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Evaluation of FAO's Work on Gender

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Acronyms and abbreviations

BPfA	Beijing Declaration and Platform for Action
CAADP	Comprehensive Africa Agriculture Development Programme
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CELAC	Community of Latin American and Caribbean States
CGA	Country Gender Assessment
CPE	Country Programme Evaluation
CPF	Country Programming Framework
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ENPARD	European Neighbourhood Programme for Agriculture and Rural Development
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ESP	Social Policies and Rural Institutions Division
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
FIES	Food Insecurity Experience Scale
FTT	FAO–Thiaroye Technique
GAD	Gender and Development
GALS	Gender Action Learning System
GAPo	Gender in agricultural policies analysis
GCCA	Global Climate Change Alliance
GCF	Green Climate Fund
GEF	Global Environment Fund
GEP	Gender Equality Policy
GEEW	Gender Equality and Empowerment of Women
GFP	Gender Focal Point
CGIAR	Consultative Group on International Agricultural Research
IDP	Internally Displaced People
IFAD	International Fund for Agricultural Development
iMIS	Integrated Management Information System
MDG	Millennium Development Goal
MS	Minimum Standards
NAIP	National Agriculture Investment Plan
NGO	Non-governmental Organization
OED	FAO Office of Evaluation
OCS	Office of Chief Statistician
PAIA	Priority Area for Interdisciplinary Action
PAHO	Pan-American Health Organization
PEMS	Performance Evaluation and Management System
PoA	Plan of Action
PIR	Programme Implementation Report
PIRES	Programme Planning, Implementation Reporting and Evaluation Support System
PSEA	Protection from sexual exploitation and sexual abuse
RAF	Regional Office for Africa
RAP	Regional Office for Asia and the Pacific
REAF	Specialized Meeting on Family Farming of Mercosur

RLC	Regional Office for Latin America and the Caribbean
RNE	Regional Office for the Near East and North Africa
REU	Regional Office for Europe and Central Asia
RWEE	Joint Programme on Rural Women's Economic Empowerment
SAFE	Safe Access to Fuel and Energy
SDG	Sustainable Development Goal
SEAGA	Socio-Economic and Gender Analysis
SF	FAO Strategic Framework
SICA	Central American Integration System
SIDA	Swedish International Development Cooperation Agency
SLM	Sustainable Land Management
SNV	Netherlands Development Organisation
SO	Strategic Objective
SP	Strategic Programme
SOFA	The State of Food and Agriculture (report)
SOFI	The State of Food Security and Nutrition in the World (report)
TCP	Technical Cooperation Programme
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UN-SWAP	UN System-wide Action Plan
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
VGGT	Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security
WEF	World Economic Forum
WHO	World Health Organization
WFP	World Food Programme

Executive summary

1. The Food and Agriculture Organization of the United Nations' (FAO) work on gender has evolved over the years, resulting in 2012 in the formulation and endorsement by Members of the Organization's first Policy on Gender Equality (GEP). The Policy was designed as a framework to guide FAO efforts to mainstream gender in all of its technical work.
2. FAO approved its Reviewed Strategic Framework at the 38th Session of the FAO Conference in June 2013, which established gender as a cross-cutting theme to be systematically addressed in all of the Organization's Strategic Objectives.
3. This evaluation will be presented to the Programme Committee at its March 2019 session and then submitted for consideration by the FAO Conference in June 2019.
4. The evaluation process assessed FAO's work on gender equality. It examined the relevance of the GEP as the main guiding instrument for FAO's gender work, the effectiveness of its implementation and the progress made on achieving gender equality in sustainable agricultural production and rural development. Specifically, it reviewed:
 - **The relevance of the GEP:** To what extent has FAO effectively incorporated the key elements of the GEP (including implementation structure) into its programmes and projects?
 - **The effectiveness of FAO's work on gender:** How has FAO's work on gender contributed to the achievement of equality in sustainable agricultural production and rural development for the elimination of hunger?
 - **Partnerships:** How has FAO leveraged partnerships to realize its gender-equality objectives and empower rural women?
 - **FAO's comparative advantage:** What is FAO's comparative advantage when it comes to promoting gender equality?
 - **Lessons learned, enabling factors and challenges:** What are the key lessons learned, enabling factors and challenges that need to be addressed to better support Members in achieving gender-equality targets under internationally agreed development goals and international agreements, such as the Sustainable Development Goals (SDGs) and the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW)?
5. The evaluation process used a mixed-method approach for data collection, analysis and validation. Sources of data included programme and project documents, evidence from past and ongoing evaluations and a review of relevant literature from FAO and partner organizations. Primary data were gathered mainly from interviews with FAO staff, government partners and other stakeholders involved in FAO's work on gender in selected countries, as well as a survey of gender focal points (GFPs) and FAO Representatives (FAORs), and a benchmark study.

6. The key messages of the evaluation were as follows:

Message 1. FAO has made significant strides towards achieving its gender-equality results at the institutional and field levels.

7. Gender-equality results vary from country to country and require national ownership for uptake and sustainability. In some countries, there is still insufficient political and financial prioritization by government counterparts and a generally narrow understanding of gender issues (despite the awareness-raising exercises conducted).
8. FAO's work on gender has seen its most significant results at the policy and strategy level, where regional and national counterparts were keen to address gender issues. Nevertheless, in most countries, FAO's interventions have addressed gender gaps at community level, mainly through women's economic empowerment.

Message 2. The GEP remains relevant to FAO's overall mandate and strategic goals. However, it should be updated to take into account external developments pertinent to FAO's mandate and be accompanied by an action plan for operationalization and monitoring of progress.

9. The GEP needs to reflect external developments, such as the adoption of the SDGs, as well as FAO's emerging areas of work, such as climate change, migration, resilience building and social protection.
10. In addition to updating the GEP, it is important to develop an action plan, including short- to medium-term gender-equality targets, to ensure adequate operationalization and the monitoring of progress on the Organization's high-level policy objectives.

Message 3. FAO has invested in several mechanisms to institutionalize gender mainstreaming, but needs to strengthen the capacity of Technical Officers to mainstream gender in their work.

11. The mechanisms introduced to institutionalize gender mainstreaming include placing Gender Officers in all Regional Offices, strengthening the GFP network, formulating regional strategies and implementing stock-taking exercises.
12. That said, FAO also needs to strengthen the capacity of Technical Officers to mainstream gender in their work, particularly through customized advice and support from Gender Officers and GFPs in the decentralized offices.

Message 4. FAO has produced a substantial number of technical guidelines and a considerable amount of awareness-raising material on gender. However, these knowledge products need to be better contextualized and disseminated for optimal use at decentralized level.

13. FAO has produced quality knowledge products, including: the framework on gender-sensitive value chains, with a specific focus on social sustainability; a training guide and module on gender-sensitive climate-smart agriculture (designed together with CGIAR and the World Bank), which collated tried-and-tested good practices and innovative approaches to resilience and humanitarian response; specific guidance materials on gender-responsive disaster risk reduction; and materials on gender-based violence prevention and mitigation.
14. These knowledge products have not been used in an optimal manner and have lacked contextualization and feedback from field staff, especially at country level. Field staff need to be involved in the preparation of these knowledge products for proper contextualization and eventual utilization.

Message 5. FAO has established useful partnerships, mostly on an ad hoc basis and mainly for project implementation. FAO should leverage its proximity to rural communities and its track record of working in agriculture to position itself as a key partner in addressing gender issues in rural areas, as well as to build strategic and long-term partnerships.

15. Many partners still see FAO primarily as a technical agricultural agency, limiting the Organization's efforts to engage in social and normative issues. FAO has not systematically used its recognized knowledge of the agricultural/rural sector to build strategic and long-term partnerships with key actors working on gender. FAO should leverage its proximity to rural communities and its track record of working in agriculture to position itself as a key partner in addressing gender issues in rural areas.

Message 6. Sustaining the above achievements, bridging the identified gaps and expanding the reach of FAO gender work will require continued strong staff commitment to pursuing the gender-equality agenda, starting with senior managers and heads of field offices. Continued Member engagement will also be needed to achieve the commitments on gender equality set out in the SDGs and the 2030 Agenda for Sustainable Development.

1 Introduction

1. At its 119th session in May 2016, the FAO Programme Committee requested an evaluation of the Organization's work on gender. At its 154th session in June 2016, the FAO Council endorsed the request and mandated that the report be submitted for consideration by the Conference in 2019.

1.1 Purpose of the evaluation

2. The evaluation has been carried out in response to the Governing Bodies' request. Its overall purpose is to provide accountability to Members on FAO's work on gender, with particular emphasis on the implementation of FAO's GEP.

1.2 Scope and objectives

3. The evaluation covers FAO's work on implementing the GEP at corporate, regional and country level between March 2012 and December 2017, from GEP endorsement to the end of the Medium-Term Plan (MTP) 2014–2017.
4. The evaluation's main objectives were to assess how gender equality and women's empowerment were mainstreamed in the design and implementation of FAO's programmes and projects and to identify FAO's contribution to closing the gender gap. The evaluation was also tasked with identifying lessons learned from the implementation of the GEP, FAO's contributions to international commitments and FAO's comparative advantage in promoting gender equality.
5. The evaluation was guided by five overarching questions (see Table 1).

Table 1: Evaluation questions

- | |
|---|
| <ol style="list-style-type: none">1. To what extent has FAO effectively incorporated the key elements of the GEP (including implementation structure) into its programmes and projects?2. How has FAO's work on gender contributed to the achievement of equality in sustainable agricultural production and rural development for the elimination of hunger?3. How has FAO leveraged partnerships to realize its gender-equality objectives and to empower rural women?4. What is FAO's comparative advantage when it comes to promoting gender equality?5. What are the key lessons learned, enabling factors and challenges that need to be addressed to support Members in better achieving the gender-equality targets of internationally agreed development goals and international agreements, such as the SDGs and CEDAW? |
|---|

1.3 Methodology

6. The evaluation was conducted by the FAO Office of Evaluation (OED), with the support of a team of external geographic and thematic experts. The evaluation benefitted from the inputs

- and comments of FAO's Social Policies and Rural Institutions Division (ESP) and regional Gender Teams throughout the evaluation process.¹
7. The evaluation relied on multiple sources of primary and secondary data and adopted a mixed-method approach for data analysis, triangulation and validation. Sources and methods of collection included semi-structured interviews², document reviews,³ a meta-synthesis of evidence from evaluations conducted by OED,⁴ review of project documents⁵, a survey of GFPs and FAORs, and a benchmark study.⁶
 8. The Evaluation Team visited FAO's Regional Offices, as well as 13 countries in the five regions, to carry out in-depth studies:⁷
 - Africa: Ghana, Kenya and the Gambia
 - Asia: Nepal and the Philippines
 - Europe and Central Asia: Georgia, Kyrgyzstan and Turkey
 - Latin America: Guatemala and Paraguay
 - Near East and North Africa: Mauritania, Tunisia and Syria
 9. These countries were selected based on purposeful sampling strategies, offering information-rich cases to illustrate the type, quality and results of FAO's gender-related work. The sample also provides an in-depth understanding of the reasons for the success and/or failure of certain interventions and evidence of FAO's comparative advantage in gender-related areas.
 10. As gender is a cross-cutting theme for FAO, the Strategic Objectives (SOs) underpinned country selection to ensure comprehensive thematic and strategic representation. Factors

¹ The evaluation process started with an evaluability assessment to better define the evaluation's scope and focus areas, based on which the terms of reference were formulated and a theory of change was reconstructed in collaboration with ESP's Gender Team.

² In total, the evaluation consulted 693 informants, and conducted focus groups with beneficiaries during the field missions. Please refer to **Appendix 1** for the full list of people met.

³ For example, Country Programming Frameworks (CPFs) and Country Gender Assessments (CGAs), project documents and reports. Please refer to **Appendix 2** for the full list of documents consulted.

⁴ Such as the gender annexes and regional reports of the evaluation of FAO's five SOs, FAO's contribution in Barbados and Members of the Organization of Eastern Caribbean States, the Country Programme Evaluation (CPE) of Guatemala, the CPE of Honduras, the CPE of Nicaragua, the CPE of Mexico, the CPE of Cameroon, the CPE of Guinea, the CPE of Niger, the CPE of Burkina Faso, the CPE of Cote D'Ivoire, the CPE of Kenya, the CPE of Tanzania, the CPE of Egypt, the CPE of Saudi Arabia, the CPE of the West Bank and Gaza Strip, the CPE of Kyrgyzstan, the CPE of Bhutan, the CPE of Cambodia, the CPE of East Timor and the CPE of Pakistan. Please refer to **Appendix 2** for the full list of documents consulted.

⁵ Please refer to **Appendix 3** for the full list of projects reviewed.

⁶ The Evaluation Team carried out a benchmarking study of the Rome-based agencies – the World Food Programme (WFP) and the International Fund for Agricultural Development (IFAD) – and two specialized agencies – the World Health Organization (WHO) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) – for learning purposes. The study is part of **Annex 2**.

⁷ The evaluation also benefitted from the ongoing CPEs in Burundi and Uganda and from the evaluation of the Sustainable Land Management (SLM) function.

including Regional Initiatives or a Strategic Programme (SP) focus, and the budget size of projects tagged G2a or G2b⁸ were used as proxies of institutional commitment in country selection. To identify the intensity (quantity) and distribution (diversity according to SO-related area) of gender work, the following factors were analysed for each country: (1) the existence and type of relevant or flagship programme/project, as identified by document reviews and evaluations of the five SOs; (2) the existence and type of gender-related activity reported by the country office between 2014 and 2017 (through the Integrated Management Information System, or iMIS); (3) the availability of a Country Gender Assessment (CGA); and (4) whether the country was recommended by ESP, the SP teams, or Regional Offices. Four profiles were identified: (a) countries with high institutional commitment and substantial gender-related work reported; (b) countries with low institutional commitment and substantial gender-related work reported; (c) countries with high institutional commitment and no/limited gender-related work reported; and (d) countries with low institutional commitment and no/limited gender-related work reported.

11. The assessment of the GEP included a review of its relevance to the Organization's mandate and its effectiveness in the context of major institutional change, such as the revision of the Strategic Framework and FAO's ongoing decentralization efforts. It included an assessment of the GEP's goals and rationale, the theory of change (including intended results, how the change occurs and underlying assumptions), the strategy for realizing its objectives, implementation responsibilities and accountability structure.
12. Further details on data-collection methods, sources and selection criteria for the field visits are described in the terms of reference⁹ (Annex 1).

1.4 Limitations

13. The lack of systematic compilation of gender-related interventions was a limitation. The Evaluation Team had to reconstruct the gender portfolio for the entire period under evaluation (2012–2017). This reconstruction consumed a considerable amount of time and effort, reducing the time available for field visits.
14. As FAO's endorsement of the GEP preceded the Reviewed Strategic Framework 2010–2019,¹⁰ the change from a standalone objective to a cross-cutting Strategic Framework theme made it more difficult to collect data from corporate sources, especially in terms of the GEP's results and impact.
15. The absence of a theory of change defining clear outcomes that linked FAO implementation mechanisms to the GEP objectives posed an additional challenge when it came to identifying results that could be directly attributed to FAO's interventions. To address this issue, the Evaluation Team, together with the ESP Gender Team, developed a theory of change.

⁸ Gender markers enable the division of FAO's project portfolio into four categories: G0 – the project does not address gender equality; G1 – the project addresses gender equality only in some respects; G2a – the project addresses gender equality in a systematic way, but it is not one of its main objectives; G2b – the project addresses gender equality and/or women's empowerment as its main focus.

⁹ Including a theory of change

¹⁰ The review was conducted in 2013.

2 Context and description of FAO's work on gender

16. This section of the report sets out the context and key highlights of FAO's work on gender.¹¹

2.1 Context

17. As indicated in The State of Food and Agriculture (SOFA) report 2010–2011, women constitute over 40 percent of the world's agricultural labour force and make an important contribution to food production and the care of households. However, in many contexts, women still have less access to productive resources, services and decent work. Women, especially rural women, are usually the poorest and most vulnerable groups in society. The SOFA report noted that if women could access the same productive resources as men, their farm yields could increase by 20 to 30 percent. This could raise total agricultural production in developing countries by 2.5 to 4 percent and, in turn, reduce the number of hungry people globally by 12 to 17 percent.

18. In 2006, the UN System-Wide Policy for Gender Equality and Women's Empowerment was introduced, followed in 2012 by the UN System-Wide Action Plan (UN-SWAP) for Gender Equality. A UN Women report on gender equality (2015), taking stock of 20 years of implementation of the Beijing Platform for Action,¹² concluded that while there had been some good progress, no country had achieved gender equality, and the overall landscape was one of unequal implementation and even reversal in several areas.

19. The post-2015 development agenda¹³ reinforced the importance of gender equality as a global objective. The international development community stepped up its commitment to gender equality and women's empowerment, deeming them to be development objectives in their own right (for example, by establishing SDG 5, to achieve gender equality and empower all women and girls, and by including critical elements for the achievement of gender equality in other SDGs).

20. Although the international development community and, in particular, UN agencies such as UN Women,¹⁴ have continued to make statements on the importance of gender equality and women's empowerment, significant gender gaps remain. According to the Global Gender Gap Index (2017),¹⁵ an average gap of 32 percent remains worldwide across the four index criteria for achieving universal gender parity, compared with an average gap of 31.7 percent in 2016.

21. Figure 1 illustrates the gender gap for different regions as of 2017.¹⁶

¹¹ Gender equality refers to the equal rights, responsibilities and opportunities of women and men, girls and boys.

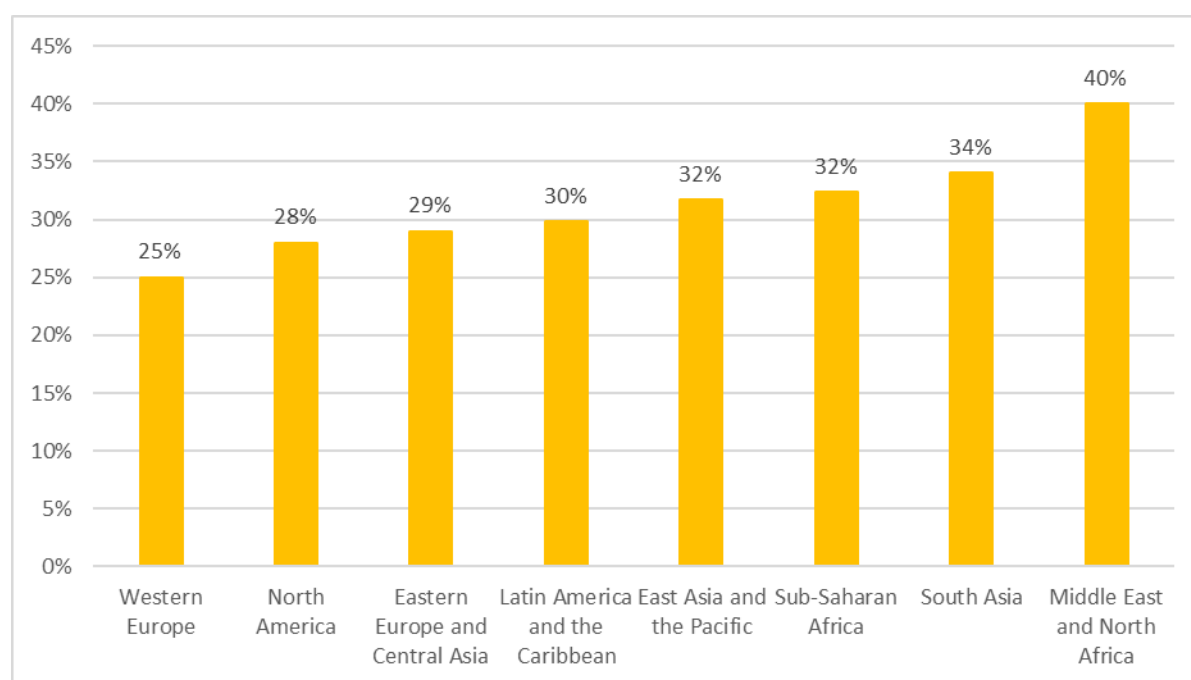
¹² Conducted in 2015 by UN Women (please see www.unwomen.org, www.beijing20.unwomen.org www.facebook.com/unwomen and www.twitter.com/un_women)

¹³ Millennium Development Goals (MDGs), other international conferences

¹⁴ UN Women (2017), *Turning Promises into Action: Gender Equality in the 2030 Agenda*

¹⁵ The Global Gender Gap Index was first introduced by the World Economic Forum in 2006 as a framework for capturing the magnitude of gender-based disparities and tracking progress over time. The Index benchmarks national gender gaps based on economic, education, health and political criteria and provides country rankings that allow for effective comparisons of regions and income groups.

¹⁶ The Global Gender Gap Index

Figure 1: Gender gap for different regions as of 2017

Source: World Economic Forum Global Gender Gap Index

2.2 The evolution and structure of FAO's work on gender

22. FAO has worked on promoting the role of women in agriculture and rural development since 1949. In 1981, the Organization was entrusted with the responsibility of assisting Members to report on CEDAW Article 14.
23. FAO's specific programming on gender can be traced back to 1989, when the Plan of Action for Integrating Women in Development (1989–1995) was launched. Following the endorsement of the Beijing Declaration and the Platform for Action, FAO implemented three six-year Gender and Development (GAD) Plans of Action (PoAs): 1996–2001, 2002–2007 and 2008–2013.¹⁷
24. In 2007, there was an independent external evaluation of FAO. Its recommendations informed the Strategic Framework 2010–2019¹⁸ and gender equity was elevated to the level of an SO (SO K) focused on achieving gender equity of access to resources, goods, services and decision-making in rural areas. Lead responsibility for SO K was assigned to the Gender Team in the Gender, Equity and Rural Employment Division.
25. Between 2010 and 2011, two major reviews of the Organization's commitment to gender equality were undertaken: the Gender Audit¹⁹ and the evaluation of FAO's work on Gender

¹⁷ The GAD PoA 2002–2007 was approved by the FAO Conference. Through the GAD PoA, FAO set up two main operational mechanisms to facilitate gender mainstreaming in the Organization's work. These were the 'gender criteria' in the checklists elaborated by the Project and Programme Review Committee (PPRC) and the GFP network. At the same time, gender mainstreaming had also become one of the 16 Priority Areas for Interdisciplinary Action (PAIAs) in FAO's MTP 2002–2007 (the PAIAs were discontinued around 2005).

¹⁸ C2007/A.I Recommendations 7.1 and 7.2 set the framework for a multi-year process of change and provided a specific timetable for the first steps through an Immediate Plan of Action with a duration of three years.

¹⁹ Managed by the Gender, Equity and Rural Employment Division, with the support of the United Nations Development Fund for Women, now UN Women.

and Development (GAD).²⁰ The former focused on institutional arrangements, while the latter assessed FAO's performance in implementing two GAD PoAs (2002–2011) and SO K. As a result of both exercises, in 2012, the GEP was formulated and endorsed by Members as the framework for guiding FAO's efforts to mainstream gender into its technical work.

26. In 2013, FAO approved a Reviewed Strategic Framework that established gender as a cross-cutting theme. It clearly stated that "under all strategic objectives, gender-related issues will be addressed in a systematic way and progress made closely monitored". Nevertheless, none of the SPs explicitly mention gender equality in their results frameworks at outcome level; only in the design of SP3 were two gender-related outputs explicitly included in the title. The SPs have generally integrated gender at the output-indicator level: SP3 has adopted five gender output indicators, SP1 has one (out of its eight output indicators) and SP2 has one (out of its 12 output indicators).
27. Coordination, guidance and oversight of FAO's gender work was assigned to the ESP division, while the SP teams, technical departments and decentralized offices were made responsible for incorporating gender-related aspects. In 2014, with the review of the MTP 2014–2017, FAO introduced Objective 6 to reflect expected improvements in the delivery of knowledge, quality and services. It was to be measured by key performance indicators for technical leadership, statistics, gender, governance, nutrition and climate change. A non-exhaustive list of the evolution of FAO's gender work can be found in Box 1.

Box 1: The evolution of FAO's gender work

1949: FAO promotes the role of women in agriculture and rural development

1981: FAO entrusted with the responsibility of assisting Members to report on Article 14 of the CEDAW

1989: FAO Women in Development PoA 1989–1995

1996: FAO Women in Development PoA 1996–2001

2002: Gender and Development PoA 2002–2007

2007: Independent external evaluation of FAO

2009: New Strategic Framework 2010–2019 – SO on gender equity in access to resources, goods, services and decision making in rural areas (SO K)

2010: FAO Gender Audit (focus on organizational mechanisms and processes)

2011: Evaluation of FAO's work on gender and development (focus on performance)

2012: FAO GEP formulated and endorsed by the Programme Committee

2013: Reviewed FAO Strategic Framework, MTP 2014–2017 – gender equality mainstreamed across FAO's Strategic Objectives and programmes

2016: Reviewed FAO Strategic Framework, MTP 2018–2021 – gender still a cross-cutting theme and included in Objective 6

2017: MTP 2018–2021 includes a revised monitoring system (additional or revised qualifiers and indicators on gender under the SPs; revised key performance indicators for Outcome 6.3)

²⁰ Requested by the Programme Committee in October 2008

28. The GEP specifies FAO's goal and objectives for gender equality and establishes an accountability structure to ensure oversight and the achievement of results. According to the GEP, FAO is expected to work in two main ways to achieve its gender equality objectives: (1) by mainstreaming gender in its work (in other words, by systematically examining and addressing both women's and men's needs, priorities and experiences as part of the development of policies, normative standards, programmes, projects and knowledge-building activities) and (2) by conducting programmes and projects that specifically target areas where gender gaps are so large that women do not have equal access to resources and opportunities.
29. The GEP introduced five objectives to guide FAO's work in advancing equality of voice, agency, and access to resources and services between women and men by 2025. These are:
 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, as well as 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 percent.
30. The GEP noted that achieving these objectives required a collaborative effort between governments, UN agencies, bilateral development agencies, civil-society organizations and the private sector. FAO established a specific structure to support implementation of the GEP, combining interlinked mechanisms and processes, such as minimum standards, an accountability framework, responsibilities for gender work (mainstreaming and reporting), implementation arrangements, delivery mechanisms and core functions.

Minimum standards

31. FAO established 15 minimum standards – 13 for gender mainstreaming and two for women-specific targeted interventions – as well as appropriate institutional processes and mechanisms to ensure their implementation by either 2015 or 2017, depending on the standard. An accountability framework²¹ was adopted to ensure implementation of the GEP, which delineates responsibilities at various levels of the Organization. The extent to which the minimum standards have been achieved (as of 2016) is included in the evaluation's terms of reference.

²¹ Annex A of the GEP

Table 2: Minimum standards for gender mainstreaming

Minimum standards for gender mainstreaming	
1	All major FAO statistical databases incorporate sex-disaggregated data where relevant and as available.
2	FAO invests in strengthening the capacity of Members to develop, analyse and use sex-disaggregated data in policy analysis and programme/project planning and evaluation.
3	For all SOs, a gender analysis is carried out and a gender action plan is developed; progress on gender equality is measured for all corporate outcomes.
4	A financial target for resource allocation for the GEP is set and met.
5	A CGA is undertaken as part of country programming.
6	A gender-equality stocktaking exercise is conducted for all services to provide a basis for better implementation of gender mainstreaming, including measuring progress and performance.
7	Gender analysis is incorporated into 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 the gender-related impact of the area they are reviewing.
9	A mandatory gender-mainstreaming 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 and at regional and country levels and conducted by trainers with subject-matter expertise 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 headquarters to country level are systematically tracked and reported to FAO Governing Bodies and to the UN System.
Minimum standards for women-specific targeted interventions by 2017	
14	Thirty percent of FAO's operational work and budget at country and regional levels are allocated to women-specific targeted interventions.
15	The share of the technical cooperation programme (TCP) portfolio allocated to programmes and projects related to gender equality is increased from 9 percent to 30 percent.

Responsibilities for gender work: Coordination, backstopping, mainstreaming and reporting

32. Under the Reviewed Strategic Framework, the coordination of FAO's work on gender equality remained the responsibility of the ESP Gender Unit, which is also responsible for providing technical guidance and support to FAO staff and Members. The SP teams (which implement the Strategic Framework) are responsible for mainstreaming gender into their work (please see the terms of reference for key activities under each SO).

33. FAO's performance against the GEP is monitored using one of the two key performance indicators associated with Outcome 6.3 (the outcome dedicated to the cross-cutting theme of gender under SO 6). This indicator is regularly reported to the Governing Bodies as part of corporate reports (Mid-Term Reviews and Programme Implementation Reports). Gender-related achievements are also listed regularly in the same reports using specific gender-sensitive indicators and qualifiers integrated into the monitoring framework of each SP.

Implementation arrangements

34. At headquarters level, every SP team is supported by one or more experts from the ESP Gender Team in the planning, implementation and reporting of gender-related work in the SP's specific technical areas. Every technical division has a GFP who allocates 20 percent of her/his time to mainstreaming gender in the daily work of their division. GFPs are often supported by an alternate.
35. At the regional level, a Regional Gender Officer provides support and technical guidance to country and sub-regional offices and is responsible for coordinating and overseeing gender work in their regions.
36. At country level, country offices rely on GFPs who assign 20 percent of their time to mainstreaming gender in country programming.

Delivery mechanisms

37. FAO's work on gender is delivered through three corporate mechanisms:
- Regional Initiatives
 - CPFs and
 - Global programmes and knowledge products
38. With technical backstopping by the ESP Gender Team and Regional Gender Officers and GFPs at regional and country level, FAO undertook a series of stocktaking exercises to build understanding, approaches and capacity for gender mainstreaming, and to identify gaps and capacity needs in regional and country offices, global programmes and technical divisions.
39. Regional gender strategies have been formulated by RAP, REU and RNE to respond to regional priorities and the specific contexts in which gender inequalities manifest themselves in various forms.
40. CGAs have been conducted in several countries in all regions. A total of 54 detailed CGAs have been produced (eight in RAP, 32 in RAF, five in RLC, four in RNE and five in REU). The production of CGAs serves three main purposes:
1. To provide a baseline on the gender inequalities manifest in the agricultural and rural development sectors;
 2. To inform the gender content of FAO's country programming; and
 3. To orientate work in the country towards reducing gender inequalities.
41. In RAF, gender assessments were undertaken in the context of cooperation with regional and sub-regional entities, such as the African Union Commission, the Economic Community of West African States (ECOWAS) and the Economic Community of Central African States (ECCAS).

