FAO staff.	CSP ESW OEK

Communication

An advocacy and awareness raising strategy on gender equality is developed and implemented.	ESW OCP OEK
An FAO communication strategy that includes gender equality is developed as an integral component of public information dissemination*.	OEK
All FAO public imaging and branding is gender-sensitive.	OCP

Partnerships

Partnerships for advocacy, technical advice, capacity development, and monitoring and evaluation are developed with gender experts, CSOs – especially rural women’s organizations and networks – local authorities and private sector stakeholders at the country and regional levels.	ADGs (Regional) FAORs OCP ESW
Partnerships with UN agencies are strengthened, especially UN Women, to ensure learning and exchange, coordination and cooperation for the achievement of FAO’s gender equality objectives.	ADGs (Regional) Sub-regional Coordinators FAORs ESW OCP

Culture Change

Processes and mechanisms are developed to minimize gender discrimination in the workplace and to promote a gender-friendly work environment*.	ADGs Sub-regional Coordinators FAORs OHR Culture Change Team
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Monitoring & Reporting

All organizational units and regional, subregional and country offices report annually on their gender equality results. Departmental heads and regional, subregional and country representatives provide oversight for implementation of the policy in their units*.	ADGs Sub-regional Coordinators FAORs GFPs ESW OSD
The FAO Conference and regional conferences include a standing agenda item on gender equality.	ADGs OSD

Evaluation

All processes led and supported by the evaluation function consider the extent to which FAO addresses gender equality issues*.

OED

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Audit

The audit function annually assesses FAO's capacity to meet its gender equality mandate, including gender parity in staffing at the HQ, regional and country levels*.

OIG

Oversight

FAO establishes a Steering Committee to monitor progress towards the achievement of its gender equality goal and objectives.

DDG
ADG HQ / ADG Field on a rotational basis
ESW (Secretariat)

*Meets SWAP standards



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