42. At regional and country level, FAO has undertaken several policy and community initiatives to promote gender equality.
43. In addition to specific programmes, FAO has also developed guidance materials, promoted the collection and analysis of sex-disaggregated data, embarked on advocacy and policy dialogue with partners and assisted with capacity development, both within FAO and among its counterparts.

Resources

44. Gender mainstreaming is a ring-fenced area of work, receiving a predictable level of regular budget resources. For the 2016–2017 and 2018–2019 biennia, gender-related allocations under FAO's regular budget remained unchanged, at USD 21.8 million, corresponding to more than 2.16 percent of FAO's total regular budget.

3 Assessment of FAO's contribution: Summary of findings

3.1 Evaluation question I. Relevance of FAO's GEP

To what extent has FAO effectively incorporated the key elements of the GEP (including implementation structure) into its programmes and projects?

45. This evaluation question assesses the validity and quality of GEP implementation and the extent to which the institutional setup was fit for purpose.

3.1.1 Relevance and operationalization of the GEP

Finding 1. The GEP remains relevant to FAO's overall mandate and strategic goals. However, its operationalization was not articulated in detail, affecting the quality of implementation.

46. A dedicated review of the GEP was carried out to assess the Policy's relevance to FAO's mandate amid recent institutional changes, namely, the revision of the Strategic Framework and FAO's continuing decentralization efforts. The Evaluation Team reviewed key elements of the GEP, including its goals, rationale, theory of change (including intended results, how the change occurs and underlying assumptions), strategy for realizing its objectives, implementation responsibilities and accountability structure.

47. The Evaluation Team found that the GEP's goal is still relevant to the Organization's mandate and that the Policy remains a valid guiding document for FAO's gender work. However, the first four objectives are easier to link to FAO's areas of work than the fifth (the share of agricultural aid committed to gender equality and women's empowerment), which lies outside FAO's remit and sphere of influence.

48. The Evaluation Team identified some important gaps in the operationalization of the GEP, in particular, the absence of intermediate outcomes that could be directly linked to FAO's work instruments, such as a roadmap or action plan for communicating the modalities for operationalizing the Policy ("the how") at global, regional and country level.²² These gaps hampered staff understanding of what results were expected, why and how they would be achieved, and what assumptions were behind in the Policy's implementation logic. These gaps made intervention planning, monitoring and accountability arrangements challenging, especially as gender is a cross-cutting theme in the Reviewed Strategic Framework.

²² Partner organizations (WFP, IFAD) have developed detailed action plans for achieving their gender policy objectives, with clear results frameworks, targets and indicators.

Box 2: Benchmarking study of the Rome-based agencies

The Evaluation Team carried out a benchmarking study of the Rome-based agencies – WFP and IFAD – and two specialized agencies – WHO and UNESCO – for learning purpose (please see the full analysis in Annex 2). The exercise provided several interesting comparisons.

The three Rome-based agencies use different delivery models and take different approaches to gender equality and women's empowerment. With a large proportion of its portfolio centred on humanitarian assistance interventions, WFP follows a direct-implementation approach for most of its programmes and places great emphasis on strengthening gender responsiveness in its country offices and non-government implementing partners. IFAD, as a development finance institution, does not implement programmes directly. Rather, it uses well-specified project design and approval criteria to promote gender-responsive and transformative approaches in programmes and implementing partner institutions. IFAD also makes specific allocations to awareness-raising and capacity-development activities in all of its projects and sets a quota for women beneficiaries in negotiations with national governments.

Both IFAD and WFP have accorded high importance to gender equality in their strategic frameworks. IFAD's policy was translated into an Implementation Plan (2011–2015), with five action areas and 13 results indicators covering IFAD loans and grants, advocacy, capacity development of implementing partners, gender and diversity balance within IFAD, and resources, monitoring and professional accountability. WFP's gender-equality programme is put into action through a Gender Action Plan (GAP) with nine outcome areas and an integrated roadmap for implementation. The GAP includes performance indicators linked to programme indicators (country results frameworks) and processes and organizational changes associated with corporate-level indicators. It encompasses 15 minimum standards: 10 for gender mainstreaming and five for women-targeted interventions.

3.1.2 Appropriateness of the institutional setup

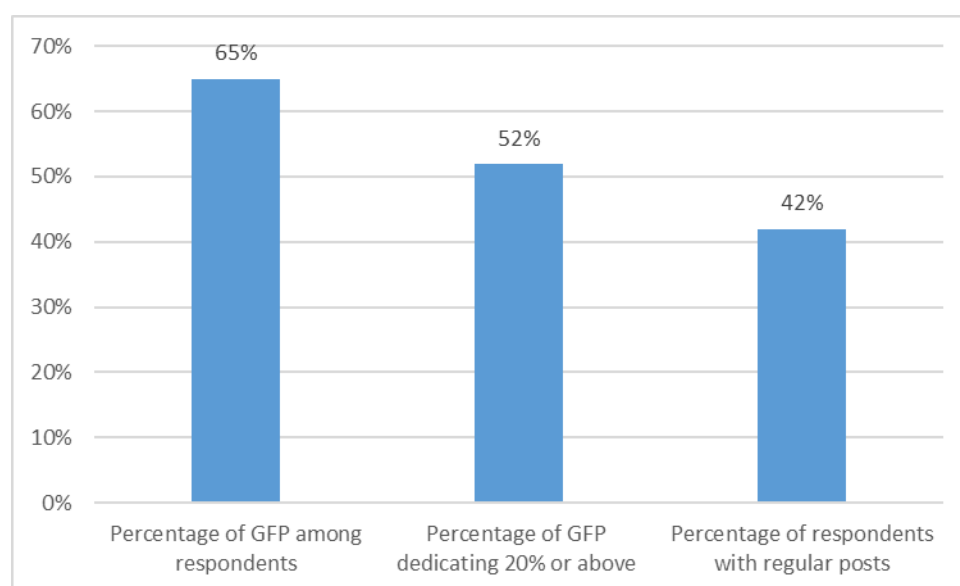
Finding 2. FAO has taken significant steps to ensure an adequate institutional setup for gender mainstreaming. This includes the placement of Gender Officers in all Regional Offices, the strengthening of the GFP network, the formulation of regional strategies and the implementation of stocktaking exercises. This structure has served the purpose of promoting the implementation of the GEP, although some weaknesses at country level have limited its effectiveness.

49. At the corporate level, FAO undertook a series of stocktaking exercises to build understanding of and approaches for gender mainstreaming in the SPs and technical divisions. Gender stocktaking reports have been prepared by the Forestry, Fisheries, Land and Water, Climate Change and Livestock divisions. Similarly, analyses of the relevant gender gaps have been undertaken for all five SOs, and the main entry points for gender work in each SO have been identified.
50. At regional level, FAO has developed regional strategies²³ to support gender mainstreaming through the Regional Initiatives and in selected regional programmes and projects. Regional strategies in RAP, REU and RNE aim to guide gender mainstreaming in interventions and to operationalize the GEP taking into account region-specific contexts. RLC was compiling its strategy when the Evaluation Team visited the region and RAF has yet to finalize its regional

²³ RNE and RAP finalized their strategies in 2017, REU in 2016.

strategy. The Evaluation Team noted the important work under way between RAF and regional and sub-regional organizations (such as the African Union Commission, ECOWAS and ECCAS), which has proven effective in advancing and promoting gender issues at the decision-making level in the region.

51. In RAP and RNE, the regional gender strategies reflected the thematic priorities of their respective regions and identified opportunities for gender integration in the Regional Initiatives agreed by their Regional Conferences. In REU, the regional gender strategy emphasized three minimum standards (MS7, MS8 and MS10), which require gender analysis in the formulation of all field programmes and projects, the integration of gender into all programme reviews and evaluations, and the specification of minimum competencies in gender analysis for all managers and professional staff to be deemed compliant.
52. The usefulness of the regional strategies as guiding documents at the regional and country levels was variable. Two strategies (RAP and RNE) reflected regional priorities and identified opportunities for gender mainstreaming in Regional Initiatives, though the RNE strategy did not tie in with the GEP and its objectives. The REU strategy emphasized only three minimum standards and did not link the GEP and its objectives to the Regional Initiatives. Furthermore, technical experts interviewed by the Evaluation Team stated that they were not always involved in the formulation of these strategies and could not, therefore, articulate their needs and priorities.
53. The Evaluation Team noted that some technical experts understood gender as "targeting women", indicating inadequate awareness of the GEP, which aims to introduce a shift in the focus of interventions from "women" to "gender". Due to the lack of clear and common understanding, teams often face challenges in mainstreaming gender in the planning and monitoring of and accountability arrangements for interventions.
54. At country level, the Evaluation Team found that although the GFP structure overall was appreciated by country offices, as it highlighted the relevance of gender to the Organization's mandate, its effectiveness in supporting the delivery of gender-related work at country level had been variable. For example, in RLC, the network of GFPs serves as an important channel for knowledge sharing and learning. FAO staff and national stakeholders consider the GFP to be a positive element in FAO's gender structure. It helps to keep gender-related issues on the agenda, but the high turnover of professionals (due to job instability) has affected the retention of gender capacity.
55. The Evaluation Team found that many factors influenced the quality of support provided by the GFPs, including high turnover, technical background and experience, interest in the topic and time available to dedicate to the function. In some countries (such as El Salvador, Guatemala, Kyrgyzstan and Paraguay), the GFP is a full-time gender expert with substantial experience, well versed in national gender issues. In those cases, the GFP is able to provide adequate support to the country office and actively participate in the work of the Country Gender Thematic Group. In other countries, the GFPs either had no relevant experience of gender work, showed no interest in carrying out the role of focal point, were too busy with other more urgent issues, or were appointed without necessarily receiving prior consultation.
56. The findings of the survey of GFPs (which had a response rate of 65 percent) confirmed that the above factors influenced the quality of support. The survey showed that only 52 percent of GFPs managed to dedicate 20 percent (or more) of their time to gender-related activities. 10 percent of respondents were no longer GFPs by the time they received the survey. Only 42 percent of the respondents had regular posts; the remainder were either consultants or project staff. Figure 2 summarizes the key results of the GFP survey.

Figure 2: Key results of the GFP survey

Source: Survey conducted by the Evaluation Team

57. The Evaluation Team found that when the GFP was someone with decision-making power, the office was more likely to mainstream gender in a systematic manner. Of the 62 survey respondents, 11 percent were FAORs or Assistant FAORs who were the main decision-makers at country level. Eighty-three percent of the FAOR/AFAOR respondents reported that gender was mainstreamed in the majority of their office's activities, which was higher than the overall result of 62 percent for all GFPs.

3.1.3 Minimum standards

Finding 3. The minimum standards have been largely implemented, but given the time that has passed since they were established, some may need to be updated or even reformulated to better represent the realities of the external context today and the situation in the field.

58. The Evaluation Team found variations in the implementation of minimum standards at different levels of the Organization. At the corporate level, there was a high level of understanding and awareness of the normative dimension of these standards among different divisions, particularly in relation to those standards associated with data generation, analysis and use (such as MS 1, 2, 3, 5, 6 and 8). However, more effort is needed to ensure effective implementation of the minimum standards related to capacity building and gender mainstreaming in human and financial resources. Feedback from interviews at headquarters and in the decentralized offices showed that gender considerations were not taken into account in FAO's staff performance assessments (except for the GFPs), as indicated in MS 12.
59. The Evaluation Team found less uptake of the minimum standards at decentralized level. For instance, most of the country offices visited by the Evaluation Team were not sufficiently utilising the knowledge and data produced at corporate level. This was due to many factors, including inadequate dissemination, limited translation to national languages and a lack of support for adapting the products into practical tools for technical staff in the field. The Evaluation Team noted that field staff had limited awareness of some of the main databases hosted by FAO at headquarters, such as FAOSTAT, AQUASTAT and the Gender and Land Rights Database.

60. Furthermore, the policy review conducted as part of this evaluation identified seven minimum standards (1, 5, 6, 9, 10, 14, 15) that need to be revised to meet the requirements of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0)²⁴ Performance Indicators. The suggested revisions/additions to each minimum standard, along with the rationale behind the proposed modifications, are outlined in the policy review (please see Appendix 4).

3.1.4 Knowledge products

Finding 4. FAO has developed numerous technical guidelines and awareness-raising materials, though their actual use is still limited.

61. To help the SP teams, technical units and regional and country offices mainstream gender in their work, FAO has created a number of knowledge products and guidance materials. A number of knowledge products and capacity-development materials and tools were developed and promoted to support the integration of gender issues into key areas related to FAO's mandate. Examples include: a framework on gender-sensitive value chains, with a specific focus on social sustainability; a training guide and module on gender-sensitive climate-smart agriculture (designed together with CGIAR and the World Bank), collating tried-and-tested good practices and innovative approaches to resilience and humanitarian response; specific guidance materials on gender-responsive disaster risk reduction; and materials on gender-based violence prevention and mitigation.
62. The Evaluation Team found limited use and uptake of this knowledge material by staff and their national counterparts at the decentralized level. In most of the countries visited, the Evaluation Team noted that these knowledge products and tools were not used by technical officers in their day-to-day work and even less so by their counterparts at country level.
63. The FAO regional and country staff met by the Evaluation Team were either not aware of the existence of these products, or did not think them adequate for their purposes. Staff viewed the products as theoretical and often not applicable to the actual contexts in which they operated. Some FAO staff cited guidance material from donors, such as the gender policy and guidelines from the Swedish International Development Cooperation Agency (SIDA), the European Union (EU) and the Global Environment Fund (GEF), as being more appropriate to their specific situations, as they, at least, had the advantage of satisfying donor requirements. Exceptions to this finding were the major flagship publications, such as *The State of Food Security and Nutrition in the World (SOFI)* and the SOFA report, which were generally known by FAO technical staff and development partners in the respective regions.

²⁴ Since 2013, FAO has reported on UN-SWAP on an annual basis. UN-SWAP 2.0 was introduced in October 2018.

3.1.5 Capacity development

Finding 5. FAO's efforts to strengthen and build staff capacity in the decentralized offices were acknowledged. However, greater systematic efforts are needed to strengthen capacity development (an individual, institutional and enabling environment) for gender mainstreaming, so that it is relevant and applies to the daily work and needs of staff.

64. FAO's gender network consists of more than 200 staff across the Organization. FAO has made important efforts to strengthen the capacities of the gender technical network²⁵ since its reactivation in 2012.
65. This is particularly relevant in light of the varying capacities of the GFPs. While some GFPs are gender experts, the majority are technical officers with limited or no previous experience of working on gender issues. Their capacities have been reinforced by direct technical support from gender experts at headquarters and the regions, as well as a series of webinars and seminars to prepare them for their role. Since the introduction of the GEP, every Regional Office has organized at least one regional training workshop for its GFPs to provide them with the knowledge and tools they need for gender mainstreaming, so they can execute their role effectively. The Evaluation Team found that these training sessions and workshops were highly appreciated by the staff who attended them. However, the relatively high turnover of GFPs poses a real challenge in terms of training efficacy, suggesting that FAO should organize training sessions more frequently and regularly.
66. FAO has also helped to build the capacity of technical officers and their national counterparts in all five regions to increase awareness and understanding of gender issues in their respective thematic areas. For example, RAF has conducted extensive training on gender mainstreaming in regional and national agricultural investment plans as part of the ongoing development of the second generation of such plans in the region (highly valued by ECOWAS). In the RNE region, the Gender Officer, in collaboration with the University of Cordoba, recently conducted a training session in Spain for government officials from Algeria, Egypt, Iran, Jordan, Lebanon, Morocco, Palestine and Tunisia working in the water sector. It focused on gender analysis, and gender and value chains, as well as on the application of related methodologies developed by FAO, such as "Multiple uses of water services in large irrigation systems" and the "Gender and value-chain approach".
67. Although training has taken place, its frequency and targeting need something of a rethink. Benchmarked agencies, for example, undertake regular capacity assessments (WFP, for instance, completes an assessment once every three years) and have made gender-related training compulsory for staff, particularly for senior management.

²⁵ The 36th Session of the FAO Conference in 2009 stated that "senior gender focal points have been appointed in all divisions in conformity with the [independent external evaluation] recommendations. Meetings are held regularly and training is being provided to all gender focal points on gender analysis and specific technical issues as needed."

Capacity building in statistics

68. FAO hosts some important databases that contain sex-disaggregated data (for example, FAOSTAT, AQUASTAT and the Gender and Land Rights Database). However, these databases are not well known by some FAO professionals and their external counterparts. The same applies to methodologies for collecting gender and women-specific data developed by FAO or with FAO's support, such as the Minimum Dietary Diversity for Women (MDD-W), which, although relevant, were not well communicated.
69. FAO is custodian of 21 indicators under six of the SDGs, including two gender indicators under SDG5 (5.a.1²⁶ on women's ownership of agricultural land and 5.a.2²⁷ on women's equal rights to land ownership). FAO's custodianship role involves strengthening the statistical capacity of national governments, so that they can meet their SDG reporting requirements.
70. FAO is also custodian of indicator 2.1.2 on the prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES). At the global level, considerable effort is being made to provide sex-disaggregated data. However, FAO has yet to fully determine whether it is possible to disaggregate national data by sex, as some countries do not conduct gender-disaggregated analysis.
71. Therefore, under the leadership of the Office of Chief Statistician (OCS), FAO has organized regional workshops in RAP, REU and RLC to raise awareness and build national counterparts' capacity on the relevance of and methodological approach to collecting and disseminating sex-disaggregated data for SDG reporting purposes. FAO has assisted with capacity development in more than 22 countries on the methodology for collecting data and reporting under SDG Target 5.a (undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws).
72. In REU, FAO has worked to build the capacity of national statistics offices to collect gender-sensitive data – including the development of an Agri-Gender Statistics Toolkit²⁸ in English, Russian and Turkish – and to analyse and use gender statistics. This should assist governments with evidence-based and informed policymaking processes and in reporting on their progress with regard to the SDGs. Staff at the Kyrgyz National Statistics Committee, for example, gave very positive feedback on the technical assistance on methodologies they had received from FAO headquarters and regional staff. In RAP, as part of the UN Thematic Working Group on Gender Statistics, FAO is contributing to the capacity-development curriculum of the Asia Pacific Subgroup on Gender Statistics of the Network for the Coordination of Statistical Training in Asia and the Pacific.
73. RNE has conducted an assessment of gender mainstreaming in the production and use of statistics on agriculture and rural development in eight Members: Egypt, Iraq, Jordan, Lebanon, Mauritania, Morocco, the Sudan and Tunisia. In 2017, a regional synthesis report aggregated the findings of the national assessment with lessons learned from the development of gender statistics in other regions and proposed a regional action plan to strengthen the production and use of gender statistics through regional capacity building.

²⁶ (a) The percentage of people with ownership or secure rights over agricultural land (out of the total agricultural population) by sex and (b) the share of women among owners or rights-bearers of agricultural land, by type of tenure.

²⁷ Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control.

²⁸ <http://www.fao.org/3/a-i5769e.pdf>

Advocacy and policy dialogue – CEDAW Article 14

74. FAO is a convener, supporting the integration of gender-equality dimensions into national and international policy processes related to food security and nutrition. The endorsement of CEDAW Article 14, Recommendation 34 in 2016 (an initiative orchestrated by FAO, WFP, IFAD and UN Women) was a key result, providing an important entry point for advocacy in national policy dialogue. Based on this, FAO is providing technical assistance on implementing CEDAW Article 14, Recommendation 34 in Botswana, Guatemala, Kenya, Kyrgyzstan, Rwanda, Sri Lanka and Tanzania and is supporting several countries around the world in their yearly CEDAW reporting on Article 14.

3.1.6 Data generation at country level

Finding 6. FAO has produced a substantial number of CGAs in all regions, however, the quality of the assessments and their use varies greatly.

75. As mentioned, 54 CGAs had been produced at the time of this evaluation. The Evaluation Team found that, in some countries, CGAs had been used as a source of data for planning. In all REU countries visited by the Evaluation Team, the value of the CGAs was cited by staff. The CGAs were also referenced in project documents. The REU and RNE Gender Officers consider gender assessments to be important for country-level staff and counterparts, given the lack of baseline gender-related information on the sectors within FAO's remit. The relevance of the CGAs was also highlighted by FAO counterparts the Evaluation Team met in Georgia, Kyrgyzstan and Turkey.
76. The starting point for preparing a CGA in REU was a review of the core set of gender indicators pertaining to agriculture and rural areas developed by REU to standardize data collection and comparison in the region. As part of the study, discussions were held on existing indicators and data sources that could be used to generate gender statistics, as well as critical data gaps relevant to gender and agriculture.
77. REU is more of an exception in terms of its use of the CGAs. The Evaluation Team found that in most other regions, the formulation of CGAs was still mainly a theoretical exercise led by the Regional Office (with the support of consultants) and not necessarily internalized by the country offices.
78. These findings also echo OED's observations in its recent review of the application of CPFs,²⁹ which found that gender mainstreaming in country programming was still inadequate and that the uptake of CGA results in CPF documents was unsatisfactory. That said, the Evaluation Team found that the new generation of CPFs showed considerable improvements in mainstreaming gender,³⁰ particularly in countries including Algeria, Cambodia, Ecuador, El Salvador, Georgia, Guatemala, Guyana, Nepal and the West Bank and Gaza Strip.

²⁹ <http://www.fao.org/3/I9472EN/i9472en.pdf>

³⁰ For example, the Nepal CPF 2013–2017 did not mention gender concerns and only had one output on increasing women's land ownership. In the new CPF 2018–2022, however, though it is outside the scope of this evaluation, gender is mainstreamed throughout the document. The CPF has a separate outcome related to gender – Outcome 3 on inclusive and gender-responsive livelihood enhancement and poverty reduction – and there are gender-related outputs and targets under all three outcomes.

3.1.7 Reporting

79. Feedback from FAO personnel at regional and country levels indicates that reporting on gender is particularly challenging due to the limitations of FAO's systems, especially the Programme Planning, Implementation Reporting and Evaluation Support System (PIRES) and Programme Implementation Report (PIR). The allocated space for reporting results on each SO is very limited, so the content needs to be strategic. Hence, as most corporate outcomes, outputs and indicators do not include gender, achievements on the topic are barely mentioned, as management teams opt to report on what is written in the framework.
80. This reporting issue hinders not only the monitoring of results, but also the planning process. As less emphasis is placed on gender at the reporting stage, there are fewer incentives to include it in the planning stage.

3.2 Evaluation question II. Effectiveness of FAO's work on gender

How has FAO's work on gender mainstreaming contributed to the achievement of equality in sustainable agricultural production and rural development for the elimination of hunger?

Finding 7. FAO has made considerable strides towards meeting its gender-equality objectives at policy and field level. Results vary from country to country, however, and require national ownership for uptake and sustainability.

81. Closing the gender gap requires comprehensive, joint efforts in all spheres of influence, from the political to the individual.³¹ It also requires political commitment and "affirmative action".³² Changing social norms and behaviour is also key to achieving gender equality and, here, policy can play a role.³³
82. In evaluating FAO's contribution to gender equality, the focus will be on the GEP's first four objectives. The fifth, on increasing the percentage of agricultural aid committed to women/gender-equality related projects, is vague and does not really fall within FAO's remit or sphere of influence. Furthermore, as discussed above, it is practically impossible to monitor progress in this regard using FAO's current reporting systems.
83. Progress on the four objectives can be evaluated on two different but related levels. The first is the enabling environment as it pertains to policy, strategy and planning, while the second relates to project achievement at the level of local community and beneficiaries. While this second level is still important, the first could be considered more important, as the scope of its impact is far greater than what FAO can achieve at community level in terms of coverage, be it by area or number of beneficiaries. Indeed, broad coverage at community level should not be expected, precisely because FAO is an organization with relatively meagre financial resources compared with other actors in the international development arena (for example, the World Bank, IFAD, the African Development Bank or bilateral donors).
84. Though cost effectiveness is an important consideration in project design and implementation, FAO's significant contribution at community level is not measured by the number of beneficiaries or the scale of the area covered. FAO projects are generally more meaningfully evaluated in terms of their scalability and potential for replication by larger

³¹ WEF (2017)

³² Action to favour people and groups who tend to suffer from discrimination or are in a situation of inequality

³³ Overseas Development Institute (2015)

actors with greater resources, for example, improvements in crop varieties and livestock breeds; adaptation and improvement of technologies to boost crop and livestock production and productivity; and significantly, for the purposes of this evaluation, gender mainstreaming and contribution to gender equality.

85. From a review of project documents, interviews and visits to project sites, it became evident that the boundaries between the GEP's four objectives were not rigid, particularly for projects on the ground. Projects rarely tie in with just one objective and it is normal to assign two or more objectives to any given project. GEP objective 2 (women and men have equal access to and control over decent employment and income, land and other productive resources) and GEP objective 4 (women's work burden is reduced by 20 percent through improved technologies, services and infrastructure) are often grouped together on the same project.
86. There is often an intersection between projects tied to GEP objective 3 (women and men have equal access to goods and services for agricultural development and to markets) and those linked to SO4 (enable inclusive and efficient agricultural and food systems). SO4 seems to be largely associated with community projects, even when the projects are not designated as such. For example, RAF's Regional Initiative 2 was originally focused on SO2 (make agriculture, forestry and fisheries more productive and sustainable), but has expanded to encompass SO3 (reduce rural poverty) and SO4. We will, therefore, attempt to analyse the contribution to each GEP objective at project level, bearing in mind the links and interdependencies. We cannot meaningfully assess the contribution of each GEP objective at policy/strategy level within the scope of this report, so will endeavour to present an overall assessment of all four objectives.

3.2.1 Contribution to GEP objectives at policy/strategy level

Finding 8. The most important results of FAO's work on gender are to be found at the policy and strategy levels. In some regions, where regional bodies are engaged in gender issues, FAO has advocated for and supported important initiatives, such as the inclusion of a gender strategy in the Community of Latin American and Caribbean States' (CELAC) Plan for Food Security, Nutrition and Hunger Eradication 2025 and gender mainstreaming in the implementation of the Comprehensive Africa Agriculture Development Programme (CAADP).

87. One of FAO's generally recognized comparative advantages at global, regional and sub-regional level is its convening power and capacity, which it often uses to promote gender equality and women's empowerment. At the global level, it underlines FAO's advocacy for the operationalization of the Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT). These guidelines seek to promote the land rights of women farmers, among others, who face serious gender discrimination. As the traditional land-tenure systems of FAO Members generally do not recognize women's title to land, FAO has also piloted VGGT-related interventions in various regions to promote the tenure rights of marginalized groups, particularly women farmers and pastoralists. Details of this support at country level are illustrated in Table 3.
88. In addition, FAO launched "Governing land for women and men", a capacity-development programme to support countries in implementing the VGGT's gender-equality principle. To date, Liberia, Mongolia, Sierra Leone and South Africa have participated in the programme and developed action plans for providing gender-equitable governance of land tenure.
89. Four Regional Offices have worked with regional and sub-regional entities. The fifth, RNE, is working at policy and strategy level, mostly with individual countries. This limited focus may

partly be ascribed to the limited involvement of equivalent regional entities (such as the Arab Organization for Agricultural Development (AOAD), an affiliate of the League of Arab States)³⁴ on gender issues. FAO's advocacy and support at policy and strategy levels in the regions have made a substantial contribution to enhanced political commitment on gender issues in agriculture and the empowerment of women farmers. Its policy and strategy interventions are impressively numerous at regional and national level.

Table 3: Examples of FAO's VGGT interventions

Country	Projects	Relevant activities
Mongolia	FMM/GCP/111/MUL GCP/GLO/501/GER GCP/GLO/347/GER	<ul style="list-style-type: none"> Assessment of key instruments of tenure (draft pastoral law and existing forestry law) Consultations with stakeholders on the two assessments
Senegal	FMM/GCP/111/MUL GCP/GLO/599/GER GCP/GLO/347/MUL	<ul style="list-style-type: none"> Contribution to the revision of the land tenure policy Pilot projects on implementation of the tenure reform
Sierra Leone	FMM/GCP/111/MUL GCP/GLO/347/GER GCP /GLO/501/GER	<ul style="list-style-type: none"> Multi-sectoral interventions through five project components: legal framework, land administration and responsible commercial investment, fisheries and aquaculture, forestry and right to food Development of and training on a customized version of SOLA software for capturing cadastral data of MLCPE and online sharing with the agency responsible for registration of land transactions (OARG)
Uganda	GCP/GLO/347/UK	<ul style="list-style-type: none"> Pilot project on formalizing tenure on customary lands, development of land tenure capture software based on Open Tenure and training on this software Pilot project on formalizing tenure on customary lands, development of land tenure capture software based on Open Tenure and training on this software

90. The greatest achievements in the RLC region have been at the policy and strategy level. In 2016, CELAC approved the inclusion of a gender strategy in its Plan for Food Security, Nutrition and Hunger Eradication 2025. In addition to advocating for its approval, FAO provided technical support to the CELAC Women's Advancement Group and supported the validation and implementation of the strategy at national level in four countries.³⁵ Similarly, through its alliance with the Latin American Parliament (Parlatino), FAO contributed to the design of three model laws on family farming, small-scale fisheries and school feeding. Gender equality has been integrated into all three laws, though it is more prominent in the first two, due to the variances in gender roles in agriculture and fisheries.

91. RLC has also encouraged regional forums to discuss and promote gender equality and women's rights. In 2018, for example, it promoted the High-Level Forum for the

³⁴ RNE has collaborated with AOAD for decades, particularly in connection with agricultural statistics. In 2017, RNE and AOAD signed an agreement to work towards achievement of the SDGs.

³⁵ The Dominican Republic, El Salvador, Haiti and Paraguay. The degree of success of this support has very much depended on country context. In the Dominican Republic, a recently approved law served as an entry point and implementation was smooth. In Paraguay, where the political environment is less conducive, RLC is still testing a possible entry point.

Empowerment of Indigenous Women to Eradicate Hunger and Malnutrition in Latin America and the Caribbean.³⁶ In 2017, together with UN Women and the Ministry of Agriculture and Livestock of Paraguay, RLC organized the International Conference on the Equal Governance of Lands³⁷ to discuss women's access to land and productive resources to enhance economic autonomy, equal rights and food security in the region.³⁸ These types of event promote experience sharing and learning among policymakers and are appreciated by the governments involved.

92. In REU, the Vilnius Declaration (2017) is an important regional commitment to gender equality, which arose from work by FAO. REU is part of the Regional United Nations Development Group (UNDG) coordination mechanism, unique to Europe, while the REU Gender Team participates in the regional Issue-based Coalition on Gender Equality, which coordinates work and supports country offices in mainstreaming action and provides policy support for SDG implementation.
93. In RAF, one multi-country programme (FMM/GLO/122/MUL) has, among its objectives, a contribution to agriculture-sector and rural poverty-reduction policies and programmes through the inclusion of gender-related strategic priorities. The programme also contributes to the promotion of gender mainstreaming in the implementation of CAADP. In several countries, including the Gambia, Ghana and Kenya, RAF country offices are providing support to National Agriculture Investment Plans (NAIPs), strengthening their gender component. In Kenya, the country office is leading training in gender integration in the National Adaptation Plan, including an introduction to the methodological framework for addressing gender dimensions in inclusive natural resource governance (UNFA/GLO/616/UND).
94. Work at the regional level directly supports country-office interventions, which provide primary support to Members. Integral to the work of country offices is technical support for counterpart ministries and departments in compiling and gender-mainstreaming their respective policies, strategies and plans. Such country support can be found in all regions, though instances of support are far more numerous in RAF and RLC than in REU. In REU, more interventions could be launched, capitalizing, as an entry point, on the EU gender-equality and human-rights requirements for countries intending to export agricultural products to the EU, as well as those attempting to accede to the EU (for example, Albania, North Macedonia and Serbia).
95. The Paraguay country office is recognized for its assistance to indigenous women. It is currently supporting the National Plan on Indigenous Peoples, in which a chapter is devoted to indigenous women, and pushing at political level for the formulation of a law giving equal rights to indigenous women. In 2015, the Paraguayan parliament approved the Public Policy Law for Rural Women; RLC played a leading role in its formulation and approval by providing technical assistance and advocating for its relevance and uptake. Since 2016, the country office has actively promoted the regulation, dissemination and implementation of the law. In Guatemala, the Institutional Policy for Gender Equality of the Ministry of Agriculture, Livestock and Food and its Strategic Implementation Framework for 2014–2023 were formulated and approved as part of RLC's support for CEDAW. RLC provided sound technical advice and undertook extensive advocacy work, promoting the creation of an inter-sectoral

³⁶ FAO (2018) *Foro de alto nivel – Empoderar a las mujeres indígenas para erradicar el hambre y la malnutrición en América Latina y el Caribe* (<http://www.fao.org/americas/eventos/ver/es/c/1037043/>)

³⁷ <http://www.fao.org/americas/eventos/ver/pt/c/1026471/>

³⁸ It counted on the participation of representatives from Argentina, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Nicaragua, Paraguay, Peru and Uruguay.

- working group on rural development, with a special focus on rural and indigenous women. At national level, both Paraguay and Guatemala can present remarkable examples of successful advocacy and interventions in the policy and strategy sphere.
96. Honduras is another keen example of a country in which FAO has provided political support for gender mainstreaming. The key strategic pillars of the National Strategy on Family Farming included the promotion of better market access for women, as well as capacity-development activities for women in technical areas. In the Dominican Republic, the country office has undertaken a series of capacity-development activities for the Ministry of Agriculture and the Ministry of Environment in partnership with UN Women. The goal is to strengthen governmental capacity for gender mainstreaming as a way of promoting gender-responsive policies and programmes.
 97. REU is working to support more gender-sensitive policy development at national level. In Georgia, a sub-project funded by the Austrian Development Cooperation and the European Neighbourhood Programme for Agriculture and Rural Development (ENPARD) (GCP/GEO/004/AUT) made contributions to Georgia's 2015–2020 Agricultural Strategy Action Plan, including the incorporation of gender-disaggregated indicators into its monitoring and evaluation systems. FAO, in partnership with UN Women, has also contributed to mainstreaming gender in Georgia's Internally Displaced People (IDP) Strategy and Action Plan, Communication Strategy and the IDP Livelihood Action Plan of the Ministry of Internally Displaced People, under GCP/GEO/007/EC. In addition, REU has supported the development of the Georgian National Action Plan for Gender Equality. National advisers said they took information and proposals from FAO into account. ENPARD has also made strong contributions to other strategies and policies, however, these did not appear to include gender aspects. When ENPARD was working on Georgia's Strategy for Agricultural Development 2015–2020, there was a great deal of lobbying from international partners about what to include. Many things were incorporated (including gender) and commitments were made, but the strategy was underfunded by government and not considered a priority.
 98. REU has worked with many countries on their SDGs, helping to nationalize indicators, including gender-linked indicators, to support policy- and strategy-making at national level. Kyrgyzstan's trial of the "Gender in agricultural policies analysis" (GAPo) tool is directly aimed at improving the gender sensitivity of national legislation and policies. However, the action plan was still under development at the time of writing, so it is not yet possible to say what contribution it will make. FAO is also commenting on CEDAW, particularly in relation to Article 14.
 99. In RAP, FAO has made major technical contributions to policy and strategy development in many countries under the framework of its collaboration with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and other UN agencies. In Nepal, FAO supported the formulation of the country's Agriculture Development Strategy 2015–2035, developed by a consortium of donor organizations and financial institutions. In particular, FAO contributed to activities under the "improved food and nutrition security of most disadvantaged groups" objective of the Food and Nutrition Security Programme (FANUSEP) and the Food and Nutrition Security Action Plan. The Evaluation Team received positive feedback from government departments and partner organizations on FAO's role. FAO also lent support in the formulation of the Right to Food and Food Sovereignty Bill, which was approved by parliament on 18 September 2018.
 100. In the Philippines, FAO has provided support to the Evidence and Data for Gender Equality (EDGE) joint initiative by the UN Statistics Division and UN Women to promote the availability of internationally comparable sex-disaggregated data on asset ownership and

entrepreneurship. The project assists governments in enhancing national policies that promote women's empowerment and decision making, sustainable livelihoods and the reduction of vulnerability through evidence-based policy development.

101. In Sri Lanka, FAO is supporting the Ministry of Irrigation and Water Resources Management and the Ministry of Agriculture in the development of new agricultural and irrigation policies and discussing ways to promote better understanding of gender issues in the agriculture sector as a basis for evidence-based policymaking and programme design and implementation. In cooperation with the EU, a gender training workshop for policymakers involved in the development of sector policy was held in 2018.
102. FAO is ensuring gender mainstreaming in the Bangladesh Country Investment Plan for the environment, forestry and climate change sectors and is helping to build capacity at the Ministry of Environment, Forests and Climate Change and its agencies for gender-sensitive policy and programme development.

3.2.2 Contribution to gender-equality objectives at community level

Finding 9. Some of FAO's interventions have successfully contributed to closing some gender gaps at community level, mainly through the economic empowerment of women. However, these cases remain limited in number and scope. Moreover, the contribution of these results to the Organization's high-level gender-equality objectives cannot be directly linked.

103. In compliance with the GEP, all CPFs in FAO country offices underline national commitment to mainstreaming the cross-cutting issues of gender, nutrition and climate change in all projects and activities. Project documents confirm the same commitment and recognize that gender refers to the roles of both men and women and that gender equality is to transcend disparities and inequities. However, it is rare to find explicit reference in these documents to their alignment with the GEP and its objectives, although CPFs and project documents do stress alignment with the Strategic Framework, government policies and priorities, and the United Nations Development Assistance Framework (UNDAF) country document. Often, there is no elaboration on what is meant by gender mainstreaming and how it is to be pursued.
104. In pointing out the lack of reference to the GEP, the intention is not to be pedantic, as it could plausibly be assumed that alignment with the Reviewed Strategic Framework inherently incorporates reference to the Organization's GEP, as the Strategic Framework accords gender the status of a cross-cutting theme. However, the lack of explicit reference to the GEP could denote reluctance, a lack of commitment or inadequate capacity to contextualize and operationalize the highly abstract provisions in both the GEP and the Reviewed Strategic Framework.
105. The GEP and Strategic Framework can be contextualized through clear understanding of these issues, based on diligent social-baseline and gender analysis. However, in the countries visited by the Evaluation Team, and from a review of sampled projects, the planning of most projects addressing community needs had not benefitted from systematic gender analysis and rarely involved social-baseline assessments. The few exceptions were the relatively large projects that reviewed and backstopped by the regional Gender Officer, a GFP with the requisite capacity, or a gender expert recruited to undertake the tasks and, more often than not, were down to resource-partner requirements.
106. Another factor influencing FAO's attitude to gender is resource-partner policy. The Evaluation Team read project documents, such as the SIDA-funded project on water management and

governance in the Near East and North Africa (NENA), entitled "Implementing the 2030 Agenda for Water Efficiency/Productivity and Water Sustainability in NENA Countries", and the "Support to fishery and aquaculture management in the Kyrgyz Republic" project,³⁹ where the influence of Sweden and Finland in promoting gender was clear. Some donors insist on gender mainstreaming and an external push is often useful in overcoming inertia. For example, in FAO's work with IDPs in Ukraine, Canada had begun to comment that the Organization's proposals weren't sufficiently gender sensitive, prompting positive change. GEF and Green Climate Fund (GCF) applications have also spurred gender-related work, for example, on forthcoming GCF projects in Guatemala, Kyrgyzstan and Nepal, preparations for which have included gender analysis and the inclusion of gender-linked activities. These projects will require more active gender support than usual.

107. However, the general trend in FAO projects, particularly in small TCPs, which constitute the overwhelming majority of interventions, is that the adopted outcomes, outputs and activities in project documents purporting to address gender invariably relate to women-specific components or to the inclusion of women as participants in project activities. Such targeting does not seem to recognize that "women" are not a homogeneous group, but need to be differentiated by characteristics such as ethnic group, command of economic resources, age, marital status and level of education. It could actually be harmful to reinforce the stereotype of women as a vulnerable group and alienate men from making much-needed contributions to achieving gender equality. Unless rigorous analysis is carried out at the planning stage, a lack of diligently prepared criteria for beneficiary selection may compromise project objectives – assuming that projects are not specifically designed for the better-off women in a community, for example, by stipulating contributions that poorer women cannot afford.
108. Such misunderstanding seems to be reinforced by the tendency of FAO corporate and project documents to conceive men and women not only as separate and independent individuals, but also as competitors for scarce resources, or to assume homogeneous interests and equal distribution of benefits within households. To this extent, the conception of what constitutes gender equality appears to differ from that adopted by government institutions.
109. Governments are aware of gender inequality, however, they tend to address it from a household perspective, rather than from an individual viewpoint that distinguishes between women and men. Through this household perspective, men and women are deemed bound by intricate, socio-culturally defined intra-household roles and complementary relationships (expressed by division of labour along sex and age lines). This perspective also assumes that men and women jointly seek to devise and pursue survival strategies for the wellbeing of all household members, often in a context of general hardship. For example, much of the gender discourse in the REU region is about women in the family, and REU documents tend to explain this as a consequence of the rise of more conservative religious cultures in the region (especially Central Asia). Even so, some REU projects have carried out a diligent gender analysis, understanding of context, and prudent identification of feasible entry points.
110. Implementing projects without systematic gender analysis may still achieve results, particularly when it comes to the economic empowerment of women. However, these results are often more by accident than design. In some cases, FAO was able to draw important lessons from these achievements, which triggered interest and raised the awareness of Technical Officers involved in project implementation.

³⁹ GCP/KYR/012/FIN: Towards sustainable aquaculture and fisheries development in the Kyrgyz Republic.

111. Below are some examples of contributions at community level assessed by the Evaluation Team. These are presented by GEP objective to facilitate discussion on their relevance and effectiveness.

GEP objective 1. Women participate equally with men as decision-makers in rural institutions and in shaping laws, policies and programmes.

112. In interventions involving the promotion of rural institutions, in general, FAO projects either allocate a certain percentage for the representation of women (typically 30 percent) or opt for the formation of separate women's groups. In mixed groups, this commitment is usually met and women are assigned positions on committees. However, in the countries visited by the Evaluation Team (in the RAP and REU regions, in particular, and to lesser extent in the other regions), projects tended to form women-specific groups rather than mixed groups. Local culture and traditions are supposedly factors inhibiting the creation of mixed rural institutions. In RAP, the focus is generally justified based on customary norms regarding the exclusion of women in the public domain. In REU, the explanation is that in the post-Soviet period, state support for the emancipation of women has weakened amid growing conservatism in many countries. In both cases, the difficulty seems to be an inability to identify feasible entry points based on understanding of the local context and systematic gender analysis. In those REU initiatives that identified entry points, such as the "Conservation and development of dual-purpose cattle breeds in Eastern Europe" project implemented in Armenia, Georgia and Ukraine, and the "Technical assistance to support the establishment of a National Animal Identification, Registration and Traceability System (NAITS)" project in Georgia, implementation seems to have progressed very well.
113. The interventions reviewed in the RAP region generally did not feature the promotion of decision-making by women in their design. But there are many examples of local women entrepreneurs in the region who have taken up leadership roles. For example, Farmer Field Schools have created women farmer leaders. Similarly, women who have benefitted from capacity development in livestock management and value-chain interventions have become local leaders in their communities. The Evaluation Team noted a similar, indirect impact on the empowerment of women in REU. Women's economic empowerment is vital, because when women are empowered, they are likely to become more active in their community and in politics. Women who have assets or businesses also find it easier to voice their needs and be active in politics.
114. In the REU region, empowerment seems to have been considered in a limited sense and only a few projects supported women's social or political empowerment. The latter are usually found in joint programmes with other UN organizations, particularly UN Women (for example, the work with IDPs in Georgia and in the Rural Women's Economic Empowerment Programme (RWEE) in Kyrgyzstan). REU has launched projects to promote women in cooperatives in Georgia and Central Asia, which are relevant to the achievement of women's empowerment for political and organizational work.
115. The RWEE programme in Kyrgyzstan is a positive example of a broader interpretation of empowerment in the REU region. The women participants reported economic and political empowerment within the community. They have become more active, lobbying the local self-governance office on various issues and even standing for election in some cases.
116. There were also cases in REU where projects had to undertake gender analysis well into the life of the project. In Turkey, the Mid-Term Evaluation of the Sustainable Land Management and Climate-Friendly Agriculture Project (GCP/TUR/055/GFF) noted that the project did not have sufficient commitment to women's empowerment, gender equality and human rights.

There was no clear consideration of how the project would reduce gender inequities. Farmer Field Schools were the main activity expected to address gender. However, in practice, this received inadequate attention – the curricula for women and men were identical, women were not encouraged to attend and the scheduling of the sessions did not suit women due to household responsibilities. The recommendation was to recruit a gender consultant, which has been acted on by REU (though only on a short-term contract), to assess how the project can address women's livelihoods and status.

117. Percentages for female representation are often not just a decision made by FAO projects, but by government policy. In Kenya, 30 percent representation is enshrined in the country's constitution. Likewise, in all local community meetings attended by the Evaluation Team during visits to project sites in Africa, Europe and Central Asia, there were more women than men in attendance. Women often make up the majority of beneficiaries. This is ascribed to the fact that many men have migrated and left their wives behind as heads of household.
118. FAO projects have made efforts to strengthen women's groups and build their capacity for management, for example, in the Gambia, where a numeracy initiative for women has helped them keep record of the fish baskets received from fishermen (TCP/GAM/3501 BABY02).
119. A senior officer in RAF noted that decision-making by women was not simply a matter of having a voice in an institution, but could take place indirectly, with far-reaching effects on male-only production domains. For instance, fishing in Ghana is a male domain, while processing and marketing is a female domain. As major buyers of caught fish, women can influence the supply side of the market; their preference for large fish has pressed the men to concentrate on capturing larger fish, including the use of wide fishing nets.
120. Furthermore, gender-sensitive decision-making is not solely achieved through gender balance in the composition of rural institutions and their management structures. Equally, if not more important, is the impact of the decision on gender roles, relations and needs. The gender-sensitivity of a decision, be it taken by men or women, comes down to whether or not it benefits (or harms) either of the two genders. Recognition of this level of impact (or outcome) of decision making was not evident to the Evaluation Team.

GEP objective 2. Women and men have equal access to and control over decent employment and income, land and other productive resources.

121. Numerous FAO projects relate to access and control over decent employment and productive resources while simultaneously targeting women. However, in only a few cases have these projects challenged or sought to change pre-existing gender roles. For example, in some countries in Africa, such as the Gambia and Malawi, women have traditionally constituted the majority of workers in small-scale agriculture. In some countries in Asia and the Pacific, the number of women in the sector has been growing due to what has been characterized as the "feminization" of agriculture. The number of women heads of rural households has also been found to be substantial in countries affected by crises that have resulted in influxes of refugees and IDPs (for instance, Myanmar and the Philippines). Crises affect both source and destination countries – a situation that is true of many countries in REU, as well as Syria and its neighbouring countries in RNE.
122. Numerous FAO projects seek to increase women's access to decent employment and income in more sustainable ways. One interesting FAO project is in Georgia, where support was extended to single mothers with young children who could not look for work as they lacked childcare support at home, while kindergartens in the area were either non-existent or in poor condition. The project renovated nearly 50 kindergartens, focusing on villages with

female-headed households and people with disabilities among the IDP populations. As a result, there are now more than 3 000 young children attending the kindergartens. This has allowed many women to seek jobs. The full impact of this ability to work outside the home was not monitored systematically or in any detail (for instance, how many of the women obtained jobs or whether incomes have increased). Nevertheless, the Evaluation Team met with women who highlighted the change this support had made to their lives. REU has also provided training for women's groups on issues such as integrated pest management, the processing of agricultural produce, the use of new varieties of fruit and vegetables, and access to greenhouses and drip irrigation. There has been clear economic empowerment through the establishment of income-generating activities and businesses and increased access to finance through the establishment of revolving funds.

123. The most significant FAO projects are those aimed at innovation, empowerment and self-reliance. In these projects, women receive meaningful support in the form of productive assets, inputs, extension services and capacity building in organizational skills. As noted, FAO projects should not be evaluated only in terms of beneficiary numbers or the extent of coverage, but by their innovation and potential for uptake and replication within beneficiary communities, or their potential for expansion by other actors with greater resources, such as governments, the World Bank, IFAD or bilateral development partners.
124. In all regions, there are projects that have availed of innovative or improved technologies, such as water tanks for better irrigation, which have bolstered the capacity of beneficiaries. The provision of technology to give access to water for irrigation of vegetable gardens in the phased-out MDG1 Project in the Gambia was one such sustainable support. The Evaluation Team visited one site and found the women's group working enthusiastically on their farm without external support. The group had a well that had been dug a long time ago by ActionAid to start the vegetable garden. However, the women had faced difficulties carrying water to irrigate their individual plots and many members had consequently neglected them. The intervention supported the women by providing inputs and installing a water pump, elevated poly tank and irrigation hose network. The beneficiaries reported that the project addressed their water problem in an effective and sustainable way, to the extent that they were now producing not only for household consumption, but also for sale.
125. FAO has undertaken several projects to support the direct and indirect economic empowerment of women and men. However, in some projects, the benefits to women in terms of accessing productive resources appear to be superficial and transient, for example, a few laying hens and inputs such as chicken feed, which is considered a significant subsidy. As soon as project support ceases, however, the chickens are either sold or eaten. The logic of such projects seems more akin to charity and not that different to emergency relief.
126. Some of the more successful projects in the REU region have contributed to the economic and social empowerment of women by improving their income-generating opportunities (for example, in Kyrgyzstan and Uzbekistan, strengthening women's handicraft production and improving their access to markets through the RWEE programme), as well as strengthening their position within the family and community.
127. In RLC, the main project focus is on economic empowerment and there are good examples in the region of projects that combine awareness raising and capacity development at community level to give voice and agency to women. The RWEE programme implemented

in Guatemala is one of the region's flagship initiatives and accounts for RLC's achievements in closing the gender gap.⁴⁰

128. The Farmer Field Schools in RAP sought to test and validate climate-resilient technologies, distributing livestock breeds and some drought-tolerant varieties of rice, wheat, mustard, potato and forage crops to target beneficiaries. In one project in Nepal, the direct beneficiaries were 120 farmer groups (3 485 farmers), of which 74 percent were women. Discussions with project staff revealed that a greater number of women participated in the activities because the men had migrated out of the area and the women were managing the farms and livestock.
129. In Zimbabwe, through the Livelihood and Food Security Programme, RAF has a project that implements the Gender Action Learning System (GALS) methodology as a way of enhancing food and nutrition security and reducing rural poverty. The project evaluation found the results to be positive, reflecting progress towards women's economic empowerment, including the creation of a village loan system. There are indications that these positive results can be attributed to the fact that the implementing partner is a gender adviser. In Niger, through the RWEE project, using the Dimitra Clubs approach, FAO has helped to give voice and agency to women and improve their position within the community.
130. Fisheries is one value chain in which women feature as key actors in processing and marketing, so it receives particular attention. In Ghana, Côte d'Ivoire and the Gambia, for example, RAF projects have supported women through the introduction of innovative and improved technologies and production methods. Prior to the project's launch, women used to smoke fish on wire nets on the ground, a practice that lowered the quality of the processed fish and exposed women and children to burns and health hazards. The first intervention was simple, but effective: by introducing a wooden frame to the wire nets, fish did not come into contact with soil and dirt and the incidence of hand burns was simultaneously reduced. The second development was the provision of a chorkor smoker, which reduced the level of smoke. Subsequently, the projects introduced the FAO-Thiaroye Processing Technique (FTT), a method of fish smoking and drying that reduces women's workload and the health hazards involved, in addition to cutting post-harvest losses, prolonging shelf life and adding value to the end product, boosting their incomes.
131. Success in the implementation of GALS in Zimbabwe and the introduction of FTT in the Gambia and Ghana underlines the apparent lack of systematic sharing of experience between Regional Offices. The Evaluation Team was informed that REU learned about the GALS methodology through IFAD, as its partner in the implementation of RWEE in Kyrgyzstan. Kyrgyzstan fisheries staff plan to use the GALS methodology in their fisheries and aquaculture project. In RAP, a number of projects have sought to promote women in the fish value chain, but the FTT was apparently unknown to them.
132. However, the more significant projects on women's access to productive assets remain those promoting the rights of women in contexts where land ownership is socio-culturally vested in men. Interventions pertaining to land are part of two international commitments undertaken by FAO that go above and beyond its mandate as a UN organization. The first concerns advocacy for the operationalization of the VGGT, where FAO has a number of VGGT pilot projects (see Section 3.2 on the evaluation of FAO's contribution to policy and strategy). The second relates to work on SDG indicators 5.a.1 (a) on the percentage of people with

⁴⁰ The RWEE programme aims to improve food and nutrition security, increase income and wealth, enhance leadership and participation in rural institutions, and shape laws, policies and programmes.

ownership or secure rights over agricultural land (out of the total agricultural population) by sex and (b) the share of women among owners or rights-bearers of agricultural land by type of tenure, as well as 5.a.2 on the proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control. Several countries have been trained on the methodology for collecting data and reporting.

133. REU is mainstreaming issues related to women's land rights in country-level projects on land consolidation. In Azerbaijan, as part of project TCP/AZE/3601, during a national workshop on land consolidation, REU held an awareness-raising session on gender issues pertaining to access to and control over land. It also conducted a gender assessment in a pilot region and is now implementing a gender-responsive approach under the pilot initiative. A similar activity is planned in Macedonia as part of a land consolidation project (GCP/MCD/002/EC).
134. RAF has many projects promoting women's access to land and water for agricultural production, including in Burkina Faso, Chad, Kenya and Somalia. In western Chad, for example, one intervention facilitated 65 land-loan agreements between landowners and 650 of the economically weakest households, a majority of which were female-headed. RAF also has a forestry project in Cabo Verde, where gender mainstreaming seems to work very well and has been commended by the donor (the European Commission). As is to be expected, the project benefitted from a gender consultant. Boxes 3 and 4 provide further examples of gender mainstreaming at country level.

Box 3: Gender and environment – an example from Ghana

A technical intervention in Ghana, which gives women to access productive resources – shea trees – appears to be exceptional in addressing gender and the environment not only as a cross-cutting issue, but as its main preoccupation. The shea trees are wild, indigenous trees that mature in 15 to 20 years to produce quality nuts for 200 to 300 years. The Shea nuts are collected and processed for butter, which has a widening global market. Shea butter is a women-driven endeavour from production to processing and sale, providing a source of livelihood to more than 900 000 women in Northern Ghana. Climate change and tree cutting have combined to reduce parklands and accelerate environmental degradation, with a consequent decline in the density of shea trees. Nut collection has thereby become a tedious task, requiring women to cover longer distances to gather smaller quantities.

FAO's country office entered into partnership with the Cocoa Research Institute of Ghana to support a policy and system for enhancing the sustainable management of shea parklands. The aim of the partnership is to increase the density and yield of shea trees by planting fast-maturing (within 6 to 12 years) Shea seedlings. A pilot project was launched in agroforestry parklands in three communities, which also trained beneficiaries in sustainable parkland management and techniques. The success of the pilot is encouraging with a view to replication and expansion by government and development partners, particularly those with policy concerns over environmental and gender issues. What is also striking about this project, which did not benefit from systematic gender analysis at its inception, was that it was initially conceived as a purely environmental intervention. Only as implementation commenced did the gender dimension become evident.

Box 4: Gender and land rights – an example from Kenya

Kenya is one of the countries selected by FAO for the operationalization of the VGGT. The current programme follows and builds on the results of an earlier project and extends geographical coverage in the country's arid and semi-arid lands. Integral to the context of the intervention is the discrepancy in the status of tenure between the legal (government-imposed) and the legitimate (or customary status adopted by communities). The 2010 Constitution of Kenya recognizes the rights of women, even in the context of communal land, but putting this constitutional stipulation into effect is a challenge in the face of pre-existing community norms and practices, in which land is vested exclusively in men.

The methodology used in Kenya was particularly appreciated. It worked with both men and women, not only in dialogue with the authorities for participatory and transparent land planning, but also in an effort to change gender stereotypes by synchronizing the respective interests of men and women through support to the provision of a critical production resource: water. Women were interested in water to irrigate vegetable gardens (conservation agriculture), while men, who engaged in pastoral production, needed pasture. Through the provision of water to produce vegetables (for consumption as well as sale) and fodder (to cut and carry to the herds), the intervention demonstrated to communities the benefits of giving women access to land.

The Evaluation Team visited one of the project sites, in Nandi County, where community members (males and females alike) expressed their satisfaction with and appreciation of the intervention, which has had positive impacts on lives and livelihoods. The Kenya country office had another intervention in Nandi related to the processing of dairy products by women (pasteurization, management, conservation and marketing), which had become a viable income-generating activity. With the financial resources consequently available, women started to buy and own cattle, previously considered unthinkable, if not taboo.

The interventions in the arid and semi-arid lands seem significant, but they require more than the span of a single project to bear fruit. This requirement was aptly noted by the Kenya CPE, which accorded the project attention partly because it yielded fast first results and partly because it is a case from which FAO could learn, especially the activities addressing land-rights issues for women in Turkana and Tana River. The Gender Unit managed to encourage some initial changes in attitude, on which FAO could build. The lesson from this case is that despite applying gender mainstreaming in the preparation and planning phase, gender is not automatically being absorbed by actors at all levels. There is, therefore, a need for: (1) follow-up on partner commitment; (2) to ensure that what should have been delivered was, in fact, delivered and recorded; and (3) long-term planning and sequential activities, as "hit-and-run" activities rarely generate lasting change.

GEP objective 3. Women and men have equal access to goods and services for agricultural development and to markets.

135. FAO has contributed to the promotion of women's participation in its projects, both through the launch of women-specific interventions and by fixing quotas in mixed projects. This contribution is warranted by two considerations. The first is that, in many countries, women are the primary food producers. The second is that FAO is mandated to contribute to the empowerment of women in situations where gender gaps exist in the agricultural sector.
136. Many of FAO's projects aim to improve women's access to goods and services for agricultural development and to markets. Women beneficiaries have thus received appreciable support in terms of inputs, extension services and organizational capacity development. However, these projects often do not challenge pre-existing gender roles. The access facilitated for

women actually differs from that promoted among men in both type and scope, even if both are within the same sub-sector or value chain. There are, of course, exceptional projects involving an appreciation of gender roles. For example, in a Global Climate Change Alliance (GCCA) project on coffee production in Uganda, both male and female beneficiaries from farmer groups consider the project to have promoted gender equality, especially in production, access to market and income generation. Coffee production and marketing were initially male-dominated activities, but following the intervention, women have begun to participate. As a result, both women and men are producing and selling coffee and looking after their children's needs. Some beneficiaries cited a reduction in gender-based domestic violence as a result of the intervention. In Paraguay, a cotton-farming project assisted in changing behaviour towards gender roles. Cotton farming is considered a male-dominated sector in the country, but the project made efforts to integrate women throughout the implementation process, including cultivation. Women were invited to participate in training activities with their children, which led to greater uptake of the activity.

137. Still, at times, the focus on women draws complaints from male farmers, who highlight their own poverty and hardship. Such complaints raise questions about men's perception of FAO interventions and the possibility of backlash, such as objections to women's participation in projects or, worse, conjugal conflicts ending in separation. For example, the exclusive focus on women in projects in the Gambia and Ghana exposed FAO projects to claims, made by a number of senior government officers, that FAO personnel were mostly women and, for this reason, work in the field was often focused on women. The Evaluation Team noted that the issue was not necessarily a focus on women, but rather messaging in projects that did not underline the benefits to households – including their men – of women's participation. Therefore, even when interventions exclusively target women, it is necessary to involve men, through sensitization and consultation, to ensure community acceptance and support. In Nandi, in Kenya, such household/community involvement in the vegetable-garden initiative not only supported project implementation, but also encouraged men to partake in what was previously considered women's work.
138. In both RAF and REU, women-specific projects or components are often tacitly prioritized through the selection of crop varieties and livestock managed by women, such as cassava in the Gambia and Ghana and small ruminants in Zimbabwe. In REU, project interventions relate to resources that women control, such as poultry, rabbits or handicrafts.
139. The same tacit selection seems to occur in relation to interventions seeking to develop value chains. Income-generating activities and the promotion of women's productive skills are perhaps the most common area of work in FAO projects targeting women, due to their predominant role in the production sector. For instance, fisheries, poultry, vegetable gardening and small ruminants are sub-sectors in which women feature as key actors across the value chain, hence, these areas receive particular attention.
140. RAF probably has the greatest number of interventions supporting the development of gender-sensitive value chains. For example, one FMM project⁴¹ has interventions in 12 countries,⁴² strengthening the capacities of small producers in agro-entrepreneurship, while raising awareness among policymakers of the institutional frameworks for supporting agro-entrepreneurship. In Swaziland, one project concentrated on supporting the commercialization of sweet potatoes, grown exclusively by women farmers (TCP/SWA/3503).

⁴¹ Value-chain development in support of sustainable intensification in Africa

⁴² Benin, Cameroon, Chad, Côte d'Ivoire, the Democratic Republic of the Congo, Ghana, Kenya, Mali, Mozambique, Nigeria, Rwanda and Zambia

141. In the RNE region, FAO, UN Women and the United Nations Industrial Development Organization (UNIDO) have partnered in a project that aims to develop women's entrepreneurship.⁴³ FAO is responsible for increasing opportunities for women-led businesses in selected value chains. In one project in Tunisia, FAO also supported the government in strengthening the role of women clam collectors with a view to increasing their income.
142. Facilitating women's access to inputs, services and markets is commendable. However, it should be underlined that in most of these projects, the beneficiary women were both willing and able to participate. There are probably many more women who could not be involved due to project funding constraints. More appreciated are those projects that seek to ensure the participation of women who, willingness notwithstanding, are usually not able to take part due to factors that can be transcended by project support. In REU, RNE and RLC, there are a few good examples of this extra effort to ensure participation (see Box 5). They involve good practices that deserve publicity to inspire projects by FAO and other actors.

Box 5: Projects that ensure women's participation and access to goods and services

Similar to the project in Georgia that renovated kindergartens to ensure access to employment for displaced women, a project in south-eastern Turkey faced challenges in reaching women with extension services. The project team devised innovative methods to deliver messages to women, such as making links via schools or attending village weddings.

In Guatemala, the country office developed a model of mobile nurseries for childcare, which are present at almost every project site. There are indications that this approach is contributing to an increase in the number of female participants in project interventions. A similar approach was found in Bolivia, where the evaluation of FAO SO4 noted the efforts of one joint programme to provide childcare services to ensure the active participation of women in Farmer Field School activities.

In Egypt, through nutrition project (GCP/EGY/024/ITA), FAO supported women's groups by building capacity in nutrition kitchens and food processing, as well as by extending microcredit to launch income-generating schemes. One notable achievement was the project's success in facilitating the travel of young girls and women from their villages to the towns where training took place. Rural norms and customs constrain such travel, particularly by young girls, if unaccompanied by male guardians. The girls and women were initially accompanied by several male relatives until trust in the project and its interventions was established. The project was prudent nonetheless, using government-licensed cars rather than privately owned vehicles to deter gossip and/or loss of reputation for the girls attending the training.

143. One significant requirement for accessing goods and services for agricultural development and access to markets is information. Projects seem to limit information dissemination to meetings with their immediate beneficiaries/communities. With the notable exception of RAF, projects do not seem to engage in disseminating information to a wider audience, such as through partnerships with national and local radio stations. One long-standing and

⁴³ Promoting women's empowerment (PWE) for inclusive and sustainable industrial development in the MENA region (phase II); the focus countries are Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia

sustainable community radio project launched by FAO in RAF countries, is Dimitra. The first intervention was launched in 1994. It is a model that is both feasible and effective, which could be implemented in other regions with relative ease.

GEP objective 4. Women's work burden is reduced by 20 percent through improved technologies, services and infrastructure.

144. It is clearly impossible to calculate in percentage terms the contribution FAO projects have made to reducing the work burden of women. However, in virtually all interventions, there is (to one degree or another) evidence of improved technologies, services and infrastructure, all of which contribute to time savings and the reduction of workload.

Box 6: The Dimitra approach

Dimitra is an information and communication project, which aims to improve the visibility of rural populations, particularly women. It highlights the role of rural women in agricultural production, so that their interests are better taken into consideration and they can fully participate in the rural development of their communities and countries.

The project has developed the innovative approach of the Dimitra Clubs, a gender-transformative model to facilitate the empowerment of rural populations and women's leadership in order to improve rural livelihoods and gender equality. Results are achieved through community mobilization, dialogue, the use of information and communication technologies, collective action and self-help activities. Support is provided by FAO to strengthen rural people's organizational skills, give them voice and access to decision-making and local governance, with a specific emphasis on women and young people.

Formation of new clubs continues through community initiatives without external support – continuity that corroborates the sustainability of project impact. Sustainability has been observed in several cases: in South Kivu and Katanga Provinces in the Democratic Republic of the Congo, where Dimitra Clubs are still up and running more than four years after the end of FAO support. In Tshopo Province, 19 Dimitra Clubs have been created by the communities themselves, without any support from FAO, as the populations wanted to replicate the 60 clubs that had been established by FAO. The model enables rural people to engage in self-development and bring about lasting, community-owned changes in their lives, including in terms of gender relations and roles and women's leadership.

In Niger, as the CPE undertaken in 2016 established, there are nearly 1 000 functioning Dimitra Clubs. Both women and men unanimously recognize that the Clubs have brought about positive change in their communities, such as social cohesion, the greater participation of women as decision-makers at village level and, in some cases, a reduction in the burden of the work generally attributed to women through major contributions by men.

At present, there are 3 500 Dimitra Clubs in rural communities in Burundi, the Central African Republic, the Democratic Republic of the Congo, Mali, Niger, Ghana and Senegal, with 105 000 members (two-thirds of them women). It is estimated that 2.5 million rural people have been positively impacted by the Clubs. RAF is currently implementing 30 programmes/projects in sub-Saharan Africa using this approach.

145. One example is the inter-agency initiative to provide Safe Access to Fuel and Energy (SAFE), which focuses on ensuring access to fuel and energy for cooking, heating, lighting and power for crises-affected populations. FAO has implemented eight SAFE projects in four countries in the Horn of Africa, distributing fuel-efficient stoves that reduce the number of trips women and girls have to make to collect firewood. The SAFE interventions free up time for other income-generating activities and childcare, while simultaneously decreasing the exposure of women and girls to gender-based violence.
146. Numerous FAO projects have helped to improve women's access to water for irrigation. The REU RWEE joint programme in Kyrgyzstan made drip irrigation kits available to women's groups and trained them on their use. The beneficiaries were satisfied that the innovation had reduced their work burden in terms of irrigation. In RAF, a number of projects have supported women, for example, the installation of water-pumps, elevated poly tanks and irrigation hose networks. In RLC, one FAO project in Guatemala,⁴⁴ supporting families affected by the 2014 drought, has similarly provided water tanks in support of affected households.
147. In both RAF and RLC, beneficiaries reported that projects had addressed their water issues in an effective and sustainable manner, in that they were now producing crops not only for household consumption, but also for sale. As households realized the significance of the contribution of vegetable gardens, men (husbands, in particular) became interested in supporting their wives in growing vegetables, something that had been culturally designated as a female activity. In a group discussion with the Evaluation Team in Kenya, the women reported that their men had not only helped to reduce their gardening workload, but had also started to take on certain domestic tasks. The first men who helped in the gardens were initially mocked by their peers, but as more of them joined in the work, the gender stereotype was all but erased. Thus, women's work time and burden have been reduced by well in excess of 20 percent, while women's capacity to earn more income has been enhanced.
148. Similarly, the FTT fish-processing technique has not only reduced women's work burden and improved fish quality, but also benefitted women and children by averting the health risks associated with traditional fish-smoking methods. As in other successful FAO pilot interventions, the FTT technology was adopted by other actors, such as the United States Agency for International Development (USAID) and the Netherlands Development Organisation (SNV), for replication and expansion.
149. In some instances, the reduction in work burden may materialize years after project has been phased out, as in the case of the project to plant fast-maturing shea trees in the community parklands of Ghana (see Box 3). The trees may take more than six years to start producing, but the eventual increase in density and yield should reduce the time and distance women spend on the collection of shea nuts. If the pilot project succeeds in achieving its target, the benefits will be felt for 200 to 300 years (the expected life span of a shea tree).
150. Many FAO projects in the RAP region, such as the "Climate change adaptation in agriculture project" (GCP/NEP/070/LDF) in Nepal, have introduced better agricultural technologies, such as a drum seeder that saves both time and labour. However, the technology seems to have encouraged women to commit even more time to boosting production and earning more income. Unlike the cases in RAF and RLC, the increased incomes have not affected pre-existing intra-household sharing of responsibilities and roles. Neither have there been any interventions to create gender awareness among men and young people.

⁴⁴ Restablecimiento del Sistema Alimentario y fortalecimiento de la Resiliencia de familias afectadas por la Canícula Prolongada 2014 en municipios de Chiquimula y Jalapa, Guatemala (GCP /GUA/024/SWE)

3.3 Evaluation question III. Partnerships

How has FAO leveraged partnerships to realize its gender-equality objectives and to empower rural women?

Finding 10. In most countries, FAO continues to work mainly with its traditional national partners, namely, ministries of agriculture (including water, livestock and fisheries). However, FAO is gradually reaching out to non-traditional actors, such as ministries of social affairs, women and family, labour and environment.

3.3.1 Main actors working on gender issues in the rural sector

151. Traditionally, ministries of agriculture lead the development agenda in the rural sector. Depending on the institutional setup, they often work closely with ministries of environment and water to address the agricultural challenges facing rural populations. When it comes to gender issues, however, other line ministries, such as the social affairs, labour and women, play a key role and, in rural settings, become instrumental partners of the ministries of agriculture.
152. The ministries are also supported in their work by various international partners, including UN agencies, such as the Rome-based agencies (FAO, IFAD and WFP), the United Nations Development Programme (UNDP), UNICEF, UN Women, the United Nations Population Fund (UNFPA), UNIDO and the International Labour Organization (ILO); bilateral donors, such as the EU, the United States of America, Sweden, Canada and Japan; and development banks, such as the World Bank and regional institutions. Other non-traditional actors, such as the GEF and GCF, have positively influenced gender mainstreaming in their funded interventions.
153. In some of the countries visited by the Evaluation Team, in RLC (Paraguay and Guatemala), RNE (Mauritania and Tunisia), RAF (Ghana and Kenya), RAP (Nepal) and REU (Georgia, Turkey and Kyrgyzstan), civil-society organizations have had a growing role in raising awareness and advocating for relevant gender issues, such as women's access to land, women's access to IT services, the economic empowerment of vulnerable women and women's representation in farmer and producer organizations.

3.3.2 FAO's main partners for delivering gender-related work

Finding 11. FAO works with a diverse group of partners on its gender-related work at the coordination and implementation levels in the various regions. These include UN agencies, donors and civil-society organizations. The extent of these collaborations varies from one country to another.

154. FAO is working with partners to deliver gender-related work at both coordination and implementation levels.
155. Partnerships have been forged with national counterparts, such as the ministries of agriculture in all of the countries visited. In doing so, country offices have encouraged better political and technical support (Guatemala, Ghana, Tunisia and Syria), dissemination and uptake of knowledge products among partners and counterparts, making sure they are informed of ongoing policy processes. Beyond informing FAO programmes and projects, the CGAs have the potential to inform regional and national programmes and policies. A good example is Ghana, where the finalization of the second generation of NAIPs is underway. The

- Ghanaian Ministry of Agriculture's Gender Unit has indicated its interest in benefiting from the CGA to inform its own projects.
156. At the coordination level, in most of the countries visited by the Evaluation Team, the FAO country office was a member of the Country Gender Thematic Group. These gender groups often include only UN agencies, but sometimes have broader membership. The degree of FAO's participation in these groups varies from country to country depending on the FAO's interest and the GFP's availability, motivation and competency.
 157. In REU, FAO is an active member of the Issue-based Coalition on Gender Equality for the Europe and Central Asia Region and has established a strong partnership with the European Institute for Gender Equality, among others. In Kyrgyzstan, FAO is one of the most active agencies in the Gender Thematic Group. The agencies prepare a joint annual workplan with activities, outputs, participants and lead agencies, cooperating partners and sources of funds. The expected outcome is that the comparative advantages of the agencies will be used to support gender-sensitive policy and strategy.
 158. In Tunisia, FAO co-founded and chaired a gender network that saw its membership rise from 30 to around 300 actors working on gender issues. The network met every three months to discuss the gender work undertaken by all relevant actors in Tunisia and to explore potential areas of collaboration. However, having been active for six years, the network is now dormant, following a change in priority and leadership in FAO Tunisia. In Nepal, Egypt and Mauritania, FAO is a member of the UN Interagency Gender Working Group. However, membership is more nominal than anything else, due to the frequent changes in the GFP and the positioning of the country offices on gender issues.
 159. In the RAP region, FAO is a member of the Regional UN Thematic Working Group on Gender Equality and the Empowerment of Women, as well as several sub-groups and working groups, including on gender statistics, gender-based violence, disaster and emergency relief, and human rights. The regional Gender Team has provided technical inputs on the status of rural women, gender equality in agriculture, rural development and food-related thematic areas for studies and reports prepared by the Thematic Working Group. The ongoing collaboration with other UN agencies through this Working Group has resulted in publications such as the "Gender Equality and the Sustainable Development Goals in Asia and the Pacific: Baseline and Pathways for Transformative Change by 2030".
 160. FAO is working with many development organizations and resource partners to advocate for and implement gender-specific interventions and to mainstream gender in agricultural and rural development interventions. At the global level, FAO is implementing the RWEE joint programme with UN Women, IFAD and WFP. Since 2012, RWEE has implemented joint and targeted activities in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda. It supports rural women's economic empowerment in four main ways: (1) improved food and nutrition security; (2) increased income to sustain livelihoods; (3) enhanced participation in decision making; and (4) a more gender-responsive policy environment for rural women in agriculture. FAO's many partners include the World Bank (with which it is implementing a study on women's empowerment and male out-migration), the International Food Policy Research Institute (with which it is compiling an index to measure women's empowerment in agriculture), the KIT Royal Tropical Institute and CGIAR.
 161. The Evaluation Team visited programme activities in Kyrgyzstan, where UN Women is supporting community development and providing training on human rights and women's rights. WFP is looking at nutrition, collecting data to track consumption changes and improvements in nutritional diversity. IFAD provides finance and has introduced and tested

- the GALS methodology, while FAO provides training for women's groups on issues such as integrated pest management, the processing of agricultural produce, the use of new varieties of fruit and vegetables, and access to greenhouses and drip irrigation.
162. RAF has built strategic alliances with regional political entities, such as the African Union Commission, ECOWAS and ECCAS, to enhance the commitment of their member states to policies, strategies and plans that contribute to gender equality and the empowerment of rural women. These alliances have assisted regional and country offices in their follow-up of interventions at national and local-community levels.
 163. In the RLC region, FAO has established several partnerships at both regional and national level to enhance the potential of its work on gender. At the regional level, FAO has partnered with CELAC to develop the gender strategy for its Action Plan on Food Security, Nutrition and Hunger Eradication 2025. FAO has also partnered with UN Women, the Specialized Meeting on Family Farming of Mercosur (REAF) and the Central American Integration System (SICA) for the "#RuralWomen, women with rights" campaign. Civil society and non-profit organizations, such as the Fundación Microfinanzas BBVA, have also joined the campaign. Through the "Health, Knowledge and Flavours" campaign, FAO has forged diverse partnerships and engaged with chefs and local media to improve communication and dissemination. In addition, since 2015, FAO has been collaborating with WHO and the Pan-American Health Organization (PAHO) to publish the "Panorama of Food and Nutrition Security in Latin America and the Caribbean", which presents good quality gender data and analysis for the region.
 164. As regards partnerships with donors, in the RNE region, FAO is currently implementing six gender-focused projects funded by Canada, Japan, Italy and the UN Peacebuilding Fund in various countries, including Egypt, Syria, the West Bank and Gaza Strip, and Yemen. In addition, seven ongoing FAO-implemented projects funded by the EU, Sweden and Canada have a gender-specific component and/or are mainstreaming gender in project activities across different RNE countries. Furthermore, in all the countries visited by the Evaluation Team, FAO has been working through letters of agreement with local NGOs to promote gender equality in different subsectors of agriculture (for example, fisheries in Mauritania, access to land in Tunisia and livelihood support in Syria). In RAP, FAO is also leveraging several partnerships with donors, including Australian Aid and USAID in Pakistan and Afghanistan, the EU in Sri Lanka, and the UN Peacebuilding Fund in Myanmar and Pakistan.

3.4 Evaluation question IV. Comparative advantage

What is FAO's comparative advantage when it comes to promoting gender equality?

Finding 12. FAO's comparative advantage is based on its expert knowledge of the agricultural and rural sectors, access to and a track record of working with vulnerable rural populations, including rural women. FAO is viewed as a neutral technical expert and trusted adviser and has strong institutional entry points in agriculture and rural development institutions. FAO's global presence and wide geographical footprint is highly appreciated by its partners.

165. FAO's overall comparative advantage lies in its recognized technical expertise within the broad agriculture sector. National partners consider FAO to be a trusted neutral adviser with a proven track record in rural development. This perceived neutrality gives FAO "a seat at the table" at the political level when governments are addressing sensitive national issues, such as land-tenure reforms and labour-law revisions.
166. Furthermore, policy formulation and analysis, capacity building and FAO's strong expertise in agricultural statistics are all relevant entry points for gender work. In the REU region, for example, FAO has significant expertise in producing sex-disaggregated data in different subsectors. Some of FAO's global resources on gender and rural women are also highly valued by stakeholders. REU has made an effort to prepare and share publications from the region and EU member countries on best practices and insights into gender mainstreaming.
167. FAO's exhaustive geographical footprint around the globe and its highly diversified workforce make it an ideal platform for learning and knowledge-sharing between regions. In many countries in Africa, for example, this added value is furthered by the presence of FAO field offices in rural areas – in some cases, as the only UN presence. The mix of FAO's personnel (international and national) is also highly appreciated, as it ensures the quality of technical advice provided, as well as its appropriateness to local contexts. Local staff contribute to FAO's understanding of the socio-cultural and political context, while international staff bring experience from around the world.
168. In some cases, FAO is also considered a valuable financial resource partner, especially by local non-governmental organizations (NGOs), which are sometimes able to access their first source of external funding through FAO projects. FAO's funding, in the form of TCPs, is greatly appreciated by government institutions, as it allows them to finance pilot initiatives that they cannot cover with their regular budgets.
169. When it comes to promoting gender equality, FAO has the potential to leverage these advantages, especially its expert knowledge of rural issues as they relate to rural women. FAO's privileged relationship with national ministries of agriculture puts it in an excellent position to advocate for gender mainstreaming in agriculture and to provide capacity-building support to government staff. It also gives FAO the opportunity to mobilize funds with various resource partners to tackle gender gaps in rural areas.
170. In the RLC region, FAO is perceived as having strong technical capacity to integrate gender into its policy support and overall interventions. Often, FAO is the only agency with the track record and knowledge to work with rural women and is well placed to leverage its partnerships with ministries of women and UN Women to provide better-targeted interventions.

171. In addition, FAO's convening power to bring together different actors and sectors to discuss gender-related issues in agriculture has been evident in its support for inter-institutional committees within the ministries of agriculture of countries such as Paraguay and Guatemala. Similarly, involving civil-society groups and parliamentarians in the approval of laws and institutional policies is an important landmark.

3.5 Evaluation question V. Lessons learned, enabling factors and challenges

What are the key lessons learned, enabling factors and challenges that need to be addressed to better support Members in achieving gender-equality targets under international agreed development goals and international agreements, such as the SDGs and CEDAW?

Finding 13. There is still insufficient political and financial prioritization from government counterparts and a generally narrow understanding of gender, despite the awareness raising conducted. Capacity building and the distribution of staff resources within FAO have been inadequate for the challenges that lie ahead.

3.5.1 Main challenges in the external environment

172. In many countries across all five regions covered by FAO, there is still insufficient commitment and capacity, both at government and country-office level, to promote gender-equality goals. Although most FAO Members have ratified CEDAW and all have adopted the SDGs, concrete, on-the-ground actions to deliver on these high-level commitments are still lacking.
173. In the REU region, all countries have ratified CEDAW. All have institutional commitments to gender at a high level, as well as frameworks for gender policies and strategies, and institutional gender mechanisms. However, these commitments are not always put into practice. While there may be quotas for women in parliament and leadership posts, often, these are not filled. Technical staff in the agriculture, livestock, fisheries and forestry ministries are mainly men, even though there may be an almost equal gender balance among students in these areas. In addition, in many countries, the issue of gender is the responsibility of a separate ministry and there is no GFP in the ministry of agriculture. This is particularly problematic for FAO, as its work should be supporting national government priorities. Furthermore, the non-political prioritization of gender equality often translates into insufficient national budgetary commitments, hindering the prospect of successful pilots being replicated and expanded.

3.5.2 Internal and structural challenges within FAO

174. Although FAO has the advantage of having access to and a track record of working with vulnerable rural populations, including rural women, in some regions, its efforts are hampered by language issues. In countries with diverse ethnic groups, projects usually use the country's official languages in their outreach and capacity-building activities, as it is costly to translate training materials into local languages. Yet, it is women and minorities who are most likely to be excluded as a result of this. Similarly, in projects implemented in countries with refugees and displaced populations, the project teams find it difficult to communicate with elderly people and women who may not speak the country's official language.
175. In addition, in some conservative societies, it is hard to reach women (particularly if FAO or extension staff are men). In south-eastern Turkey (see Box 5), project teams have had to

- adopt innovative methods to contact women, such as making links via schools or attending village weddings. Cultural barriers may also extend to the women themselves, who don't always see that they have a potential role outside the home or the right to access and visibility.
176. FAO's key internal challenges are (1) the varying levels of understanding among staff, especially technical staff, when it comes to what mainstreaming entails in practice in their areas of work, (2) inadequate staff resources, time and (3) capacity to promote gender work.
 177. Another key issue often raised by the Gender Team is the lack of sufficient commitment to gender mainstreaming by Technical Officers and FAORs. Although this could be true in some cases, what the Evaluation Team found (which could be interpreted as a lack of commitment) was more of a consistently weak understanding of how to identify and address gender issues in FAO's technical work. Technical Officers met during this evaluation expressed their readiness to work on gender, but highlighted their limited understanding of how to do it and the lack of tailored support from the Gender Team to enable them to mainstream gender effectively in their technical work. This capacity gap was also identifiable among many FAORs, hindering the implementation of the GEP at the decentralized level.
 178. Another challenge to work on gender at regional and country levels is the lack of gender expertise in decentralized offices, particularly at country level. This resource gap is negatively affecting the quantity and quality of gender work delivered by FAO at regional and country level. It contributes to the lack of systematic gender analysis in project design, the low gender capacity of Technical Officers and FAORs, and the insufficient dissemination and communication of gender knowledge products developed at headquarters and regional level.
 179. Although FAO has committed significant resources to gender over the past five years in the face of limited resources and budget cuts, the distribution of these resources has not necessarily been equitable among FAO regions and headquarters. The RNE and RAP regions each have only one Gender Officer covering 19 and 42 countries, respectively, appointed only in 2014. Moreover, in the RNE region, the GFPs in the county offices visited by the Evaluation Team have full-time activities in addition to their gender responsibility, so are not always able to allocate 20 percent of their time to gender. Unlike some other regions, FAORs in these offices have not taken the decision, or have not had sufficient funds, to hire national gender staff to ensure adequate coverage and continuity of gender work in their offices.

3.5.3 Lessons learned

180. Having an organizational gender policy with a clear vision and gender-equality objectives, in addition to underlying implementation arrangements, is paramount to promoting and guiding FAO's gender work. The GEP needs to be regularly reviewed and updated to reflect the internal and external changes affecting FAO.
181. For a technical organization like FAO, it is important to acknowledge that gender mainstreaming is the responsibility of all staff and not just Gender Officers. It is, therefore, crucial to make sure that Technical Officers and FAORs leading the Organization's work at the decentralized level are fully capable of ensuring, together with the Gender Team, that gender is adequately mainstreamed in their respective areas of work.
182. There have been many efforts to produce gender-sensitive knowledge products in the various areas of FAO's work. However, more effort is needed to ensure these knowledge products are properly contextualized and disseminated, so as to guarantee optimal use at the decentralized level.

183. The best results in the field are achieved when an accurate analysis is carried out of the different gender roles at intervention sites and when both women and men are involved in the intervention from the beginning.

3.5.4 Enabling factors

184. To effectively mainstream gender in FAO's work at country level, the following conditions need to be met: (1) strong political commitment, (2) an understanding of gender issues in rural settings by FAO staff and their national counterparts, and (3) adequate capacity and resources for these actors to address the issues identified in their respective technical areas.
185. Sharing successful experiences of gender mainstreaming in FAO's work across communities, countries and regions is good practice for promoting gender equality and advocating for the development of gender-sensitive policies and programmes for rural and agricultural sectors.

4 Conclusions and recommendations

4.1 Conclusions

Conclusion 1. FAO has contributed to the development of gender-sensitive policies and rural-sector strategies. It has also played an important role in advocating for gender equality in high-level forums and policy processes. At community level, FAO has contributed to gender equality and women's empowerment, as set out in the GEP objectives.

186. In Latin America and Africa, FAO has worked closely with regional institutions to influence policies and bring gender issues to the forefront of the rural agenda. In other regions, FAO has worked at country level with ministries of agriculture and women to develop gender-sensitive policies and strategies for the agricultural sector. In all regions, FAO has also worked at field level to promote gender equality and women's empowerment through relevant interventions, by ensuring the adequate participation of women in project activities and by producing sex-disaggregated data.

Conclusion 2. FAO's proximity to rural communities and its track record of working in rural settings puts the Organization in an ideal position to play a key role in addressing gender issues in rural areas. FAO is viewed as a neutral adviser by national and international partners alike. That said, more efforts need to be made to ensure FAO is seen as having the potential to promote gender equality in rural settings.

187. Many partners still see FAO as mainly a technical agricultural agency. This limits its efforts to engage in social and normative issues. FAO's national counterparts are less likely to seek the Organization's advice on gender-related topics, preferring to use the limited amount of support available to address technical issues.

Conclusion 3. FAO has established useful ad hoc partnerships, mainly for project implementation. It has not systematically leveraged its recognized knowledge of the agricultural/rural sector to build strategic and long-term partnerships with key actors working on gender. Furthermore, while efforts have been made to ensure adequate support for Members in their pursuit of gender-equality objectives, major gaps and challenges persist, which need to be addressed through collective action.

188. The main challenges include: (1) the gender capacities of technical officers within and outside FAO; (2) the availability of resources for gender-related work within FAO; (3) adequate outreach to partners, including government agencies; and (4) the varying levels of prioritization Members give to gender equality in the rural sector.

Conclusion 4. FAO has taken important action at all levels (corporate, regional and country levels) to operationalize the GEP. Key actions include the commitment of human and financial resources to support the gender-mainstreaming structure. Implementation has not been smooth, however. Recent developments, such as the SDGs and UN-SWAP 2.0, highlight the need for reflection on the Policy's relevance.

189. The following actions were particularly useful in supporting the Organization's gender work: (1) the placement of Gender Officers or experts in all regions, supported by a dedicated Gender Team at headquarters; (2) the strengthening of the GFP network; (3) the formulation of regional gender strategies; and (4) the implementation of minimum standards, such as capacity-building efforts and the generation of relevant knowledge products, mainly at corporate level. However, there was a lack of clarity on oversight of the GEP and varying levels of commitment by senior managers and staff to ensuring adequate consideration of gender issues in the

Organization's technical work. There were also gaps in the monitoring and reporting of the results of gender work.

4.2 Recommendations

Recommendation 1. FAO should update the GEP to take into account the internal changes that have occurred within the Organization, as well as external developments relevant to FAO's mandate. In addition to updating the GEP, it is important to develop an action plan, including short- to medium-term gender-equality targets, to ensure adequate operationalization and monitoring of progress towards high-level policy objectives.

190. In implementing this recommendation, due account should be taken of the SDGs and the requirements of UN-SWAP 2.0, as well as the emerging lessons on the relevance and usefulness of the minimum standards. The suggested action plan should be formulated in such a way that facilitates implementation of the GEP through FAO's Strategic Framework.

Recommendation 2. FAO should expand and learn from its partnerships with key actors working to address gender issues in agriculture, for example, IFAD, UNDP, UN Women, UNICEF and WFP. These partnerships should recognize the comparative advantage of FAO in rural areas and be adequately leveraged when developing joint activities.

191. In implementing this recommendation, the following actions could be considered:

- Build on successful partnerships at project level to strengthen overall partnerships on gender issues at country and regional level.
- Learn from and replicate the best practices of other partners in the field of gender mainstreaming, such as UNDP's gender-equality Seal Certification, which incentivizes country offices to integrate gender equality into all aspects of their development work. WFP and UNICEF have similar schemes.

Recommendation 3. FAO needs to further strengthen the capacity of Technical Officers to mainstream gender in their work, particularly through customized advice and support from Gender Officers and GFPs in the decentralized offices. FAO needs to ensure that GFPs are equipped and available to provide this support role in all regions. SP teams and technical departments also need to provide advice on how to mainstream gender in programmes and projects in their areas of specialization.

192. In implementing this recommendation, the following actions could be considered:

- Conduct mandatory and periodic training sessions for Technical Officers and senior managers.
- Make use of PEMS to ensure managers are accountable for gender-related results annually. While a requirement exists for the GFPs to include a gender objective/indicator in their PEMS, it is important to extend this requirement to senior managers (FAORs, Directors, ADGs and SP leaders), who are ultimately responsible for implementation of gender-related work.

- Transfer or temporarily mobilize officers from the Gender Team at headquarters to regions where support is most needed, particularly the Near East and North Africa, South and West Asia, and West and Central Africa.
- SP teams and technical departments produce guidance material on how to mainstream gender in their programmes and projects. The Gender Team at headquarters should coordinate its production and dissemination.
- Ensure that the GFP mandate includes provision of and support for technical officers, and that requisite time is allocated for this activity.
- Incentivize officers from other technical divisions and field offices who are gender champions by giving visibility to their contribution (for example, through award mechanisms).

Recommendation 4. FAO should map and review the existing mechanisms to monitor and report on gender-related achievements, particularly at country level, to enhance the Organization's capacity to track progress towards the GEP objectives. Effective monitoring and reporting is essential to identify gaps and obstacles that need to be addressed, as well as lessons learned and success stories to be shared across countries and technical divisions.

193. In implementing this recommendation, the following actions could be considered:

- Include an assessment of country programme contributions to gender targets in the annual CPF review.
- Where possible, combine these reviews with the development of the GDA at country level.

5 Appendices

Appendix 1. List of people interviewed

Global

FAO Headquarters

1. Agostini	Vera	Deputy Director	FIAX
2. Archer	Melina	Gender and Development Expert	ESP
3. Burgeon	Dominique	SP5 Leader/ Director	SP5/TCE
4. Campanhola	Clayton	SP2 Leader	SP2
5. Campbell	Jeffrey	Manager	FOA
6. Christensen	Ida	Gender Focal Point	SP1
7. Cirulli	Chiara	Senior Economist	ESN
8. Clark	Michael	Senior Coordinator	ESD
9. Correa	Antonio	Deputy Director	ESP
10. Covarrubias	Katia	Economist	EST
11. Davis	Benjamin	SP3 Leader	SP3
12. Dela	Anapaula	Social Protection Officer	SP3
13. Dreyer	Hans Martin	Director	AGA
14. Franchi	Valentina	Gender and Development Consultant	ESP
15. Gebreegziabher	Berhe	Director	AGA
16. Gee	Jennifer	Fishery Officer	FIAS
17. Gennari	Pietro	Chief Statistician	OCS
18. Gurbuzer	Yonca	Statistician	ESS
19. Gustafson	Daniel	Deputy Director-General Programmes	DDO
20. Hassan	Reham	Internal Auditor	OIG
21. Hillesland	Marya	Officer	ESS
22. Holleman	Cindy	Senior Economist and Senior Food Security Officer	ESA
23. Joshi	Indira	Liaison and Operations Officer	SP5/TCE
24. Kaaria	Susan	Senior Officer RWEE	ESP
25. Lartey	Anna	Director	ESN
26. Laub	Regina	Senior Officer	ESP
27. Leclercq	Catherine	Nutrition Officer	ESN
28. Lehel	Szilvia	Gender, environment and development consultant	ESP
29. Mansur	Eduardo	Director	CBL
30. Mejias	Patricia	Programmer Officer	CBL
31. Merkusheva	Natalia	Economist	EST
32. Morrison	Jamie	SP4 Leader	SP4
33. Muller	Eva	Director	FOA
34. Nakai	Junko	Natural Resources Management Officer	TCIB
35. Ndisale	Brave	SP1 Leader	SP1
36. Njeumi	Felix	Animal Health Officer	AGAH
37. Ouali	Yvette	Fishery Officer	FIAM

38. Ramirez	Daniel	Senior Auditor	OIG
39. Raza	Ahmed	Nutrition and Food Systems Officer	ESN
40. Reeb	Dominique		FOA
41. Rucci	Raffaella	Outreach Specialist	OCCD
42. Salazar	René	ADG	CBL
43. Sazaki	Junko	Director	ESP
44. Semedo	Maria Helena	Deputy Director-General Climate and Natural Resources (DDN)	DDN
45. Simpson	Robert	Programme Manager	FOA
46. Sisto	Ilaria	Gender and Development Officer	ESP
47. Sow	Helene	Strategy and Planning Officer	OSP
48. Stamoulis	Kostas	ADG	ES
49. Stloukal	Libor	Policy Officer	ESP
50. Takagi	Maya	Deputy SPL	SP3
51. Thomas	Laurent	Deputy Director General (Operations)	TCDD
52. Tondelli	Taylor	Gender Mainstreaming, Monitoring and Learning	FOA
53. Trine	Francoise	Sr Food Security Officer	ESN
54. Tuazon	Maria	Nutrition and Food Systems Officer	ESN

UN Agencies

55. Beltchika	Ndaya	Lead Technical Specialist- Gender and Social Inclusion	IFAD
56. Gulser Corat	Saniye	Director- Division for Gender Equality, Office of the Director General	UNESCO
57. Habtemariam	Dawit	Gender Focal Point, Evaluation Officer	WFP
58. Jonckheere	Steven	Rural Development Expert	IFAD
59. Paul	Jacqueline	Senior Gender Adviser and Officer-in Charge - Gender Office	WFP
60. Perch	Catrina	Evaluation Officer	IFAD
61. Sainte-Luce	Veronique	Programme Policy Officer	WFP
62. Satyani Saminarsih	Diah	Senior Adviser – Office of Director - General	WHO
63. Sediakina-Riviere	Ekaterina	Evaluation Officer	UNESCO
64. Sivasankara Kurup	Anand	Evaluation Officer	WHO
65. Sperandini	Silvia	Knowledge Management, Communication and Capacity Building Focal Point at Gender team	IFAD

Africa

Regional Office

66. Adufu	Kossi	Programme and Operations Consultant	FAO RAF
67. Amegbeto	Koffi	SP1 Coordinator	FAO RAF
68. Amezrou	Reda	Agricultural Officer	FAO RAF
69. Anaadumba	Peter	South-South Cooperation Officer	FAO RAF
70. Andriantianasolo	Alfred	Operations Consultant	FAO RAF
71. Asante	Pious	Gender Research Assistant	FAO RAF
72. Aude Even	Marie	Gender Consultant	FAO RAF
73. Aytekin	Melisa	Policy Officer	FAO RAF

74. Berrahmouni	Nora	Forestry Officer	FAO RAF
75. Bockel	Louis	Policy Support Officer	FAO RAF
76. Djagoudi	Moussa	Agribusiness Officer	FAO RAF
77. Fujiwara	Kazuyuki	Partnership Officer	FAO RAF
78. Gebry	Abeshaw	SP5 Coordinator	FAO RAF
79. Grylle	Magnus	Senior Forestry Officer	FAO RAF
80. Haile Gabriel	Abebe	Assistant Director General, former Regional Programme Leader for Africa/FAOR Ghana	FAO RAF
81. Kabahizi	Jean	Policy Consultant SO1/RI1 within Malabo Declaration & SDG implementation	FAO RAF
82. Kimbatsa	Paul	Statistician	FAO RAF
83. Kolshus	Kristin	Information Management Specialist	FAO RAF
84. Mbabazi	Dismas	Fishery and Agriculture Officer	FAO RAF
85. Mpagalile	Joseph	Agricultural Engineer	FAO RAF
86. Nakouzi	Serge	Deputy Regional Representative	FAO RAF
87. Ndeso-Atanga	Ada	Technical Editing and Publications Specialist	FAO RAF
88. Ndiaye	Tacko	Former Gender Officer	FAO RAF
89. Newman	Scott	SP2 Coordinator	FAO RAF
90. Nikiema	Albert	Natural Resources Officer	FAO RAF
91. Nyarko	Awami	Senior Field Programme Officer	FAO RAF
92. Nzeyimana	Valere	Senior Water Development and Management Officer	FAO RAF
93. Ouattara	Blaise	Food Safety and Quality Officer	FAO RAF
94. Pozarny	Pamela	SP3 Coordinator	FAO RAF
95. Salami	Ibrahim	Livestock Projects Consultant	FAO RAF
96. Salomon	Rolhi	Programme and Budget Officer	FAO RAF
97. Senahoun	Jean	Senior Economist	FAO RAF
98. Sibiri Ouédraogo	Hervé	M&E Officer	FAO RAF
99. Soumare	Baba	Regional Manager ECTAD	FAO RAF
100.Sukati	Mphumuzi	SP4 Coordinator	FAO RAF
101.Taoko	Adama	Policy Officer	FAO RAF
102.Tijani	Bukar	Assistant Director General	FAO RAF
103.Van der Knaao	Martinus	Fishery and Aquaculture Officer	FAO RAF
104.Yapi	Atse	Project Coordinator	FAO RAF

The Gambia

105.Bai Secka	Fanta	Executive Director	Ministry of Women's Affairs
106.Abdoulie	Danso	AAD Project Coordinator	FAO The Gambia
107.Bah	Amadou	Communications Officer	FAO The Gambia
108.Bah	Halimatou	Nutrition Officer	FAO The Gambia
109.Boye	Haddy	Beneficiary	MDG1
110.Boye	Hincha	Beneficiary	MDG1
111.Boye	Jai	Beneficiary	MDG1
112.Boye	Mot	Beneficiary	MDG1

113.Boye	Satou	Beneficiary	MDG1
114.Ceesay	Haddy	Beneficiary	MDG1
115.Ceesay	Karanta	AACC Project	FAO The Gambia
116.Ceesay	Serving	Beneficiary	MDG1
117.Con-Sew	Ndiye	Representative	National Association of Food Processors
118.Crookes	Haddy	Programme Officer	National Nutrition Agency
119.Darboe	Fatou	Officer	Directorate of Health Promotion and Education
120.Darboe	Ousainou	Vice President and Minister for Women's Affairs	Presidency
121.Dem	Ousman	Social Behaviour Change Communication	Ministry of Health and Social Welfare
122.Fatty	Ellen	Information Resources Assistant	FAO The Gambia
123.Fojana	Malang	Coordinator	National Nutrition Agency
124.Gai	Mot	Beneficiary	MDG1
125.Gaye	Cherno	Head of Participatory Forest	Ministry of Environment, Climate Change and Natural Resources
126.Ghani	Mohamed	Statistician	FAO The Gambia
127.Jatta	Lamili	Civil Engineer	FAO The Gambia
128.Jawara	Omie	Beneficiary	MDG1
129.Jawaru	Fatou	Programme Officer	National Nutrition Agency
130.Jobarteh	Saryiang	Director General Department of Agriculture	Ministry of Agriculture
131.Jobé	Abdoulie	Beneficiary	MDG1
132.Jobé	Baboucarr	Beneficiary	MDG1
133.Jobé	Fatou	Beneficiary	MDG1
134.Jobé	Jarrga	Beneficiary	MDG1
135.Jobé	Mai	Beneficiary	MDG1
136.Jobé	Saton	Beneficiary	MDG1
137.Joiner	William	Water Engineer	FAO The Gambia
138.Kalala	Perpetua	FAO Representative	FAO The Gambia
139.Kujabi	Alieu	National Nutrition Agency	Directorate of Health Promotion and Education
140.Lamin Jobé	Momodou	Department of Administration	Ministry of Agriculture
141.Leighton	Rupert	Deputy Representative	UNICEF Gambia
142.Loum	Alieu	Market Specialist	FAO The Gambia
143.Marong	Lamin	FFS Expert	FAO The Gambia
144.Ndow	Cholorr	Beneficiary	MDG1
145.Ndow	Maram	Beneficiary	MDG1
146.Nget	Sambou	Natural Resources Officer	FAO The Gambia

147.Njie	Bubacarr	Assistant Civil Engineer	FAO The Gambia
148.Njie	Fatou	Beneficiary	MDG1
149.Njie	Haddijatou	Head of Programme	FAO The Gambia
150.Noade	Kumsa	Beneficiary	MDG1
151.Nzombe	Carla	Human Resources Management	FAO The Gambia
152.Peter Keni	Sang	Engineering Unit	FAO The Gambia
153.Saidyleigh	Momodou	Manager	Ministry of Fisheries, Water Resources and National Assembly Matters
154.Sanneh	Lamin	Assistant FAOR	FAO The Gambia
155.Sanyang	Bakary	M&E Officer	FAO The Gambia
156.Sanyang	Kebba	Operations Officer	FAO The Gambia
157.Sawaneh	Alima	Coordinator	UP
158.Senghore	Tom	Senior Research Officer	National Agricultural Research Institute
159.Sextone	Darrel	Officer-in-charge/Programme Manager	European Union
160.Sowe	Musa	Representative	Network of Farmers - NACOFAG
161.Sumr	Yama	Beneficiary	MDG1
162.Suwareh	Baba	Director, Social Statistics	Gambia Bureau of Statistics
163.Tambedoru	Ebou	Beneficiary	MDG1
164.Tambedoy	Yama	Beneficiary	MDG1
165.Touray	Nyagga	Environment Development Officer	National Environmental Agency
166.Touray	Ousman	M&E Officer	FAO The Gambia
167.Trawalley	Kemoring	Agronomist	FAO The Gambia

Ghana

168.Addo	Comfort	Member	Development Action Association
169.Addy	Paulina	Director of the Women in Agricultural Development Directorate	Ministry of Food and Agriculture
170.Adjei	Benjamin	Assistant FAOR	FAO Ghana
171.Adusali	Gladys	Women's leader	FONG
172.Akashie	Sophia	Member	Development Action Association
173.Akuete	Tefte	Member	Development Action Association
174.Amoako	Kingsley	Head of Environment, Land and Water	Ministry of Food and Agriculture
175.Anaman	Emma	Country Director	WFP
176.Appiah	Henrietta	Office Assistant	FAO Ghana
177.Bazerkovska	Jovana	Gender Expert	UNICEF
178.Brahene	Sebastian	Project Coordinator	FAO Ghana
179.Charway	Grace	National Programme Assistant	FAO Ghana

180.Dannson	Angela	Director PPMED	Ministry of Food and Agriculture
181.David Amoah	King	President	FONG
182.Harvey	Marie-Claude	First Secretary	High Commission of Canada
183.Hassan	Imoro	National Project Coordinator at Crop Services Directorate	Ministry of Food and Agriculture
184.Kanyi	Abigail	M&E Consultant	FAO Ghana
185.Kwaara	Vera	Nutrition Officer	WFP
186.Otchere Larbi	Theophilus	National Programme Officer	FAO Ghana
187.Oto	Lydia	Member	Development Action Association
188.Sasu	Lydia	Member	Development Action Association
189.Tadria-To	Sophie	Gender Focal Point	FAO Ghana
190.Teigoe	Confort	Member	Development Action Association
191.Teigoe	Patience	Member	Development Action Association
192.Youngs	David	Information Resources Assistant	FAO Ghana

Kenya

193.Allport	Robert	Programme Coordinator	FAO Kenya
194.Arunga	Tito	Agribusiness Officer/Value Chain Officer	FAO Kenya
195.Chele	Anne	Agriculture Policy Officer	FAO Kenya
196.Chenewe	Ben	Livestock Officer	Kamosi ATC
197.Demeka	Mulat	Senior Policy Officer	FAO Kenya
198.Dinda	Rachel	Gender Focal Point	Ministry of Lands & Physical Planning
199.Duveskog	Deborah	Community Adaptation and Resilience Officer	FAO Kenya
200.Ferrand	Cyril	Resilience Team Leader	FAO Kenya
201.Gitonga	Michael	Land and Water Officer	FAO Kenya
202.Gitou	John	Project Manager	UN-Habitat
203.Imende	Susan	Director	State Department of Fisheries
204.Jesse	Alice	Administrative Assistant	FAO Kenya
205.Juba	Evans	Communication Officer	Department of Lands, Nandi
206.K.	James	Environmental Officer	Department of Lands, Nandi
207.Kamau	Elizabeth	Agribusiness Officer	FAO Kenya
208.Katembu	Queen	Gender Officer (former FAO)	UNWOMEN
209.Kiboi	Julius	Principal	Kamosi ATC
210.Kimani	Angela	Nutrition Officer	FAO Kenya
211.Kimani	Irene	M&E Assistant	FAO Kenya
212.Kiptarus	Julius	Director	State Department of Livestock
213.Kisoyan	Philip	National Resource Management Officer	FAO Kenya
214.Kivaria	Fredrick	Regional Epidemiologist	FAO Kenya
215.Kuria	Elizabeth	Professor	Kenyatta University

216.Letangule	Elijah	National Land Commisison	National Lands Commission
217.Mang'ira	Solomon	Director	Department of Lands, Nandi
218.Masinde	Augustine	Director	National Lands Commission
219.Mbarak	Husna	Land Progamme Manager	FAO Kenya
220.Meliv	James	Director in charge	Department of Lands, Nandi
221.Miriti	Kaari	M&E Officer	FAO Kenya
222.Mulema	Joy	Coordinator, Youth Employment Programme	FAO Kenya
223.Ngelese	Felix	Animal Health Technology	Kamosi ATC
224.Ngutu	Michael	Field Coordinator	FAO Kenya
225.Njuguna	Joseph	Animal Health Unit Manager	FAO Kenya
226.Njuru	David	Project Manager	EU
227.Obadiah Njagi	Obadiah	Director	State Department of Livestock
228.Okoba	Barrack	Climate Change Officer	FAO Kenya
229.Oluoch	Wilfred	Open Data Coordinator	FAO Kenya
230.Onyango	Ann	Director	State Department for Agriculture
231.Opio	Paul	Programme Coordinator Livestock and Pastoralism	FAO Kenya
232.Otieno	Ziporah	GCF Focal Point	FAO Kenya
233.Permezel	Melissa	Partnership Coordinator and Gender Officer	UN-Habitat
234.Randiki	Millicent	Operations Assistant	FAO Kenya
235.Randrianarison	Mino	Forestry Officer	FAO Kenya
236.Sang	Hellen	Agroprocessing Officer	Kamosi ATC
237.Srongei	Philip	Crops Officer	Kamosi ATC

**Asia and the Pacific
FAO Regional Office**

238.Abe	Kaori	Partnership and Resource Mobilisation Officer, Indigenous People Focal Point	FAO RAP
239.Bicchieri	Marianna	Land Tenure Officer	FAO RAP
240.Broca	Sumiter	Senior Policy Officer	FAO RAP
241.Dharmapuri	Sridhar	Senior Food Safety and Nutrition Officer, SO4 Focal Point	FAO RAP
242.Dubey	Sangita	Senior Statistician	FAO RAP
243.Gatt	Bettina	Gender Consultant	FAO RAP
244.Gilmozzi	Dario	Senior Administrative Officer	FAO RAP
245.Hofer	Thomas	Senior Forestry Officer	FAO RAP
246.Ishida	Tomimi	Social Protection Officer (Rural Development), Economic, Social and Policy Assistance Group	FAO RAP
247.Kadiresan	Kundhavi	Assistant Director General and FAO Regional Representative for Asia and the Pacific	FAO RAP
248.Kim	Ha	Gender Intern	FAO RAP
249.Kitwala	Emmanuel	Strategy and Planning Officer	FAO RAP
250.Mol	Victor	Programme Officer and SPF Focal Point	FAO RAP

251.Moore	Allison	Senior Field Programme Officer, Country/Regional Support Group	FAO RAP
252.Navara	Vladimir	Human Resources Officer	FAO RAP
253.Ohkoya	Nelima	FAOR Network Officer	FAO RAP
254.Park	Clara	Gender, Social and Rural Development Officer, SO 3 Focal Point	FAO RAP
255.Siar	Susana	Fishery and Aquaculture Officer, RAP	FAO RAP
256.Weimin	Miao	Aquaculture Officer	FAO RAP
257.Xiangjun	Yao	Strategic Programme Coordination Group, Regional Initiatives Coordinator for Asia and the Pacific	FAO RAP
258.Yanoma	Yukitsugu	Policy Officer and SO1 Focal Point	FAO RAP
259.Yasmi	Yurdi	Focal Point Sustainable Agriculture, Forest Policy Officer, Forestry and Fisheries S02	FAO RAP

Nepal

260.Adhikary	Shrawan	Program Officer	FAO Nepal
261.Bhattra	Rachna	Programme Officer	UNWOMEN
262.Bradford	Pippa	Representative and Country Director	WFP
263.Chaudhary	Anita	Member	Ganesh Jalwayu Farmers' Group
264.Chaudhary	Gulab	Chair Person	Ganesh Jalwayu Farmers' Group
265.Chaudhary	Harihar	Member	Ganesh Jalwayu Farmers' Group
266.Chaudhary	Kumari	Member	Ganesh Jalwayu Farmers' Group
267.Chaudhary	Lalita	Member	Ganesh Jalwayu Farmers' Group
268.Chaudhary	Rajani	Member	Ganesh Jalwayu Farmers' Group
269.Chaudhary	Rajun	Member	Ganesh Jalwayu Farmers' Group
270.Chaudhary	Raksiwati	Member	Ganesh Jalwayu Farmers' Group
271.Chaudhary	Ratan	Member	Ganesh Jalwayu Farmers' Group
272.Chaudhary	Samuj	Member	Ganesh Jalwayu Farmers' Group
273.Chaudhary	Shridevi	Member	Ganesh Jalwayu Farmers' Group
274.Chaudhary	Sitali	Member	Ganesh Jalwayu Farmers' Group
275.Chaudhary	Sobha	Member	Ganesh Jalwayu Farmers' Group
276.Chaudhary	Suman	Member	Ganesh Jalwayu Farmers' Group
277.Chaudhary	Sunita	Member	Ganesh Jalwayu Farmers' Group
278.Chauhan	Ramprabesh	District Technical Coordinator, Siraha, GCP/NEP/070/LDF	FAO Nepal
279.Chhetri	Purna	Senior Agriculture Specialist	World Bank
280.Devi Chaudhary	Eka	Member	Ganesh Jalwayu Farmers' Group

281.Devi Gurung	Dibya	Core Associate	Women Organising for Change in Agriculture and Natural Resource Management
282.Devi Saday	Sulekha	Member	Rajdevi Jalwayu Farmers' Group
283.Devi Saday	Anita	Member	Rajdevi Jalwayu Farmers' Group
284.Devi Saday	Babita	Member	Rajdevi Jalwayu Farmers' Group
285.Devi Saday	Babita	Member	Rajdevi Jalwayu Farmers' Group
286.Devi Saday	Chandrakala	Member	Rajdevi Jalwayu Farmers' Group
287.Devi Saday	Chinti	Treasurer	Rajdevi Jalwayu Farmers' Group
288.Devi Saday	Eklash	Chairperson	Rajdevi Jalwayu Farmers' Group
289.Devi Saday	Gita	Member	Rajdevi Jalwayu Farmers' Group
290.Devi Saday	Inarwati	Member	Rajdevi Jalwayu Farmers' Group
291.Devi Saday	Jalas	Member	Rajdevi Jalwayu Farmers' Group
292.Devi Saday	Mina	Member	Rajdevi Jalwayu Farmers' Group
293.Devi Saday	Panchi	Member	Rajdevi Jalwayu Farmers' Group
294.Devi Saday	Ranju	Member	Rajdevi Jalwayu Farmers' Group
295.Devi Saday	Sakun	Secretary	Rajdevi Jalwayu Farmers' Group
296.Devi Saday	Shila	Member	Rajdevi Jalwayu Farmers' Group
297.Devi Saday	Sita	Member	Rajdevi Jalwayu Farmers' Group
298.Devi Saday	Siya	Member	Rajdevi Jalwayu Farmers' Group
299.Devi Saday	Sonita	Member	Rajdevi Jalwayu Farmers' Group
300.Devi Saday	Sunita	Member	Rajdevi Jalwayu Farmers' Group
301.Devi Saday	Nirmala	Member	Rajdevi Jalwayu Farmers' Group
302.Devi Shah	Devki	Member	Rajdevi Jalwayu Farmers' Group
303.Devi Shah	Janaki	Member	Rajdevi Jalwayu Farmers' Group
304.Devi Shah	Kamala	Member	Rajdevi Jalwayu Farmers' Group
305.Devi Shah	Kari	Member	Rajdevi Jalwayu Farmers' Group
306.Devi Shah	Rekha	Member	Rajdevi Jalwayu Farmers' Group
307.Hada	Meenu	National Programme Officer	WFP

308.Jha	Pushpa	Member	Ganesh Jalwayu Farmers' Group
309.Jha	Rani	Member	Ganesh Jalwayu Farmers' Group
310.Julliand	Valerie	UNDP Resident Representative	UNDP
311.K.Dangol	Niranjan	Monitoring and Evaluation Officer	FAO Nepal
312.Kayastha	Vidhu	Communications Officer	FAO Nepal
313.Kumari Chaudhary	Phul	Member	Ganesh Jalwayu Farmers' Group
314.Kumari Chaudhary	Ram	Secretary	Ganesh Jalwayu Farmers' Group
315.Kumari Saday	Ram	Vice-Chairperson	Rajdevi Jalwayu Farmers' Group
316.Kumari Yadav	Ram	Member	Ganesh Jalwayu Farmers' Group
317.Magar	Binda	Gender and Social Inclusion Programme Specialist	UNDP
318.Pandey	Bindya	Gender Focal Point	Ministry of Agriculture
319.Paswan	Budhani	Member	Ganesh Jalwayu Farmers' Group
320.Paswan	Jitni	Member	Ganesh Jalwayu Farmers' Group
321.Pathak	Bharati	Gender Focal Point	Federation of Community Forestry Users (FECOFUN)
322.Pipoppinyo	Somsak	FAO Representative in Nepal and Bhutan	FAO Nepal
323.Pun	Sirish	Gender Focal Point	Ministry of Agriculture
324.Saha	Binod	Assistant FAO Representative (Programme)	FAO Nepal
325.Shah	Urmila	Member	Ganesh Jalwayu Farmers' Group
326.Shreshtha	Anita	Alternate Gender Focal Point	FAO Nepal
327.Singh Thapa	Arjun	Programme Officer, Gender Focal Point	FAO Nepal
328.Sunair Devi Saday	Ram	Member	Rajdevi Jalwayu Farmers' Group
329.Yadav	Punita	Member	Ganesh Jalwayu Farmers' Group
330.Yadav	Selo	Member	Ganesh Jalwayu Farmers' Group
331.Yadav	Sunita	Member	Ganesh Jalwayu Farmers' Group
332.Yokota	Mio	Programme Specialist	UNWOMEN

Philippines

333.Afable	Celerina	Director, Asst Secretary	Department of Agrarian Reform
334.Aguilar	Maricel	National Project Officer	UNWOMEN
335.Alegre	Maria Sylvia	Gender Focal Point	Department of Social Welfare and Development
336.Alma	Princess	Senior Science Research Specialist, GAD TWG Chairperson	Department of Science and

			Technology, Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development (DOST-PCAARRD)
337.Ann	Jasmine	Nutrition Officer III	Nutrition Surveillance Division
338.Arcella Bohol	Thea	Climate and Disaster Resilience Group	FAO Philippines
339.Argonza	Mishael	Head of Sub-Office	WFP
340.Balamban	Bernadette	Chief Statistical Specialist	Philippine Statistics Authority
341.Barrientos- Casado	Rodeliza	Child Protection Specialist	UNICEF
342.Batoon	Sharon	Senior Science Research Specialist	Department of Science and Technology, Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development (DOST-PCAARRD)
343.Bernardo	Marites	Chief Administrative Officer	Secretariat GAD Focal System, Department of Agriculture
344.Conti	Jayson Christ	Statistical Specialist II	Philippine Statistics Authority
345.Dela Cruz	Enrique	Consultant	Department of Agriculture
346.Fernandes	Chona	Chief of the Administrative Division	National Nutrition Council
347.Fernandez	Jose Luis	FAO Representative	FAO Philippines
348.Lavina	Evelyn	Undersecretary for High Value Crops and Rural Credit	Department of Agriculture
349.Grey	Jaclyn	National Communications Specialist	FAO Philippines
350.Guillen	Wilma	Assistant National Statistician	Philippine Statistics Authority
351.Holgado	Cherry	Officer, Policy Studies Division	Department of Environment and Natural Resources
352.Jean Pascasio	Anna	Senior Statistical Specialist	Philippine Statistics Authority
353.Laccina	Julieane	Mindanao and Emergency Response Group	FAO Philippines
354.Luz Decena	Fezoil	Senior Science Research Specialist, Socio- Economics Research Division, DOST-PCAARD	Department of Science and Technology, Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development (DOST-PCAARRD)

355.Magculong	Kyleen	Officer, Policy Studies Division	Department of Environment and Natural Resources
356.Magitbay	Jasmine	Programme Assistant/ Gender Focal Point	FAO Philippines
357.Mallari	Sylvia	Undersecretary	Department of Agrarian Reform
358.Manahan	Muffet		Department of Social Welfare and Development
359.Marquez	Don	Executive Director	Asian NGO Coalition (ANGOC)
360.Mojica	Llarina	Division Chief, Policy Studies Division	Department of Environment and Natural Resources
361.Orego	Virginia	Acting Secretary, Disaster Response and Management Group	Department of Social Welfare and Development
362.Pacturan	Jerry	Country Programme Officer, Asia and the Pacific Division	IFAD
363.Pastores	Maria Cecilia	Food Security, Nutrition, Forestry and Social Protection Group	FAO Philippines
364.Ramilo	Kathleen	Food Security, Nutrition, Forestry and Social Protection Group	FAO Philippines
365.Relagado	Chary	Safeguards, Gender and Indigenous People, Gender Coordinator	Department of Agrarian Reform
366.Rodriguez	Juan Fidel	Programme Assistant/Alternate Gender Focal Point	FAO Philippines
367.Ruzzella Quilla	Maria	Climate and Disaster Resilience Group	FAO Philippines
368.Samson	Norida	ISP Manager for Tilapia	Department of Science and Technology, Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development (DOST-PCAARRD)
369.Simon	Suzette	Climate and Disaster Resilience Group	FAO Philippines
370.TheresiaValera-Co	Marian	M & E Officer	UNDP
371.Hervilla	Hope	Undersecretary, Disaster Response and Management Group	Department of Social Welfare and Development
372.Villegas	Lorna	Supervising Agriculturist	Department of Agriculture

Europe and Central Asia

Regional Office

373.Abdurazakova	Dono	Senior gender and social protection adviser	FAO REU
374.Bekesi	Peter	Junior Technical Officer	FAO REU
375.Chomo,	Victoria	Senior Fishery and Aquaculture Officer	FAO REU
376.Glinni	Ariella	Senior Policy Officer	FAO REU
377.Hartvigsen	Morten	Land tenure officer	FAO REU

378.Horvath	Kitti	Forestry Consultant	FAO REU
379.Jehle	Raimund	FAO Regional Programme Leader	FAO REU
380.Kenny	Mary	Food Safety Officer	FAO REU
381.Kovacs	Eva	Consultant of Fish Production	FAO REU
382.Ludvig	Katalin	Rural Development Specialist, SP3 Focal Point and Delivery Manager for Regional Initiative	FAO REU
383.Nemeth	Aniko	Food Safety and Nutrition Officer	FAO REU
384.Rakhmanin	Vladimir	ADG REU	FAO REU
385.Shamilov	Arthur	Plant Production and Protection Consultant	FAO REU
386.Shoji	Yuriko	Deputy Regional Representative REU	FAO REU

Georgia

387.Angelovski	Dragan	Programme Officer	FAO Georgia
388.Bibileishvili	Gia	National Policy Advisor, Capacity Development to the Ministry of Agriculture	FAO Georgia
389.Casella	Cristina	Attaché on Agriculture and food safety	EU Delegation
390.Chelidze	Zaza	Senior Policy Advisor on SDGs and member of the team working on Gender Country Assessment	FAO Georgia
391.Chkheidze	Lali	Head of Legal Department	Agricultural Cooperatives Development Agency (ACDA)
392.Drali	Nestam	Project recipient – wine making equipment	Racha
393.Dzadzamia	Beka	National manager of GCP /GEO/004/AUT “Capacity Development of Ministry of Agriculture”	FAO Georgia
394.Edilashvili	Nino	National Programme Officer, Economic Development	Swiss Development Cooperation
395.Gavasheli	Tatia	Deputy Head of LEPL (Legal Entity of Public Law – ex Min of IDPs) & Programme Manager of IDP project	IDP Livelihood Agency
396.Getsadze	Ioseb	Regional Project Coordinator	Racha
397.Gogoladze	Khatia	Assistant to AFAOR	FAO Georgia
398.Janashia	Nino	National gender expert under TCP/RER/3604	Independent consultant
399.Japaridze	Sopho	Assistant to Prime Minister on Human Rights and Gender Equality Issues	Administration of the Government of Georgia
400.Jebashnili	Jambul	Project recipients – ham smoking facility	Racha
401.Kereselidze	Archil	Project recipient – wine making equipment	Racha
402.Khavlashvili	Nika	Project recipient – pig raising shed and ham smoking facility	Racha
403.Khutsishvili	Ketevan	Ex-gender focal p+C21oint, Programme Manager - rural development and emergency	EU Delegation
404.Kobalia	Rusudan	Project worker and translator	FAO Georgia
405.Maisashvili	Giorgi	Project recipient – Carpentry equipment	Racha
406.Meskhia	Mamuka	Assistant FAOR for Georgia	FAO Georgia
407.Mirazanashvili	Ia	FEGEO Programme Assistant, Gender Focal Point	FAO Georgia

408.Mshvidobadze	Vakhtang	Agricultural Portfolio Programme Manager	Austrian Development Agency
409.Peikrshvili	David	Head of Unit	Policy and Analytics Unit, now IDP's Health, Labour and Social Office
410.Sabedashvili	Tamar	Deputy Country Representative	UN Women
411.SanzAlvarez	Javier	Coordination and Support Officer for FAO/ENPARD projects (GCP/GEO/010/EC-GCP/GEO/011/EC) in Georgia	FAO Georgia
412.Shubladze	Rati	Lead Researcher	CRRC – Caucasus Regional Research Center
413.Sokhadze	Mikheil	National Team Leader Livestock ID project	FAO Georgia
414.Svanadze	Sophia	Gender and Governance Advisor, National Programme Officer	Swiss Development Cooperation
415.Tsilosani	Khatia	Head of International Relations Department of MEPA	Ministry of Environmental Protection and Agriculture
416.Vacharatze	Kristina	Programme Director	CRRC – Caucasus Regional Research Center
417.Walter	Lydia	Junior Professional Officer	Austrian Development Agency

Kyrgyzstan

418.Abdullaeva	Gulfia	Gender Expert	FAO Kyrgyzstan
419.Abdylbaeva	Karina	Outreach Project Assistant	FAO Kyrgyzstan
420.Abolullaeva	Tursunai	Self-Help Group member, RWEE	Kaldyk village
421.Aitbaeva	Jamilya	Self-Help Group member, RWEE	Kamyshanovka
422.Akbarova	Mukaram	Self-Help Group member, RWEE	Kaldyk village
423.Alibakieva	Cholpon	Climate Change (GEF project)	FAO Kyrgyzstan
424.Alymkulova	Elmira	Head of Administration of Nat Stat Committee and coordinating activities of international cooperation	National Statistics Committee, Kyrgyzstan
425.Arabaeva	Kyial	Gender Issues and Economic Empowerment of Women Focal Point	WFP, Kyrgyzstan
426.Baktybek	Nogoibaev	Chairman	Fish Farmers Association in Ton District of Issyk-Kul Oblast
427.Baymatova	Lola	Head of Dept. of Human Resources and International Cooperation	National Statistics Committee, Kyrgyzstan
428.Bedelbaeva	Aidai	National Implementation Consultant,	ADB, Kyrgyzstan
429.Bekbolotova	Salima	M&E Specialist	FAO Kyrgyzstan
430.Bekbolotova	Salima	Monitoring and Evaluation specialist	FAO Kyrgyzstan
431.Bekmatova	Roza	Head of Gender issues unit	Ministry of Labour and Social Development, Kyrgyzstan

432.Berdibaeva	Kalar	Self-Help Group member, RWEE	Kamyshanovka
433.Chynybayeva	Rima	Head of Department of Statistical Census and Demographic Statistics of all Statistical Census	National Statistics Committee, Kyrgyzstan
434.Dastanbek Kyzy	Zuura	Self-Help Group member, RWEE	Kamyshanovka
435.Dauletova	Umutai	Gender Focal Point	UNDP Kyrgyzstan
436.Emilova	Sofia	Self-Help Group member, RWEE	Kaldyk village
437.Gul	Kayer	Gender Expert and Lawyer	ILO, Kyrgyzstan
438.Gunther	Gerald	UN Women Representative	UN Women, Kyrgyzstan
439.Ismailova	Asylgul	Self-Help Group member, RWEE	Kamyshanovka
440.Izushi	Keiko	Deputy Country Director	WFP, Kyrgyzstan
441.Japabaeva	Sabira	Self-Help Group member, RWEE	Kamyshanovka
442.Jarkymbayeva	Aybul	Head of the Department	National Statistics Committee, Kyrgyzstan
443.Kaichubaeva	Zaure	Self-Help Group member, RWEE	Kamyshanovka
444.Kerimalieva	Nazira	Head of Sustainable Development and Environment Statistics	National Statistics Committee, Kyrgyzstan
445.Kichinebatyrova	Maripa	Livestock Expert	FAO Kyrgyzstan
446.Kinlay	Dorjee	FAO Representative	FAO Kyrgyzstan
447.Kononova	Oksana	Director of the Resource Centre in Kyrgyzstan	Central Asian Crafts Support Association - KG
448.Kurmanbekova	Damira	Self-Help Group member, RWEE	Kaldyk village
449.Levina	Karina	Social Protection Junior Programme Officer	FAO Kyrgyzstan
450.Maimekova	Altynai	Social Protection and Gender Focal Point	WFP, Kyrgyzstan
451.Maksutova	Aikokul	RWEE Project Coordinator	UN Women, Kyrgyzstan
452.Mambetov	Omurbek	Agronomist	FAO Kyrgyzstan
453.Mammadzade	Munir	UNICEF Deputy Representative	UNICEF, Kyrgyzstan
454.Meer	Koshoeva	Manager of the International Festival of Traditional Culture and Crafts 'Oimo'	Oimo
455.Mogilevskii	Roman	Associate Director /Senior Research Fellow, Institute of Public Policy and Administration	University of Central Asia
456.Mursabekova	Gulzeinep	Head of Department of Real Sector Statistics	National Statistics Committee, Kyrgyzstan
457.Musaeva	Aigul	Deputy Manager	Community Development Alliance (CDA), Kyrgyzstan
458.Niculita	Aliona	Deputy Representative	UNDP Kyrgyzstan
459.Niyazova	Anara	Representative, and Gender Expert	Innovate Solutions Public Union, Kyrgyzstan
460.Omurbaeva	Nasipa	Self-Help Group member, RWEE	Kaldyk village
461.Orokov	Bolotbek	– National Coordinator of the ILO	ILO, Kyrgyzstan
462.Rakhmanova	Dinara	Deputy FAOR Programme, and Gender Focal Point	FAO Kyrgyzstan

463.Salyanuova	Idayat	Self-Help Group Leader, RWEE	Kamyshanovka
464.Samohlev	Galina	Head of Dept of Household Statistics	National Statistics Committee, Kyrgyzstan
465.Sarieva	Mairam	Fisheries Expert	FAO Kyrgyzstan
466.Sedrakyan	Armen	Policy Officer (FIRST Programme)	FAO Kyrgyzstan
467.Sorombayeva	Dinara	Leading Specialist, Social Statistics	National Statistics Committee, Kyrgyzstan
468.Taranova	Elena	Policy Specialist, Agricultural Policy Unit	Ministry of Agriculture, Food Industry and Melioration, Kyrgyzstan
469.Tashbolotov	Maksat	State Secretary of MAFIM	Ministry of Agriculture, Food Industry and Melioration, Kyrgyzstan
470.Toktomametova	Jyldyz	DRR focal point	FAO Kyrgyzstan
471.Tolonova	Damira	Self-Help Group Leader, RWEE	Kaldyk village, Chui Oblast
472.Turkeeva	Gulzat	Self-Help Group member, RWEE	Kaldyk village
473.Turmamatova	Jipara	Gender Programme Officer	UNICEF, Kyrgyzstan
474.Tynaiev	Marlen	Food Security Technical Specialist	FAO Kyrgyzstan
475.Zakhirova	Oksana	Fisheries Expert	FAO Kyrgyzstan
476.Zhakshylykova	Aizhan	Head of Legal Unit	Ministry of Agriculture, Food Industry and Melioration, Kyrgyzstan
477. Zoltana		Policy Unit	Ministry of Agriculture, Food Industry and Melioration, Kyrgyzstan

Turkey

478.Ahaduzzaman	Sheikh	Programme Officer and Gender Focal Point	FAO Turkey
479.Akbaz	Aslahan	Consultant to the DG (food engineer)	Ministry of Agriculture and Forestry
480.AkyuzSonmez	Leyla	FPPP Liaison Officer	FAO Turkey
481.Altunok	Gulbanu	Gender Consultant, GEF/055	Independent consultant contracted by FAO
482.Arslanoglu	Imren	Livelihoods Programme Associate	UNHCR
483.Barekzai	Mohammad	Programme Officer	UNHCR
484.Dusunceli	Fazil	Agriculture Officer (EMPRES – Plant Pathology), Plant Production and Protection Division (AGPM), Agriculture and Consumer Protection Department	FAO, Turkey and Sub-Regional Officer for Central Asia

485.Ekzayez	Ahmed	International Agronomist	FAO Turkey Syria Response Programme
486.Eshonov	Bakhodur	Policy Consultant	FAO Turkey
487.Gelik	Prof	Researcher	Sociologist Association & Ted University
488.Gungor	Fatma	National Project Coordinator GCP/TUR/055/GFF	FAO Turkey
489.Güngören	Ahmet	Deputy Director General	Directorate General for EU and Foreign Relations, Ministry of Agriculture and Forestry
490.Kalaycioglu	Prof.	Researcher	Sociologist Association & Middle East Technical University
491.Kaleli	Nimet	Coordinator of the Working Group on Rural Women and Family Services (Coordinator for Women Services in Rural Area)	Dept. of Training and Publication, Ministry of Agriculture and Forestry
492.Kristjánsdóttir	Iris	Gender and Humanitarian Specialist	UNWomen
493.Muminjanov	Hafiz	Agriculture Officer	FAO Turkey
494.Nesterov	Yuriy	International Consultant on Livestock Production	FAO, Sub-Regional Officer for Central Asia
495.Obara	Keigo	Food Security Officer	FAO, Sub-Regional Officer for Central Asia
496.Ozdog	Gurcan	Deputy Director General	Directorate General for EU and Foreign Relations, Ministry of Agriculture and Forestry
497.Ozoglu	Murat	Training Officer	FAO Turkey Syria Response Programme
498.Pechacek	Peter	Forestry Officer and Officer in Charge	FAO Turkey
499.Selisik	Aysegul	Assistant FAO Rep	FAO Turkey
500.Senol	Nevin	Gender Consultant, TCP Extension Project TCP/TUR/3602	Independent consultant contracted by FAO
501.Sungur	Guher	Field Programme Support Monitoring Officer	FAO Turkey
502.Unaldi	Zeliha	Gender Specialist	Office of the UN RC
503.YenilmezArpa	Nihan	National Project Coordinator, Conservation and Sustainable Management of Turkey's Steppe Ecosystems Project GCP/TUR/061/GFF	FAO Turkey
504.Zahoueh	Salim	Field Programme Officer	FAO, Sub-Regional Officer for Central Asia

Latin America and the Caribbean**Regional Office**

505.Acosta	Maria	Gender Focal Point SLM	FAO SLM
506.Aranibar	Cynthia	Office Assistant	FAO RLC
507.Beduschi	Luiz Carlos	Policy Officer	FAO RLC
508.Berdegue	Julio	Assistant Director-General	FAO RLC
509.Boareto	Pedro	Youth Focal Point	FAO RLC
510.Boero	Veronica	Statistician	FAO RLC
511.Brito	Claudia	Gender Officer	FAO RLC
512.Castillo	Enrique	Field Programme Officer	FAO RLC
513.Chour	Hivy	SP2 Focal Point/Forestry Officer	FAO RLC
514.Crowley	Eve	Deputy Regional Representative	FAO RLC
515.Damiani	Federica	Programme Officer	FAO RLC
516.Damiani	Federica	Senior Field Programme Officer	FAO RLC
517.Fuentealba	Isabel	Clerk	FAO RLC
518.Gregolin	Adriana	Regional Project Coordinator	FAO RLC
519.Hijazin	Jeanette	Field Programme Consultant	FAO RLC
520.Intini	João	SP4 Focal Point	FAO RLC
521.Ivanovic	Catalina	Gender Consultant	FAO RLC
522.Jarschel	Barbara	SP2 Consultant	FAO RLC
523.León	Victor	Strategy and Planning Officer	FAO RLC
524.Lobo	Luis	Technical Officer	FAO RLC
525.Lopez	Vyjayanthi	Gender Focal Point SLC	FAO SLC
526.Moyano	Katalina	Consultant SP3/RI2	FAO RLC
527.Ortíz	Hivy	Forestry Officer	FAO RLC
528.Oviedo	Enrique	Policy Officer	CEPAL
529.Pérez	Alejandro	Regional Strategic Support Consultant	FAO RLC
530.Ricoy	Ana	Disaster Risk Management Coordinator	FAO RLC
531.Ricoy	Anna	SP5 Focal Point	FAO RLC
532.Rojas	German	Communication Consultant	FAO RLC
533.Sanches	Adoniram	Regional Programme Leader	FAO RLC
534.Santivañez	Tania	Plant Protection Officer	FAO RLC
535.Santoro	Roberta	Gender Focal Point Dominican Republic	FAO Dominican Republic
536.Siliprandi	Emma	Regional Project Coordinator	FAO RLC
537.Sternadt	Dulclair	Partnerships Officer	FAO RLC
538.Tovarias	Marisol	Operations Associate	FAO RLC
539.Valdez	Cecilia	Communication Specialist	FAO RLC
540.Valencia	Macarena	Programme Assistant	FAO RLC
541.Veloso	Najla	Project Coordinator (school feeding)	FAO RLC
542.Zabaleta	Ingrid	Regional Project Assistant	FAO RLC
543.Zara	Carla	Human Resources Associate	FAO RLC
544.Zuniga	Carolina	Communication Specialist	FAO RLC

Guatemala

545.Arias	Rebeca	Resident Coordinator	UNDP
546.Ávila	Irma Yolanda	Gender Officer	UNFPA
547.Chow	Susy	Human Resources Assistant	FAO Guatemala
548.Chu	Carmelina	Beneficiary	UNJP/GUA/023/UN J
549.Cumes	Aura	Programme Assistant	FAO Guatemala
550.Del Rosario Sian	Yolanda	Secretary	Secretaria Presidencial de la Mujer
551.Estrada	Maynor	Assistant FAOR	FAO Guatemala
552.Gálvez	Eliseo	Project Coordinator	FAO Guatemala
553.Gamboá	Klemen	Programme Associate	FAO Guatemala
554.García	Alvaro Gustavo	Project Coordinator	FAO Guatemala
555.García	Gustavo	National Director	FAO Guatemala
556.González	Byron	Policy Specialist	FAO Guatemala
557.Grajeda	Oscar	Country Programme Officer	IFAD
558.Ichich	Odilia	Beneficiary	UNJP/GUA/023/UN J
559.Juc	Adela	Beneficiary	UNJP/GUA/023/UN J
560.Juc	Delfina	Beneficiary	UNJP/GUA/023/UN J
561.López	Alejandra	Technical Assistant for forestry projects	FAO Guatemala
562.López	Floralma	Coordinator of the Gender Unity	Ministry of Agriculture and Livestock
563.Martínez Tuna	Miguel	Coordinator for GCF proposal	FAO Guatemala
564.Mendizabal	Mónica	Director	Políticas del Fondo de Tierras
565.Morán	Zoila	Beneficiary	UNJP/GUA/023/UN J
566.Moscoso	Baltasar	Technical Coordinator	FAO Guatemala
567.Palma	Sara	Gender Focal Point	FAO Guatemala
568.Quevedo	Ingrid	Programme Assistant	FAO Guatemala
569.Ramírez	Julio Cesar	Project Coordinator	FAO Guatemala
570.Recalde	Diego	FAO Representative	FAO Guatemala
571.Rodas	Ogden	Coordinator of Forestry Programmes	FAO Guatemala
572.Rubi Villanueva	Myrna	Communication Consultant	FAO Guatemala
573.Tamayo	Josefina	Gender Specialist	WFP
574.Valdez	Rosío	Project Coordinator	Coordinator of the RWEE
575.Valls	José	FIRST Policy Officer	FAO Guatemala

Paraguay

576.Alcorta	Fabiola	Assistant FAOR	FAO Paraguay
577.Allende	Mirian	Director of the Gender Unity of the Extension Department	Ministry of Agriculture and Livestock -

			Extension Department
578.Almada	Fatima	Specialist in Sustainable Rural Development	IICA
579.Almeida	Benicia	Indigenous Peoples and Food and Nutrition Security Focal Point	FAO Paraguay
580.Arce	Gazul	Youth Coordinator	Ministry of Agriculture and Livestock - Gender and Rural Youth Unity
581.Bosch	Sandra	Specialist in women's rights and economic security	UNWOMEN
582.Caballero	Venus	Gender Focal Point	PAHO/WHO
583.Espinoza	Neni	Cooperation Director	Ministry of Women
584.Fernandez	Milena		Ministry of Education and Sciences
585.Fernández	Emiliano	Deputy Minister for Inclusive Economic Growth	Secretaría Técnica de Planificación del Desarrollo Económico y Social
586.Ferreira	Natalia	Communication Consultant	FAO Paraguay
587.Franco	Ariel	Focal point for ethnodevelopment	Instituto Paraguayo del Indígena
588.Franco	Violeta	Consultant Gender Audit	FAO Paraguay
589.Fretes	Petrona	Technician for Indigenous Communities	Ministry of Agriculture and Livestock - Extension Department
590.García	Claudia	Deputy Minister	Ministry of Women
591.González	América	Project Coordinator	FAO Paraguay
592.Hackbart	Rolf	Former FAO Representative	FAO Paraguay
593.Ibáñez	Víctor	Director of Gender and Rural Youth	Ministry of Agriculture and Livestock - Gender and Rural Youth Unity
594.Leiva	Esther	Coordinator of Farmer's Organization	Farmer Organization - Campesinos Urbanos de San Pedro
595.Leon	Mario	Deputy Minister	Ministry of Agriculture and Livestock
596.Melgarejo	Marta	Director	Ministry of Women
597.Morales	Veronica	Gender Expert	FAO Paraguay
598.Pérez	Maricarmen	General Director for Social Policies	Secretaría de Acción Social
599.Rivarola	Mirtha	Gender Officer	UNFPA
600.Rojas	Raquel	Gender Director	Instituto Paraguayo de Tecnología Aplicada

601.Villalba	Florencia	General Director of Development and Land Management	Secretaría Técnica de Planificación del Desarrollo Económico y Social
602.Zapattini	Cynthia	Communication Assistant	FAO Paraguay
603.Zarate	Shirley	Human Resources and Operations Assistant	FAO Paraguay

Near East and North Africa

Regional Office

604.Abulfotuh	Dalia	JPO (Rural Development)	FAO RNE
605.Ettel	Toni	Programme Operations Officer, ECTAD	FAO RNE
606.Fersoy	Haydar	Senior Fisheries Officer	FAO RNE
607.Gangi	Nabil	Deputy Regional Representative	FAO RNE
608.Impiglia	Alfredo	Delivery Manager, Regional Initiative on Small Scale Family Farming in the Near East and North Africa	FAO RNE
609.Martini	Malika	Regional Gender Officer	FAO RNE
610.Mayen	Friederike	Senior Livestock Development Officer	FAO RNE
611.Nanitashvili	Tamara	Senior Nutrition and Food Systems Officer	FAO RNE
612.Omer	Ayman	Senior Field Programme Officer	FAO RNE
613.Ould Ahmed	Abdessalam	Assistant Director General, Regional Representative	FAO RNE
614.Pinat	Jacquelyn	Programme Officer	FAO RNE
615.Santos Rocha	Jozimo	Agro-Industry Officer	FAO RNE
616.Smolak	Jennifer	Nutrition and Food Systems Officer	FAO RNE
617.Steduto	Pasquale	Regional Strategic Programme Coordinator	FAO RNE
618.Trenchard	Richard	Whole of Syria Coordinator	FAO RNE
619.Vallee	Domitille	Sustainable Agriculture and Water Expert	FAO RNE
620.Yacoub	Mohamed	Assistant FAOR Egypt and Gender focal point	FAO Egypt

Mauritania

621.Ahmed Ould Bouh	Sid	Chargé de Mission	Office of the Commissioner for Food Security
622.Aicha Cheikh	Lalla	Gender Expert	UNDP
623.Dayem Ould Maawiya	Abd	Wash Expert	UNICEF
624.Diop	Mamadou	Environment and Sustainable Development Leader	FAO Mauritania
625.DjeraneNdorang ar	Assure	Project Manager	FAO Mauritania
626.Elkorey Oumrane	Fatma	President	NGO Women and New Information Technology
627.Kelthoum Niang	Oumou	Gender Consultant	FAO Mauritania
628.Leveillee	Judith	Deputy Representative	UNICEF
629.Maaloum	Wahba	Communication Officer and Gender Focal Point	FAO Mauritania
630.Medeot	Leandro	Programme Manager	European Union Delegation

631.Mohamed Maouloud	Moussa	Project Manager	FAO Mauritania
632.Nech	Nadwa	President Of NGO	NGO Mauritanie 2000
633.Omar	Kane	Project Manager	FAO Mauritania
634.Ould Aghoub	Salikou	Project Manager	FAO Mauritania
635.Ould Ely Telmoudi	Mohamed	Gender Advisor	Ministry of Social Affairs, Children and Family
636.Sall	Sara	Gender Officer	Ministry of Environment
637.Soueid Ahmed	Fatma	Gender Expert	UNICEF
638.Souleymane	Gueye	Project Manager	FAO Mauritania
639.Tijani Dia	Amadou	Project Manager	FAO Mauritania

Syria

640.Abou Assaf	Haya	Program Officer	Ministry of Agriculture and Agrarian Reform
641.Akintade	Derrick	Livelihood Officer	UNHCR
642.Al Dahhak	Hassan	Livestock Consultant	Ministry of Agriculture and Agrarian Reform
643.Al Mukdad	Jihad		Ministry of Agriculture and Agrarian Reform
644.Al Qaderi	Ahmad	Minister Agriculture and Agrarian Reform	Ministry of Agriculture and Agrarian Reform
645.Alzoghbi	Salwa	Head of Public Relations	Ministry of Agriculture and Agrarian Reform
646.Amer Jnedan	Mohamed	Project Manager	Ministry of Agriculture and Agrarian Reform
647.Ayoub,	Raida	Director of Rural Women Economic Development	Ministry of Agriculture and Agrarian Reform
648.Durrani,	Jahangir	Senior Operation Manager	UNHCR
649.Epifania	Patrizia	Program Officer	Ministry of Agriculture and Agrarian Reform
650.Fleischer	Corinne		WFP
651.Haider	Haitham	Director of Planning and International Cooperation	Ministry of Agriculture and Agrarian Reform
652.Hakki	Salma	Communications Officer	Ministry of Agriculture and Agrarian Reform
653.Hamza	Raid	Agriculture Policy Centre	Ministry of Agriculture and Agrarian Reform
654.Ibrahim Ahmed	Hussein	Consultant	Ministry of Agriculture and Agrarian Reform

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655.Ismail	Samir	President	General Union of Veterinarians
656.Jarary	Rosa	Information Officer	FAO Syria
657.Juma'a	Fatouh	Director	Arab Bee-Keeping Union
658.Khanji	Ruba	Information Officer	Ministry of Agriculture and Agrarian Reform
659.Khoury	George	Livestock Senior Consultant	Ministry of Agriculture and Agrarian Reform
660.Manome	Minako	Program Officer	UNDP
661.Mengistu	Diress	Consultant	Ministry of Agriculture and Agrarian Reform
662.Mouhammad	Bassem	Consultant	Ministry of Agriculture and Agrarian Reform
663.Musa	Yasir	Officer	Agha Khan Foundation
664.Natfji	Abdulla	Asst. Livelihood Officer	UNHCR
665.Obeudu Agha	Mohamed	Officer	Agha Khan Foundation
666.Robson	Mike	FAOR	Ministry of Agriculture and Agrarian Reform
667.Seif	Wael	Water for Production Expert,	Ministry of Agriculture and Agrarian Reform
668.Shaban,	DiaaEddin	Statistician	Ministry of Agriculture and Agrarian Reform
669.Shaddoud	Emil	Director of Water Resources, Homs	Ministry of Agriculture and Agrarian Reform
670.Suzaki	Akiko	Deputy Country Director	UNDP
671.Yaha		Director	Union of Agriculture Chambers
672.Yao	Adam	Deputy FAOR	Ministry of Agriculture and Agrarian Reform
673.Youssef	Feras	Resilience Project Manager	Ministry of Agriculture and Agrarian Reform
674.Zakaria	Ahmed	Head of Programme	WFP
675.Zeina		Officer	Agha Khan Foundation

Tunisia

676.Ackermann	Nuria	Project Coordinator	UNIDO
677.Amrani	Mohamed	Senior Policy Officer	FAO SNE/Tunisia
678.Aouadi	Faten	Communication Officer Gender Focal Point	FAO SNE/Tunisia

679.Ben Mechlia	Netij	Senior Consultant Land and Water	FAO SNE/Tunisia
680.Bessaad Nagara	Ines	Member of the Executive Bureau	Tunisia Union of Agriculture and Fishing
681.Gam	Lamia	Head of Unit	Tunisia Union of Agriculture and Fishing
682.Ghouil	Mahmoud	Planning, Monitoring and Evaluation Officer	UN Resident Coordinator Office
683.Hadhri	Fathi	Programme Officer	FAO SNE/Tunisia
684.Hage	Michael	Sub-regional coordinator and FAOR Tunisia	FAO SNE/Tunisia
685.Hammami	Jezia	Head of the Unit in Charge of the National Strategy for Rural Women	Minister of Womam, Family and Children
686.Hamrouni	Narjess	Director of Rural Women Unit	Ministry of Agriculture
687.Helal	Said	Field Programme Support and Monitoring Officer	FAO SNE/Tunisia
688.Labidi	Neziha	Minister of Womam, Family and Children	Government of Tunisia
689.Skhiri	Hela	National Programme Officer	UN Women
690.Toueilib	Cherif	Fishery Officer	FAO SNE/Tunisia

West Bank and Gaza Strip

691.Fiorillo	Ciro	Senior Emergency and Rehabilitation Corodinator	FAO West Bank and Gaza Strip
692.Azzam	Saleh	Emergency and Rehabilitation Corodinator	FAO West Bank and Gaza Strip
693.Hannoun	Rana	Eonomist	FAO West Bank and Gaza Strip

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Appendix 3. List of projects reviewed

1. Background and objectives

1. Following from the findings and suggested analyses presented in the in-depth Portfolio analysis run for the period July 2015 – December 2017, OED has decided to carry out a "sample analysis" on the overall portfolio analysis for Evaluation of FAO's work toward gender equality. The three timeframes considered are⁴⁵:
 - ✓ *March 2012*⁴⁶ – *December 2013*. The FAO policy for gender equality came into force;
 - ✓ *January 2014* – *June 2015*. The FAO strategic framework has been reviewed and it includes gender as a cross-cutting issue;
 - ✓ *July 2015* – *December 2017*. The Organization⁴⁷ introduced the gender markers⁴⁸ and their tagging in FPMS became mandatory in July 2015. This period also covers the latest review of the FAO Strategic Framework completed within the closed financial biennium.
2. The sample analysis has been conducted to:
 - 1) Provide a view on the evolution of FAO's planning approach in mainstreaming gender in its field interventions, since the establishment of the Gender Policy;
 - 2) Identify most representative project profile, for each timeframe and region; and
 - 3) As a result of the above, also provide information to support the selection of representative activities to be looked at during in-country visits.
3. This review is also key to assess progress against minimum standards 2, 7, 14 and 15⁴⁹. It also serves to infer some data on extra-budgetary fund. By applying this method the ET is expected to answer part of Evaluation Question 1⁵⁰. Data extracted from this review will be further triangulated, complemented and validated by other methods (in particular during in-country missions).

2 Methodology

4. The steps in designing and running the sample analysis are presented in the following paragraphs.
5. *Selecting representative sample (of projects) for each timeframe*⁵¹. The sampling methodology chosen was a "stratified sampling" to improve the precision of the sample by reducing

⁴⁵ Considering that FAO has faced some institutional changes throughout this period (i.e. introduction of the policy, revision of the SF, change in policy cycle, introduction of gender markers), the total amount of projects was divided into the three relevant frames to better ensure the accuracy of the analysis. Total frame was 2,769 projects

⁴⁶ The Policy was endorsed in 2012, however it was considered operational in March 2013.

⁴⁷ Guide to mainstreaming gender in FAO's project cycle, file:///F:/Gender/a-i6854e.pdf

⁴⁸ G0: The project does not address gender equality

G1: The project addresses gender equality only in some dimensions

G2a: The project addresses gender equality in a systematic way, but this is not one of its main objectives

G2b: The project addresses gender equality and/or women's empowerment as its main focus

⁴⁹ See page 10 and 11 of the FAO Gender Policy <http://www.fao.org/docrep/017/i3205e/i3205e.pdf>

⁵⁰ How FAO has contributed to gender equality Objectives?

⁵¹ For the July 2015 – December 2017 period, considering it is the only one where gender markers were assigned, the frame has been divided in two sub-frames before proceeding with the sampling: a) Projects marked as G2a and G2b (since goal is to investigate gender-related projects), frame contained 838 projects and b) Projects unmarked; frame all 569 unmarked projects

sampling error. Units in the given universe⁵² have been organized in strata; first by year, then by region and SO⁵³. Calculations for the representative sample, in each strata, have been run to achieve a 90% confidence level with a 0.05% margin of error. The resulting sample, for each strata, has been further divided in high-medium level budget projects and low level budget projects, in order to consider different size of FAO interventions and increase the representativeness.

6. Using a web-based calculator⁵⁴, the resulting sample per frame was the following:

- March 2012 to December 2013: 84 projects.
- January 2014 to April 2015: 196 projects.
- May 2015 to December 2017
 - a) Marked: 163 projects
 - b) Unmarked: 150 projects

Total projects reviewed: 593.

7. *Carrying out a projects' documents desk review against selected variables.* The project desk review concerned the following variables (besides those given in FPMIS⁵⁵): gender component versus strategic objective⁵⁶, inclusion of a gender analysis, FAO's core functions⁵⁷ and technical topic. It is important to stress that for the "July 2015 – December sample" the analysis also: 1) assessed whether the projects were "gender miss-tagged" for the sub-sample "gender marked projects" and 2) assigned a gender marker to the projects in the "unmarked projects" sub-sample.

8. With the aim of building consistency among the three samples analyses and therefore to be able to jointly analyze the samples, the variable "gender inclusion"⁵⁸ has been reviewed and assigned for the timeframes March 2012 – December 2013 and January 2014 – June 2015. The modalities chosen for this variable have been designed after the gender markers to ensure consistency among the samples.

9. *Running descriptive analyses.* For each sample (and therefore timeframe) 1) a gender markers⁵⁹ distribution analysis has been conducted, by region 2) projects profiles have been identified by exploring the interconnections between the planned gender work (i.e. level of inclusion of gender concerns and analysis) on one hand and strategic objectives, core functions and technical topics on the other hand, always by region.

10. For the July 2015 – December 2017 timeframe, gender miss-marked projects have been identified and analyzed to identify their proportion, in the "gender marked projects" sub-sample. Finally, the samples have been jointly analyzed to identify the evolution of FAO's

⁵² List of projects for the given timeframe

⁵³ It was not possible to use the SOs as a criteria for the stratification for the timeframe March 2012 – December 2013. To align this sample to the others, the SOs criteria has been considered here as a variable to be analyzed (and assigned) during the projects desk review.

⁵⁴

<http://epitools.ausvet.com.au/content.php?page=1Proportion&Proportion=0.3&Conf=0.95&Precision=0.05&Population=243>

⁵⁵ Region, Project Symbol, EOD year, Gender Marker, SO and Budget

⁵⁶ Which SO the gender component was actually addressing

⁵⁷ Policy support (both at normative and policy dialog level); Capacity Development (at both government and community level), Access to data and information, Provision of inputs, Partnership/Coordination, Knowledge products/guidelines

⁵⁸ NG (G0)= no gender consideration; MG (G1)= minimum gender consideration; YM (G2a)= gender is mainstreamed; YT (G2b)= the project is addressing gender.

⁵⁹ Actual or re-constructed.

planning approach in mainstreaming gender in its field interventions from March 2012 to December 2017⁶⁰.

3 Projects selected

March 2012 – December 2013

Region	Project Code	Title
Africa	GCP /MLI/037/BEL	Programme de lutte contre l'insécurité alimentaire et la malnutrition dans les cercles de Nara et Niore du Sahel
Africa	OSRO/BKF/203/SWI	Assistance aux ménages vulnérables victimes de malnutrition et des chocs climatiques et économiques à travers la valorisation des produits forestiers non ligneux au Burkina Faso.
Africa	GCP /SIL/042/GER	Mainstreaming food and nutrition security and the right to food into the Smallholder Commercialization Programme of Sierra Leone
Africa	GCP /UGA/041/EC	Global Climate Change Alliance: Agricultural Adaptation to Climate Change in Uganda
Africa	GCP /UGA/041/EC	Global Climate Change Alliance: Agricultural Adaptation to Climate Change in Uganda (Government managed component)
Africa	GCP /CMR/030/GFF	CBSP Sustainable Community Based Management and Conservation of Mangrove Ecosystems in Cameroon - (FSP)
Africa	UNJP/KEN/074/UNO	Strengthening Human Security in the Border Communities of Turkana, Kenya
Africa	GCP /RAF/455/GFF	CBSP Sustainable management of the wildlife and bushmeat sector - (FSP)
Africa	UNJP/NIR/058/UNJ-GLOBAL	Nigeria REDD+ Readiness Programme
Africa	UTF /MOZ/107/MOZ	Prevention and Disposal of Obsolete Pesticides and Associated Wastes in Mozambique
Africa	GCP /RAF/482/EC	Supporting competitiveness and sustainable intensification of African cotton sectors through capacity development on Integrated Production and Pest Management
Africa	UNTS/LIR/018/GEF	Farmers Field School: Promoting the Agriculture Resilience of Liberian Farmers - Pilot Phase
Africa	GCP /ERI/014/GFF	Prevention and Disposal of POPs and Obsolete Pesticides in Eritrea - Phase II (FSP)
Africa	OSRO/RAF/220/EC	Supporting smallholder farmers in southern Africa to better manage climate-related risks to crop production and post harvest handling
Asia	UNJP/PNG/004/UNJ	UN-REDD - National Joint Programme in Papua New Guinea
Asia	MTF /BGD/046/STF	Building trade capacity of small-scale shrimp and prawn farmers in Bangladesh. Investing in the Bottom of the Pyramid Approach
Asia	GCP /BGD/047/NET	Improving Food Safety in Bangladesh
Asia	GCP /SRL/062/EC	"European Union - Support to District Development Programme" (EU-SDDP)

⁶⁰ The results from the in-depth portfolio analysis (July 2015 – December 2017) have been used in the calculation and "adjusted" according to the results of the analysis run on the unmarked sub-sample. See excel files

Asia	UNTS/LAO/015/GEF	Mainstreaming Agro-biodiversity in Lao PDR's agricultural policies, plans and programmes (FSP)
Asia	GCP /TAJ/010/AUS	Improving access of small-scale farmers to high quality seed in Tajikistan
Asia	MTF /RAS/372/MUL	Asian Regional Component- Global Strategy to Improve Agricultural and Rural Statistics
Asia	UNJP/VIE/050/UNJ	Strengthening Veterinary Public Health to Support the New Food Safety Law and Improve Surveillance and Reduce the Risk of Food-borne and Zoonotic Pathogens in Viet Nam - Phase II of UNJP/VIE/047/UNJ
Asia	GCP /PAK/126/AUL	Australian Assistance to Agricultural Development in Balochistan Border Areas - AUSABBA
Asia	MTF /RAS/359/JPN	Strengthening Agricultural Market Information in Thailand and the Philippines - Regional Component
Asia	UNJP/VIE/049/UNJ-GLOBAL	UN-REDD Viet Nam Phase II Programme
Europe	MTF/RER/372/MUL	CIS Regional Component- Global Strategy to Improve Agricultural and Rural Statistics
Europe	GCP /SRB/001/HUN	Assistance to the Development of Capacity and Support Services for Organic Agriculture in Serbia
Latin America	UTF /ARG/020/ARG	Proyecto para la Promoción de la Energía Derivada de la Biomasa
Latin America	MTF /RLA/372/MUL	Latin America Regional Component- Global Strategy to Improve Agricultural and Rural Statistics
Latin America	GCP /RLA/195/BRA	Fortalecimiento de las políticas agro-ambientales en países de América Latina y el Caribe a través de dialogo e intercambio de experiencias nacionales
Latin America	GCP /HAI/030/EC	Programme OMD d'amélioration de la sécurité alimentaire dans le département du Nord-Est
Latin America	GCP /RLA/199/BRA	Fortalecimiento del Sector Algodonero por medio de la Cooperación Sur-Sur
Near East	UTF /SAU/036/SAU	Programme Coordination Unit
Near East	UTF /SAU/038/SAU	Capacity Building in Integrated Plant Health Management
Near East	UTF /SAU/039/SAU	Sustainable Management of the Natural Forests and Rangelands in the Kingdom of Saudi Arabia
Near East	UTF /SAU/040/SAU	Development and Technology Transfer of the Horticultural Sector
Near East	UTF /SAU/041/SAU	Development of Olive Production and Processing Techniques
Near East	UTF /SAU/044/SAU	Camel Breeding, Protection and Improvement Centre in the Kingdom of Saudi Arabia- Phase II
Near East	UTF /SAU/045/SAU	The Genetic Conservation and Improvement of the Arabian Horse in its Homeland
Near East	UTF /SAU/046/SAU	Development of the Utilization of Non Conventional Water Resources in Al Hassa (Phase 2)

Near East	UTF /SAU/048/SAU	Strengthening and supporting further development of aquaculture in the Kingdom of Saudi Arabia
Near East	UTF /SAU/042/SAU	Strengthening of Institutional and Human Capacity of the Ministry of Agriculture
Near East	UTF /SAU/043/SAU	Establishment of an International Date Palm Research Center in KSA
Near East	GCP /SUD/038/EC	Food Security Policy and Strategy Capacity Building Programme
Global	GCP /GLO/416/UK	Integrated Food Security Phase Classification (IPC) Project
Global	MTF/GLO/394/SWI	Support to work of the Interagency Working Group on Sustainable Consumption and Production
Global	GCP /GLO/395/EC	EU FAO FLEGT Programme Phase II (Forest Law Enforcement, Governance and Trade)
Global	GCP /GLO/440/FRA	Optimiser la production de biens et services par les écosystèmes boisés méditerranéens dans un contexte de changements globaux
Global	MTF /GLO/372/MUL	Global Component- Global Strategy to Improve Agricultural and Rural Statistics
Global	MTF /GLO/359/BMG	Strengthening Agricultural Market Information Systems (AMIS) globally and in selected countries (Bangladesh/India/Nigeria) using innovative methods and digital technology
Global	GCP /GLO/401/EC	STARTREE
Global	MTF/SEC/005/MUL	Central Asian and Caucasus Regional Fisheries and Aquaculture Commission
Global	GCP /GLO/369/MUL	LIVESTOCK ENVIRONMENTAL ASSESSMENT AND PERFORMANCE PARTNERSHIP
Global	GCP /GLO/442/USA	Animal-Human Interface Liaison Establishment of ongoing collaboration between US CDC and FAO for surveillance, prevention and control of major transboundary animal diseases including key zoonoses.
Global	GCP /GLO/404/EC	FIGARO Flexible and Precise irrigation Platform to improve Farm scale Water Productivity
Global	GCP /GLO/347/MUL	Supporting Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests
Global	GCP /GLO/414/SAF	Organization of the 14th World Forestry Congress
Inter-regional	GCP /INT/146/GFF	Regional pests and pesticides management and capacity building of the Comité Permanent Inter-etats de la Lutte contre la Secheresse dans le Sahel (CILSS) Member States (PPG)
Inter-regional	GCP /INT/074/FRA	Enhance support to the regional dialogue on sustainable management of forests in the Mediterranean
Africa	UNJP/MLW/061/UNJ	Improved Production, Storage and Value Addition for improved Food Security and Income Generation among Rural Communities.
Africa	UNJP/SEN/065/WFP	Appui Intégré à la Sécurité Alimentaire et Nutritionnelle (AISAN)

Africa	OSRO/SSD/301/WFP	Partnership to Strengthen the GRSS Institutional Capacity on Food Security Information Systems: A Component of the National Strategic Food Reserve
Africa	GCP /SSD/003/EC	Agriculture and Food Information System (AFIS) for decision support in South Sudan
Africa	OSRO/DRC/303/UND	Programme de sécurisation foncière intégrée pour la réintégration et la relance communautaire à l'est de la RDC.
Africa	GCP /SOM/050/MUL	Somali Water and Land Information Management (SWALIM) Phase V
Africa	GCP /SOM/051/MUL	Food Security & Nutrition Analysis Unit for Somalia (FSNAU) - Phase VII
Africa	GCP /CHD/038/EC	Appui à la mise en place d'un Système d'Information durable sur la sécurité alimentaire et d'alerte précoce (SISAAP)
Asia	UTF /AFG/067/AFG	Rehabilitation and Upgrading of Irrigation and Water Resources Management Project in the Pashtun Zarghun district of Herat Province
Asia	GCP /AFG/075/GER	Strengthening Policy Development and Coordination for Food and Nutrition Security in Afghanistan- Implementation Support for the Food for Life National Priority
Asia	OSRO/PAK/206/UNO	Livelihood Restoration and Protection and Sustainable Empowerment of Vulnerable Peasant Communities in Sindh Province
Asia	GCP /RAS/281/FRA	Promotion of rural development through development of Geographical indications at regional level in Asia
Europe	GCP /ARM/005/SWI	Technical and institutional support to veterinary services in Armenia
Latin America	UTF /EQG/007/EQG	Programa de desarrollo de la avicultura familiar en Guinea Ecuatorial
Latin America	GCP /RLA/193/BRA	Apoyo a las Estrategias Nacionales y Subregionales de Seguridad Alimentaria y Nutricional (SAN), y de Superación de la Pobreza en países de América Latina y el Caribe
Latin America	UTF /ARG/015/ARG	Proyecto de Desarrollo Institucional para la Inversión en Mendoza
Latin America	GCP /RLA/200/MUL	Promoción de la Agricultura Familiar y Gestión del Fondo de Agricultura Familiar del Mercosur (FAF-Mercosur)
Near East	UTF /LIB/047/LIB	Programme Management Unit
Near East	OSRO/GAZ/207/NET	Market oriented and sustainable high value crops sector development in the West Bank and Gaza Strip
Near East	UTF /OMA/011/OMA	Preparation of a Sustainable Agricultural Development Strategy for Sultanate of Oman till 2030
Near East	UTF /IRQ/068/IRQ	Fisheries and Aquaculture Development at the Al-Zab river
Near East	OSRO/GAZ/201/EC	Support to livestock based livelihoods of vulnerable population in the West Bank and Gaza Strip (The institutional level component of the Food Security Thematic Programme [FSTP])
Global	GCP /GLO/812/GER	Promoting Sustainable Forest Management by Small Forest Producers. Building on the Legacy of Von Carlowitz
Global	GCP /GLO/380/EC	LIBERATION Managing semi-natural habitats and on-farm biodiversity to optimize ecological services

Global	GCP /GLO/446/GFF	Sustainable fisheries management and biodiversity conservation of deep-sea living marine resources and ecosystems in the Areas Beyond National Jurisdiction (ABNJ) (PPG)
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March 2012 – December 2013

Region	Project Code	Title
Africa	TCP/BEN/3501	TCP Facility
Africa	TCP/GBS/3501	Droit à l'Alimentation et Coordination de la Sécurité Alimentaire et Nutritionnelle en Guinée Bissau
Africa	TCP/GBS/3502	Technical support Project for the development of actions towards the implementation of the National Forest Monitoring System (NFMS) for Guinea-Bissau in the context of REDD+.
Africa	TCP/GHA/3501	Promoting Sustainable Increase in Rice Production and Productivity of Small and Medium Scale Farmers through a Public Private Partnership
Africa	TCP/NIR/3501	Strengthening Nigeria National Food Control System and Safety
Africa	TCP/NIR/3503	Strengthening Capacity to Implement the Youth Employment in Agriculture Programme (YEAP)
Africa	TCP/ZIM/3503	Emergency support for the control of foot-and-mouth disease (FMD)
Africa	TCP/GBS/3505	Assistance d'urgence pour le renforcement des moyens d'existence des populations vulnérables affectées par le déficit pluviométrique et des capacités de préparation et de réponse aux crises alimentaires
Africa	TCP/SEN/3502	Promotion d'une agriculture saine et durable au niveau de 4 grandes zones agro-écologiques du Sénégal : Niayes, Vallée du Fleuve Sénégal, Zone Cotonnière et Bassin Arachidier
Africa	TCP/SFC/3501	Renforcement de collecte de données des pêches en Afrique Centrale
Africa	GTFS/KEN/080/ITA	Improving food security through increased quality production and value addition of fruits and vegetable in Kenya (West Pokot County)
Africa	OSRO/CHD/308/EC	Protection et mise en œuvre participative des cuvettes oasiennes du Kanem (FED/2013/323-90)
Africa	OSRO/LES/402/SWI	Building Lesotho resilience through the upscale of Climate Smart Agriculture and functional DRR Land Resources Information (SDC contribution to DIPECHO)
Africa	OSRO/MLW/403/USA	Strengthening Existing Control Mechanisms For Armyworm And Red Locust Outbreaks In Malawi Focusing On Surveillance, Early Warning, Preparedness For And Response To Outbreaks.
Africa	OSRO/NER/404/SWE	Emergency support to vulnerable households affected by the 2013 food crop shortage
Africa	OSRO/NER/405/USA	Operationalizing Partnerships for Resilience Building in Niger

Africa	OSRO/RAF/407/USA	Collaborative International Engagement to Prevent and Mitigate Threats from Especially Dangerous Pathogens in Targeted East African Countries
Africa	OSRO/RAF/408/FIN	'Regional programme to strengthen vulnerable populations? livelihoods in Chad and Mauritania'
Africa	OSRO/SOM/409/SWE	Food Security and Nutrition Analysis Unit (FSNAU) - Phase VII SIDA Contribution
Africa	OSRO/SOM/412/USA	Implementation of CFW activities in Somaliland, Puntland and South Central regions of Somalia
Africa	OSRO/SOM/417/CPF	Somaliland Fishermen and Fleet Registration
Africa	GCP /BDI/035/BEL	Appui de la FAO à la coordination globale du programme FBSA au Burundi dans le cadre du "Programme multi-acteurs d'amélioration de la sécurité alimentaire dans les communes de Cendajuru, Gisuru et Kinyinya - Burundi"
Africa	GCP /DRC/048/GFF	COMMUNITY-BASED MIOMBO FOREST MANAGEMENT IN SOUTH EAST KATANGA (Congo DRC). (PPG)
Africa	GCP /ETH/085/MUL	Enhanced livelihoods and poverty reduction through economic diversification and decent work opportunities for rural communities
Africa	GCP /IVC/033/EC	Services d'assistance technique de la FAO pour l'appui à la mise en œuvre des activités, le traitement informatique, l'analyse et la diffusion des résultats du Recensement des Exploitants et Exploitations Agricoles (REEA)
Africa	GCP /KEN/076/EC	Reviving ASAL Economies through Livestock Opportunities and Coordination
Africa	GCP /KEN/079/EC	Increased productivity and profitability of small holder farmers through promotion and up scaling of GAP & CA in productive Semi-Arid areas of Kenya (IPP-GAP)
Africa	GCP /MLI/039/LDF	Strengthening resilience to climate change through integrated agricultural and pastoral management in the Sahelian zone in the framework of the Sustainable Land Management approach (PPG)
Africa	GCP /MLW/065/LDF	Building climate change resilience in the fisheries sector in Malawi (PPG)
Africa	GCP /RAF/464/SPA	Initiative Eau et Sécurité Alimentaire en Afrique, Phase II (IESA II) Composante I- Mali-Niger
Africa	GCP /RAF/466/EC	Implementation of a regional strategy for the Eastern and Southern Africa and Indian Ocean region? Phase II?
Africa	GCP /RAF/480/GER	Enhanced Capacities for Effective Mobilization and Use of Resources for Food Security and Nutrition
Africa	GCP /RAF/497/ROK	Capacity Development and Experience Sharing for Sustainable Rice Value Chain Development in Africa through South-South Cooperation
Africa	GCP /SFC/001/MUL	La sécurité alimentaire renforcée en milieu urbain en Afrique centrale grâce à une meilleure disponibilité de la nourriture produite localement
Africa	GCP /SSD/008/EC	Enhanced Knowledge and Education for Resilient Pastoral Livelihoods in South Sudan
Africa	GCP /ZIM/027/SWI	Zimbabwe Programme Framework for Support to Smallholder Irrigation Schemes 2014 2018

Africa	UNJP/ETH/087/CEF	Scaling-up Community-Based Nutrition (CBN) and hygiene interventions in Amhara and SNNP Regions through strengthened inter-sectoral collaboration for optimal nutrition outcomes
Africa	OSRO/SOM/418/CPF	Jubbaland and Galmadug Fishermen and Fleet Registration
Africa	UTF /CAF/011/CAF	CAR Emergency Food Crisis Response and Agriculture Re-Launch Project (SUPPLIES)
Africa	UTF /EQG/005/EQG	Proyecto de Evaluación de los Recursos Pesqueros Marinos de Guinea Ecuatorial
Africa	UTF /NIR/061/NIR	Technical Support for Strengthening of Plantain and Banana Production in Nigeria for Domestic Consumption and Export
Africa	UTF /PRC/014/PRC	Recensement Général de l'Agriculture (RGA) et ContrySTAT
Africa	TCP/ANG/3503	Improvement of the food security and nutrition in the south of Angola support project
Africa	TCP/CHD/3503	Consolidation de la résilience des groupements féminins dans la zone Sahélienne au Tchad
Africa	TCP/CHD/3504	Assistance d'urgence pour la restauration des capacités productives des ménages agricoles de retournés, déplacés internes et populations hôtes affectés par la crise nigériane dans la région du Lac au Tchad
Africa	TCP/ETH/3503	Capacity Development for the Veterinary Drug and Animal Feed Administration and Control Authority (VDAFACA) and Feed Value Chain Actors in Ethiopia
Africa	TCP/MLI/3502	Formation à l'utilisation du cadre de l'analyse des risques pour une meilleure gestion de la sécurité sanitaire des aliments au Mali et une participation plus efficace aux travaux du Codex
Africa	TCP/KEN/3502	Support to the implementation of mariculture in Kenya within an ecosystem approach
Africa	TCP/NIR/3504	Emergency assistance to control H5N1 outbreaks and mitigate risks for virus spread
Africa	GCP /GUI/021/MUL	Support to the Resilience of Ebola Affected Households
Africa	GCP /LIR/019/MUL	Emergency Response to Mitigate the Impact of Ebola Virus Disease on Food Security and Agriculture Based Livelihoods in Liberia.
Africa	GCP /RAF/490/ITA	Improving supply of safe and quality livestock and meat exported from the Horn of Africa to Middle East and Gulf countries
Africa	GCP /SIL/046/MUL	Post-Ebola Recovery of the Agribusiness sector in Sierra Leone
Africa	OSRO/CAF/504/UK	Resuming agriculture and income opportunities for communities affected by the crisis in selected areas of CAR
Africa	OSRO/CAF/509/ITA	Support to resilience and social cohesion of vulnerable households affected by the crisis in Bangui
Africa	OSRO/CAF/514/EC	La résilience de la population centrafricaine en matière de sécurité alimentaire
Africa	OSRO/CVI/501/BEL	Assistance d'urgence pour la relance des activités productives des ménages affectés par l'éruption du Volcan Fogo, à travers la provision d'intrants agricoles et d'élevage dans l'île de Fogo
Africa	OSRO/DJI/501/SWE	Enhancing the resilience of vulnerable pastoral communities through appropriate early warning systems and community-based disaster risk reduction and management in Djibouti
Africa	OSRO/DRC/404/BEL	Consolidation des acquis des phases antérieures du P4P au Katanga et en Equateur

Africa	OSRO/DRC/504/UNJ	Réponse agricole, en articles ménagers essentiels (AME) et abris pour la résilience de 5 000 ménages déplacés et hôtes, affectés par les conflits armés sur l'axe Mambasa - Niania - Wamba - Bafwasende (Opienge), Province Orientale
Africa	OSRO/MAG/502/FRA	Emergency Support to the Locust Campaign 2014/2015 in response to the locust plague in Madagascar
Africa	OSRO/MLI/501/USA	Support for effective Food Security Cluster coordination in Mali
Africa	OSRO/MLW/503/EC	Strengthening the Agriculture and Food Security Response to the 2015 Flood Victims in Malawi
Africa	OSRO/RAF/503/USA	Strengthening the role of Conservation Agriculture in Food Security Disaster Risk Reduction in Southern Africa
Africa	OSRO/RAF/506/USA	Maximizing synergies for resilient livelihoods in West Africa and the Sahel
Africa	OSRO/SOM/505/CHS	Somali Water and Land Information Management SWALIM, Phase V (CHF WASH Project)
Africa	OSRO/SOM/506/CAN	FAO Resilience Programme
Africa	OSRO/SSD/502/USA	Enhanced coordination and improved food security for conflict-affected populations in South Sudan
Africa	OSRO/SSD/503/DEN	Emergency Response to protect conflict-affected displaced populations in Greater Upper Nile from Hunger and Malnutrition
Africa	OSRO/UGA/501/EC	Improving food, nutrition and income security and asset based of vulnerable households in refugee settlements in northern and Western Uganda
Africa	GCP /BEN/056/GFF	Disposal of POPs and obsolete pesticides and implementation of sound pesticides management programme in Benin (FSP)
Africa	GCP /BKF/054/LDF	Integrating climate resilience into agricultural and pastoral production for food security in vulnerable rural areas through the Farmers Field School approach (FSP)
Africa	GCP /CMR/033/GFF	Sustainable forest management under the authority of Cameroonian Councils
Africa	GCP /MLI/038/LDF	Strengthening resilience to climate change through integrated agricultural and pastoral management in the Sahelian zone in the framework of the Sustainable Land Management approach (FSP)
Africa	GCP /MLW/067/EC	Strengthening Community Resilience to Climate Change in Blantyre, Zomba, Neno and Phalombe Districts
Africa	GCP /NER/043/LDF	Integrating climate resilience into agricultural and pastoral production for food security in vulnerable rural areas through the Farmers Field School approach in Niger (FSP)
Africa	GCP /RAF/494/MUL	Promoting Decent Rural Youth Employment and Entrepreneurship in Agriculture and Agribusiness
Africa	GCP /SSD/009/EC	Improved Food Security and Income for Rural Smallholders in South Sudan
Africa	UNJP/ETH/091/UNJ	Rural Women Economic Empowerment (RWEE)
Africa	UTF /ANG/051/ANG	Technical Support for spatial planning of aquaculture zones in the Republic of Angola
Africa	UTF /ANG/055/ANG	MARKET ORIENTED SMALLHOLDER AGRICULTURE PROJECT (MOSAP) OF THE AGRICULTURE DEVELOPMENT INSTITUTE (ADI), MINISTRY OF AGRICULTURE (MINAGRI) - IMPLEMENTATION OF ACTIVITIES FOR THE REINFORCEMENT OF THE FARMERS FIELD SCHOOLS

Africa	UTF /GUI/020/GUI	Assistance agricole d'urgence aux populations victimes de la maladie à Virus EBOLA (MVE) en Guinée
Africa	UTF /MLI/042/MLI	Restauration immédiate des actifs de production des ménages vulnérables dans les régions de Gao, Mopti et Tombouctou au Nord du Mali.
Africa	NIR/15/001//01/34	Livelihoods Support for the Internally Displaced Persons (IDPs) in Adamawa and Borno States (North Eastern Nigeria)
Asia	TCP/AFG/3502	Formulation of a Comprehensive Wheat Sector Development Programme, Phase II of TCP/AFG/3302
Asia	TCP/RAS/3501	Development of Standards and Scheme for Good Agriculture Practice (GAP) Implementation and Certification in countries of SAARC
Asia	TCP/BHU/3501	Strengthening the Role of Communities in Climate Change Mitigation through Participatory Forest Management in Bhutan
Asia	TCP/CMB/3504	Support to vegetable seed production at the Khabal Koh Vegetable Research Station
Asia	TCP/DRK/3502	Farmer Participatory Seed Multiplication and Post Harvest Management for Food and Nutrition Security
Asia	TCP/DRK/3503	Emergency assistance for strengthening avian influenza control capacity
Asia	TCP/MYA/3502	Support for animal feeding strategies for improved livestock production in Myanmar
Asia	TCP/RAS/3502	Reduction of post-harvest losses in horticultural chains in SAARC Countries
Asia	TCP/RAS/3506	Strengthening Forest Tenure for Sustaining Livelihoods and Generating Income
Asia	TCP/SRL/3501	Promotion of appropriate feeding techniques to exploit productivity in dairying
Asia	TCP/SRL/3502	Improving seabass (<i>Lates calcarifer</i>) aquaculture in Sri Lanka through better feed and health management
Asia	TCP/BGD/3501	Enhancing aquaculture production for food security and rural development through better seed and feed production and management with special focus on Public Private Partnership
Asia	OSRO/AFG/402/JPN	Building resilience and self-reliance of livestock keepers by improving control of Foot-and-Mouth Disease (FMD) and other Transboundary Animal Diseases (TADs)
Asia	OSRO/BGD/403/USA	Strengthening National Capacity to Prevent and Control Emerging and Re-Emerging Pandemic Threats Including Influenza A in Bangladesh
Asia	OSRO/CPR/401/USA	Immediate technical assistance to strengthen emergency preparedness for Highly Pathogenic Avian Influenza (HPAI) in China
Asia	OSRO/LAO/401/USA	Immediate technical assistance to strengthen emergency preparedness for Highly Pathogenic Avian Influenza (HPAI)
Asia	OSRO/PHI/404/NZE	Emergency Response to Restore the Rural Livelihoods of Farmers Affected by Typhoon Haiyan
Asia	OSRO/RAS/402/USA	Immediate technical assistance to strengthen emergency preparedness for Highly Pathogenic Avian Influenza (HPAI) (Regional Activities)
Asia	OSRO/VIE/402/USA	Risk Mitigation and Management of Human Health Threats Along Animal Value Chain
Asia	GCP /CMB/036/LDF	Strengthening the adaptive capacity and resilience of rural communities using micro watershed approaches to climate change and variability to attain sustainable food security in Cambodia (FSP)
Asia	GCP /MON/008/GFF	Mainstreaming biodiversity conservation, SFM and carbon sink enhancement into Mongolia's productive forest landscapes (FSP)

Asia	GCP /PNG/006/EC	Technical support to the Papua New Guinea Forest Authority to implement a multi-purpose National Forest Inventory.
Asia	GCP /SOI/002/GFF	Integrated forest management in the Solomon Islands (PPG)
Asia	GCP /TON/002/GFF	Integrated Land and Agro-ecosystem Management Systems for Tonga (PPG)
Asia	UNJP/MYA/020/OPS	Formulation and operationalization of a National Action Plan for Poverty Alleviation and Rural Development through Agriculture (NAPA) to implement the National Strategy for Poverty Alleviation and Rural Development (NSPARD) for Myanmar
Asia	UTF /NEP/073/NEP	TECHNICAL ASSISTANCE TO THE AGRICULTURE AND FOOD SECURITY PROJECT
Asia	TCP/BHU/3502	Capacity Development and Impact Studies
Asia	TCP/CPR/3503	Development and extension of safe and high-yielding technologies for winter season vegetable production in Hainan Province
Asia	TCP/IND/3501	Development of Extension and Outreach organizational and managerial capacities by state and public institutions in Mizoram (within context of UN Joint Initiative/New Land Use Policy Board)
Asia	TCP/NEP/3504	Emergency response to restore the rural livelihoods of earthquake-affected farmers
Asia	OSRO/AFG/501/USA	Support for effective, timely and strategic Food Security and Agriculture Cluster (FSAC) coordination in Afghanistan
Asia	OSRO/NEP/501/BEL	NEPAL - earthquake Flash Appeal 2015
Asia	OSRO/NEP/503/NOR	Emergency assistance to restore agricultural-based livelihoods of vulnerable earthquake-affected smallholder farmers in the six most affected districts in Nepal
Asia	OSRO/PAK/501/EC	Strengthening the Food Security Situation in Pakistan through Improved Coordination, Information Management, Response Framework and Integrated Phase Classification.
Asia	GCP /BGD/058/USA	Strengthening National Forest Inventory and Satellite Land Monitoring System in support of REDD+ in Bangladesh
Asia	GCP /BGD/059/USA	Meeting the Undernutrition Challenge (MUCH): Strengthening the enabling environment for food security and nutrition - AID-388-IO-15-00001
Asia	GCP /RAS/267/GFF	Implementation of Global and Regional Oceanic Fisheries Conventions and Related Instruments in the Pacific Small Island Developing States (SIDS) (FSP)
Asia	GCP /SRL/069/CAN	Agro-economic Development Project (ADP)
Asia	UNJP/BGD/057/UNJ-GLOBAL	UN-REDD Bangladesh National Programme
Europe	TCP/KYR/3502	Enhancing aquaculture production for food security and rural development through improved feed value chain, production and use
Europe	TCP/MCD/3502	Support to the formulation and implementation of a national land consolidation programme
Europe	TCP/AZE/3502	Development of Cattle Breeding and Artificial Insemination Services in Azerbaijan
Europe	GCP /KYR/010/GFF	Sustainable management of mountainous forest and land resources under climate change conditions (FSP)
Europe	GCP /KYR/012/FIN	Towards Sustainable Aquaculture and Fisheries Development in the Kyrgyz Republic

Europe	GCP /MOL/004/HUN	Increasing small scale farmers' resilience to drought by adopting best irrigation practices and modern irrigation technologies
Europe	UNJP/KYR/013/UNJ	Accelerating Progress towards the Economic Empowerment of Rural Women (RWE) in the Kyrgyz Republic
Europe	TCP/KAZ/3502	Support to development of organic farming and institutional capacity building in Kazakhstan
Europe	TCP/MOL/3502	Support for adaptation and implementation of Integrated Pest Management in Moldova
Europe	TCP/RER/3502	Technical assistance for using wood energy to improve sustainable economic rural development and meet the 2020 renewable energy targets for the Western Balkans
Europe	GCP /AZE/005/TUR	Improving livelihood of rural population in Azerbaijan through increased apiculture productivity
Europe	GCP /TUR/055/GFF	Sustainable Land Management and Climate Friendly Agriculture (FSP)
LAC	TCP/SLC/3503	Processing and Market Development of Cassava.
LAC	TCP/RLA/3501	Fortalecimiento del sistema de prevención y control de la Rabia Paralítica Bovina, mediante participación comunitaria bajo el enfoque - Una Salud
LAC	TCP/HON/3502	Comunicación y educación en alimentación y nutrición para el fortalecimiento de políticas y programas de seguridad alimentara nutricional en Honduras
LAC	TCP/GUA/3502	Asistencia de emergencia para la recuperación de los medios de vida de productores de pequeña escala afectados por la canícula prolongada 2014
LAC	TCP/BHA/3501	Strengthening Fisheries and Aquaculture Governance in The Bahamas
LAC	TCP/SLC/3502	Support for the Development and Implementation the Zero Hunger Challenge (ZHC) Initiative in selected OECS Countries
LAC	TCP/STL/3501	Support to the development of the fruits, vegetables and roots and tubers value-chains in St. Lucia by linking family/small farming to markets.
LAC	OSRO/COL/404/SWE	Rehabilitation of livelihoods and food security for vulnerable people affected by violence in Córdoba and Putumayo, as a strategy for implementing the right to food, rebuilding the social fabric and promoting peace actions
LAC	OSRO/HAI/403/UK	Family Farmer Resilience in the Grande Anse Department of Haiti
LAC	GCP /ARG/026/GFF	Governance Strengthening for the Mgmt and Protection of Coastal-Marine Biodiversity in key ecological areas,the implementation of the Ecosystem Approach to Fisheries (EAF),and the Ballast Water Strat. (BWS) to prevent the introd. of alien species (PPG)
LAC	GCP /COL/050/SWE	Fortalecimiento de la sostenibilidad de procesos de restitución de tierras
LAC	GCP /ELS/012/GFF	Climate Change Adaptation to Reduce Land Degradation in Fragile Micro-Watersheds located in the municipalities of Texistepeque and Candelaria de la Frontera
LAC	GCP /HAI/031/EC	Assistance technique et institutionnelle au Programme d'appui à la Gouvernance de la sécurité alimentaire et nutritionnelle en Haiti
LAC	GCP /RLA/202/EC	Support to the implementation of the Amazon Ecosystem-based Conservation Vision to the benefit of local communities and the preservation of ecosystem services in the Amazon region
LAC	GCP /SLC/001/WBK	Caribbean Billfish Project (CBP) - component of the GEF-funded, World Bank implemented, project P128437: Ocean Partnership for Sustainable Fisheries and Biodiversity Conservation: Models for Innovation and Reform aka ABNJ Project.
LAC	GCP /SLM/001/MEX	Programa Mesoamérica sin Hambre: marcos institucionales más efectivos para mejorar la agricultura familiar y la seguridad alimentaria y nutricional

		/ Mesoamerica without Hunger Programme: More effective institutional frameworks to improve FA and FNS
LAC	UNJP/COL/054/UNJ	Fortalecimiento de capacidades nacionales para REDD+ en Colombia
LAC	UTF /MEX/115/MEX	FORTALECIMIENTO A LA MEDICIÓN DE RESULTADOS Y GESTIÓN DE LA INFORMACIÓN EN EL PROYECTO ESTRATÉGICO DE SEGURIDAD ALIMENTARIA
LAC	TCP/GUA/3503	Reduciendo la pobreza Rural a través de la mejora del Marco político e institucional de la SAN
LAC	TCP/HAI/3503	Renforcement des capacités de production et de commercialisation de semences de qualité auprès des agriculteurs familiaux
LAC	TCP/RLA/3504	Alimentación acuícola alternativa de bajo costo para fortalecer la sostenibilidad de los medios de vida de los acuicultores de recursos limitados en países de AL
LAC	OSRO/BOL/502/EC	Increasing preparedness and resilience of prioritized vulnerable indigenous communities and organizations, with a multi-sectoral approach at local, subnational and national levels in Mamore and Beni watersheds
LAC	UNFA/STL/003/UND	Poverty Reduction in St. Lucia through Livestock Development
LAC	GCP /CHI/040/SCF	Strengthening the Adaptive Capacity to Climate Change in the Fisheries and Aquaculture Sector of Chile (PPG)
LAC	GCP /ECU/082/GFF	Conservation and Sustainable Use of Biodiversity, Forests, Soil and Water to Achieve the Good Living (Buen Vivir / Sumac Kasay) in the Napo Province (FSP)
LAC	GCP /GUA/024/SWE	Restablecimiento del Sistema Alimentario y fortalecimiento de la Resiliencia de familias afectadas por la Canícula Prolongada 2014 en municipios de Chiquimula y Jalapa, Guatemala
LAC	GCP /RLA/208/VEN	Programa Regional para Implementar Iniciativas de Cooperación Técnica Triangular en los Campos de la Seguridad, Soberanía Alimentaria y Nutricional y de la Reducción de la Pobreza
LAC	Rural	Strengthening Decent Rural Employment Opportunities for Young Women and Men in the Caribbean
LAC	GCP /SLC/007/EC	Strengthening national data collection and regional data sharing through FIRMS to support priority regional strategy fishery management plans in the Western Central Atlantic Fishery Commission (WECAFC) area
LAC	GCP /TRI/003/GFF	Improving forest and protected area management in Trinidad and Tobago (FSP)
LAC	UNJP/ARG/028/UNJ-GLOBAL	Programa Nacional ONU-REDD Argentina
LAC	UTF /COL/063/COL	Cooperación técnica para la adaptación y validación del Programa Nacional de Extensionismo en Acuicultura, como escuela de formación y fortalecimiento para AREL y AMyPE
LAC	UTF /COL/066/COL	Seguridad Alimentaria, producción para autoconsumo y acceso a mercados con productores rurales en departamentos de frontera de Colombia
LAC	UTF /HAI/033/HAI	Appui à la relance du secteur semencier
LAC	UTF /MEX/121/MEX	Acompañamiento técnico en materia de planeación, monitoreo y evaluación a las Entidades Federativas

NENA	OSRO/GAZ/401/CAN	Prepare and respond to shocks affecting low resilience farmers and herders in West Bank and Gaza Strip
NENA	OSRO/SUD/416/CHF	Emergency Livelihood Support for the South Sudanese Refugees in White Nile and South Kordofan states
NENA	OSRO/EGY/501/USA	Strengthening national capacity for preparedness early detection and response to emerging pandemic threats (EPT-2)
NENA	OSRO/LEB/501/BEL	Emergency assistance to vulnerable Lebanese farmers affected by the Syria crisis and to displaced Syrians to enhance their food security
NENA	OSRO/SUD/503/USA	Restore and strengthen food and nutrition security and build the livelihood resilience of vulnerable communities and households in Blue Nile, South Kordofan and West Kordofan
NENA	OSRO/SUD/504/USA	Restoring and improving food and nutrition security of newly displaced persons, returnees and vulnerable host communities in Darfur
NENA	OSRO/SUD/505/BEL	Emergency food security and livelihood interventions for vulnerable conflict and disaster affected populations in West and South Darfur and Blue Nile states
NENA	OSRO/SYR/507/CHA	Support to Resilience, Food Security and Socio-Economic Inclusion of IDPs and Vulnerable Host Communities in northern Syria
NENA	OSRO/YEM/501/USA	Support to the Food Security and Agriculture Cluster in Yemen
NENA	UTF /MOR/041/MOR	Contribution pour la sécurisation et l'élimination de 790 tonnes de POPs et autres pesticides obsolètes (Composante 1 du projet GCP/MOR/041/GFF)
Global	FMM/GLO/112/MUL	FMM support to SO 2 - OO 201 (MTP 2014-2017)
Global	GCP /GLO/508/IFA	Capacity development for better management of public investments in small-scale agriculture in developing countries
Global	GCP /GLO/584/SWI	Support to the coordination of the High Level Task Force on Global Food Security (HLTF)
Global	MTF /GLO/543/BMG	Monitoring and Analysing Food and Agricultural Policies II (MAFAP II)
Global	GCP /GLO/337/GFF	Decision Support for Mainstreaming and Scaling up of Sustainable Land Management - DS-SLM (FSP)
Global	GCP /GLO/545/SPA	Improved legal frameworks and accountability mechanisms to realize the right to food
Global	GCP /GLO/590/EC	BINGO - Breeding Invertebrates for Next Generation BioControl Training Network
Global	GCP /GLO/595/EC	GLOBAL RECORD PROGRAMME TO COMBAT IUU FISHING
Global	GCP /GLO/600/MUL	FAO Forest Law Enforcement, Governance and Trade Programme-Phase III
Global	GCP /GLO/626/EC	Capacity Development for Agricultural Innovation Systems (CDAIS)
INT	GCP /INT/157/EC	Action Against Desertification: in support of the implementation of the UNCCD national action plans in Fiji and Haiti & south-south cooperation in ACP countries
INT	GCP /INT/147/GFF	Regional pests and pesticides management and capacity building of the Comité Permanent Inter-etats de la Lutte contre la Secheresse dans le Sahel (CILSS) Member States (FSP)
INT	GCP /INT/229/IFA	Adapting small-scale irrigation to climate change in West and Central Africa (WCA)

INT	GCP /INT/229/NET	Monitoring water productivity by Remote Sensing as a tool to assess possibilities to reduce water productivity gaps
INT	GCP /INT/244/EC	Food and Nutrition security Impact, Resilience, Sustainability and Transformation (FIRST)
INT	GCP /INT/245/EC	Information on Nutrition, Food Security and Resilience for Decision Making (INFORMED)

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Region	Project Code	Title
Africa	TCP/SAF/3502	Supporting The Development And Implementation Of Food Security And Nutrition Plan For South Africa
Asia	OSRO/BGD/505/USA	Improving food security and public health through strengthened veterinary services in Bangladesh
Near East	TCP/YEM/3503	Emergency livelihood support to Internally Displaced People (IDPs) and vulnerable host communities living in conflict affected areas of Al Dhale Governorate
Near East	GCP /GAZ/013/SWI	Capacity building programme in support of the Palestinian National Authority SPS measures
GLO	OSRO/GLO/507/USA	Supporting the Global Health Security Agenda (GHSA) to address Zoonotic Disease and Animal Health in Africa
Africa	TCP/GHA/3505	Emergency assistance to control H5N1 outbreaks and mitigate risks for virus spread
Africa	OSRO/ANG/601/CHA	Improved food security for drought affected households in Cunene Province of Angola
Africa	OSRO/CMR/601/SWE	Building the resilience of vulnerable populations affected by the Boko Haram insurgency in the FN
Africa	OSRO/SSD/608/DEN	Strengthening the resilience of households to food insecurity in South Sudan
Africa	TCP/MAR/3601	Support for Strengthening the National Food Safety and Plant Health Protection Systems in Mauritius
Africa	UNJP/ETH/093/UNJ	Joint program on RURAL WOMEN ECONOMIC EMPOWERMENT/JP RWEE
Africa	TCP/GAM/3503	Assistance to Enhance Commercial Poultry Production for Food Security
Africa	TCP/BDI/3601	Contribution à l'augmentation de la productivité animale à travers l'amélioration de l'alimentation du bétail auprès des ménages
Africa	PRC/16/001//01/99	Appui au renforcement des capacités en production horticole des femmes du Département de la Bouenza
Africa	MTF /ETH/094/IFP	Evaluation of the United Nations Joint Programme on Rural Women's Economic Empowerment (JP-RWEE)
Africa	GCP /RAF/504/MUL	Rural Women's Empowerment in Agriculture Programme (RWEAP)
Africa	TCP/RAF/3513	COMESA: Support with the development of a Regional Agriculture Investment Plan (RAIP), under CAADP

Africa	TCP/KEN/3601	Promoting youth engagement in agriculture to enhance food security and reduce poverty
Asia	TCP/CMB/3604	Strengthening Capacity in Managing the Incursion of Cassava Mosaic Virus Infestation in Cambodia
Asia	OSRO/DRK/601/CHA	Emergency support to increase soybean production to reduce malnutrition in the vulnerable population
Asia	TCP/NEP/3601	Landslide prevention and stabilization of slopes in the most earthquake affected districts of Nepal
Asia	TCP/IND/3605	Implementing the Monitoring and Analyzing Food and Agricultural Policies (MAFAP) Programme in India
Latin America	TCP/RLA/3608	Apoyo en la validación e implementación de la Estrategia de Género del Plan SAN CELAC 2025
Latin America	GCP /GUA/028/SPA	Mujeres en edad fértil, niños y niñas menores de 5 años acceden de forma estable a alimentos nutritivos y diversificados en el Municipios de Cuilco
Latin America	TCP/RLA/3604	Fortalecimiento de las capacidades y las medidas para Prevenir, Desalentar y Eliminar la Pesca Ilegal, No Declarada y No Reglamentada en los países de América Latina
Near East	OSRO/JOR/601/UWN	Promoting rural women's food security in Jordan
Near East	TCP/EGY/3503	Support to the Reform of the law governing the Agricultural Cooperatives in Egypt.
INT	TCP/INT/3505	Pilot support and capacity strengthening for a sustainable use of migratory birds and an integrated management of wetlands
INT	TCP/INT/3601	Supporting the implementation of the CPLP Regional Strategy for Food Security and Nutrition towards the establishment of a hunger free Community of Portuguese Language Countries (CPLP) - Phase II of TCP/INT/3406
GLO	GCP /GLO/676/EC	GROW
GLO	GCP /GLO/397/EC	FAO Forest Law Enforcement, Governance and Trade Programme phase III -
Africa	OSRO/NIR/709/GER	Emergency Agriculture and livestock assistance to Returnees, IDPs and host communities affected by the insurgency in north east Nigeria
Africa	OSRO/LES/701/USA	Consolidation of Support to the Livestock Sector in Lesotho building on the Emergency Livelihood
Africa	OSRO/SFE/702/USA	Establishing an emergency community based Fall Armyworm monitoring, forecasting, early warning and management system (CBFAMFEW) in eastern Africa
Africa	TCP/LIR/3603	Support to sustainable production & marketing of vegetable and poultry for Urban/Peri-urban women
Africa	TCP/SFS/3603	Strengthening capacity of SADC Secretariat in implementing the SADC Fisheries Programme
Africa	TCP/RAF/3612	Strengthening capacities of Parliamentarians in Africa for an enabling environment for Food Security
Africa	TCP/ERI/3610	Strengthening capacities for the prevention of Fall Armyworm (FAW) in Eritrea.
Asia	GCP /MYA/020/LDF	FishAdapt: Strengthening the adaptive capacity and resilience of fisheries and aquaculture-dependent livelihoods in Myanmar (FSP)

Asia	TCP/BGD/3607	Addressing Feed Shortages through Exploration of Unconventional Feed Resources for Accelerated Livestock Development in Bangladesh
Asia	GCP /PAK/143/USA	4R Nutrient Stewardship for Sustainable Agriculture Intensification in Pakistan: Baseline Input Atlas
Asia	GCP /TIM/008/EC	Pro-Resilience Timor-Leste - Strengthening Resilience in Communities Most Affected by Drought
Latin America	GCP /ARG/025/GFF	Governance Strengthening for the Management and Protection of Coastal & Marine Biodiversity in key ecological areas and the implementation of the Ecosystem Approach to Fisheries (EAF).
Latin America	TCP/RLA/3611	Fortalecimiento de capacidades en la medición y reporte de los Objetivos de Desarrollo Sostenible en los países de América del Sur
Latin America	TCP/GRN/3601	Support to the Development of the Soursop Value Chains in Grenada
Latin America	TCP/CHI/3601	Asistencia de emergencia a los pequeños productores afectados por incendios forestales en las regiones de Biobío y Maule
Latin America	GCP /SLC/009/ITA	REACH-Resilient Environment and Agricultural Caribbean Habitats - FAO/Italy Cooperative Programme
Latin America	TCP/PAR/3606	Política de Igualdad de Género e Intercultural en el sector agrario
Latin America	TCP/CUB/3603	Asistencia de emergencia para la recuperación de la producción agrícola y el fortalecimiento de la resiliencia de los pequeños agricultores familiares afectados por el Huracán Matthew
Latin America	TCP/ECU/3608	Asistencia Técnica para el Diseño e Implementación de Políticas de Desarrollo Rural y Seguridad Alimentaria y Nutricional (SAN) en el Ecuador.
Near East	TCP/RAB/3602	Support to the Regional Collaboration Platform of Water Scarcity Initiative to increase water productivity
Near East	OSRO/GAZ/701/BRA	Emergency agricultural support to protect the food and nutrition security of low resilience female- and male-led households in the Gaza Strip
Near East	TCP/JOR/3602	Improving rural livelihoods and the environment through the integral utilization of residues of tree
Near East	OSRO/SUD/701/USA	Improve Food Security Cluster coordination and provide humanitarian livelihoods support to IDPs and vulnerable host communities in South Kordofan and Blue Nile States
Near East	TCP/IRQ/3601	Capacity building of expanding artificial insemination services to Buffalo herds in Iraq,
Europe	TCP/UKR/3601	Technical Assistance to the Ministry of Agrarian Policy and Food of Ukraine in Agricultural Support Policy, Exports of Horticultural Products and Land Consolidation
INT	GCP /INT/266/FRA	RESSOURCE Project (Migratory birds)
GLO	GCP /GLO/803/USA	Support to the FAO work of the Joint Meeting on Pesticide Residues (JMPR)

GLO	OSRO/GLO/701/SWE	Strengthening the cash-based programming and implementation capacities of FAO and its partners
GLO	UNJP/GLO/793/UNJ	UNREDD Delivering National Programmes Readiness, 2017-2020
Africa	UNJP/NIR/067/UNJ	Technical Support to the Implementation of the Food Africa (SDGF Supported Joint) project
Near East	UNJP/SUD/081/HCR	The Agriculture and Livestock Value Chain project (ALIVE)
Latin America	UTF /COL/070/COL	Marco conceptual, legal e institucional de la concentración y la extranjerización de tierras rurales productivas en colombia
Latin America	UTF /COL/079/COL	Actualización de la Hoja de Balance de Alimentos y las Guía Alimentaria Basada en alimentos para mujeres gestantes, madres en periodo de lactancia y niños y niñas menores de 2 años
Latin America	UTF /COL/089/COL	Cooperación Técnica para la seguridad jurídica y la regularización de la propiedad a nivel nacional en Colombia en el contexto de las Directrices Voluntarias de la Gobernanza de la Tierra, la Pesca y los Bosques
Africa	UTF /IVC/604/IVC	Appui à l'autonomisation des femmes dans les régions du Cavally, Guemon et Tonkpi en Côte d'Ivoire
Region	Project Code	Title
Africa	TCP/SWA/3502	Improving Nutrition and Household Food Security using Farmer Field Schools in Swaziland
Africa	TCP/GAM/3502	Development of the Artisanal Fisheries in The Gambia
Africa	UTF /ANG/056/ANG	Technical Assistance Support Project to the Angola Fisheries Sector Support Project
Africa	TCP/LES/3503	Strengthening national agricultural research and extension system of Lesotho
Africa	GCP /MOZ/112/LDF	Strengthening capacities of agricultural producers to cope with climate change for increased food security through the Farmers Field School approach (FSP)
Africa	GCP /UGA/047/EC	Sawlog Production Grant Scheme Phase 3
Africa	TCP/STP/3501	Promotion de l'intégration agro-sylvo-pastorale dans les petites et micro-exploitations agricoles de Sao Tomé et Príncipe

Africa	TCP/ERI/3502	Ensuring sustainable apiculture for Eritrea
Africa	OSRO/MLI/502/EC	Appui à la résilience des populations vulnérables au nord du Mali: volet agricole.
Africa	UTF /CHD/042/CHD	Appui d'urgence à la production agricole et animale au profit des réfugiés/retournés et populations hôtes des zones touchées la crise centrafricaine
Africa	TCP/DJI/3504	Assistance d'urgence pour sécuriser les moyens d'existence des populations réfugiées du Yémen et de leurs hôtes de la Région d'Obock
Africa	TCP/NER/3503	Assistance d'urgence aux éleveurs transhumants réfugiés, retournés et hôtes affectés par la crise du Nord-est Nigeria dans la région de Diffa
Africa	GCP /SFS/480/SCF	Enhancing Climate Change Resilience in the Benguela Current Fisheries System (SCCF portion - FSP)
Africa	TCP/MLW/3502	Strengthening resilience of vulnerable smallholder farmers to climate change through coordination between agriculture and social protection
Africa	TCP/RAF/3509	Gender Responsive National and Regional Agricultural Investment Plans for meeting the Zero Hunger Challenge in ECOWAS member countries
UNJP	UNJP/MON/013/UNJ-GLOBAL	Mongolia UN-REDD National Programme
Asia	TCP/PAK/3502	Promotion of Good Aquaculture Practices (GAqP) in farming of carps and other potential finfish in Punjab and Balochistan Provinces
Asia	TCP/INS/3502	Decent Work for Food Security and Sustainable Rural Development (DW4FS&SRD): Support to selected coastal communities along the seaweed value chain
Asia	TCP/RAS/3510	Small-Scale Farmer Inclusion in Organic Agriculture Development through Participatory Guarantee Systems (PGS)
Asia	OSRO/INS/501/USA	Strengthening National Capacity to Prevent and Control Emerging and Re-Emerging Pandemic Threats Including Influenza A in Indonesia (EPT-2)
Asia	GCP /NEP/070/LDF	Reducing vulnerability and increasing adaptive capacity to respond to impacts of climate change and variability for sustainable livelihoods in agriculture sector (FSP)
Asia	UNJP/MYA/022/OPS	Improving Farmer Livelihoods in the Dry Zone through Improved Livestock Health, Productivity and Marketing
Latin America	TCP/RLA/3508	Facilitar espacios de diálogo y generación de capacidades regionales y nacionales para enfrentar la malnutrición en todas sus formas a través de la educación alimentaria y nutricional, en Apoyo al Plan CELAC.
Latin America	GCP /COL/041/GFF	Implementing the Socio-Ecosystem Connectivity Approach to Conserve and Sustainable Use Biodiversity in the Caribbean Region of Colombia (FSP)

Latin America	TCP/GUA/3505	Programa de apoyo a Guatemala para mejorar su sistema estadístico agropecuario y de seguridad alimentaria
Latin America	GCP /SLM/002/SPA	Fortalecimiento de la resiliencia de la agricultura familiar y para la prevención y respuesta efectiva frente a las enfermedades fito y zoo sanitarias
Latin America	GCP /CHI/032/GFF	Integrated National Monitoring and Assessment System on Forest Ecosystems (SIMEF) in support of policies, regulations and SFM practices incorporating REDD+ and biodiversity conservation in forest ecosystems (FSP)
Latin America	TCP/RLA/3507	Programa de apoyo a países prioritarios en LAC para promover la resiliencia de los medios de vida
Latin America	GCP /RLA/211/BRA	Aumento de la contribución de la Acuicultura de Recursos Limitados (AREL) a la producción pesquera de América Latina y el Caribe (ALC) como mecanismo de Seguridad Alimentaria y Superación de la pobreza
Latin America	TCP/PAR/3503	Impulsando el Empoderamiento de las Mujeres Rurales en Paraguay, tendiente al fortalecimiento de la Seguridad Alimentaria Nutricional
Near East	TCP/MOR/3503	Appui à la préparation du Recensement Général de l'Agriculture (RGA).
Near East	GCP /LEB/024/ITA	Enhance the livelihood and food security of vulnerable Lebanese women through improving their dairy production practices and supporting their dairy processing activities
Near East	OSRO/LEB/502/EC	Enhancing food security and livelihoods of small farmers through semi intensive egg production
Near East	GCP /RNE/004/ITA	Food Losses and Waste (FL&W) Reduction and Value Chain Development for Food Security in Egypt and Tunisia
Europe	GCP /RER/049/GCS	Safeguarding of DDT and Obsolete Pesticides in Georgia and Kyrgyzstan
Europe	TCP/SEC/3502	Capacity development in biosafety
Europe	GCP /KYR/014/SWI	Sustainable Agricultural Development of Issyk-Kul region (with a special focus on rural women)
Africa	TCP/STP/3601/C1	TCPF: Renforcement institutionnelles du Ministère de l'Agriculture et du Développement Rural
Africa	TCP/TOG/3603/C1	TCPF: Contribution à l'élaboration du plan stratégique pour la transformation de l'agriculture au Togo (PNIASA 2)
Africa	TCP/BEN/3601/C1	TCPF: Actualisation du CPP et capitalisation des acquis de 2014 et 2015
Africa	TCP/GAB/3601/C1	Appui à l'opérationnalisation du Programme National d'investissement Agricole pour la Sécurité Alimentaire et Nutritionnelle (PNIASAN) du Gabon

Africa	TCP/GAB/3602/C2	TCPF: Appui à la formulation du Cadre de Programmation Pays
Africa	GCP /MOZ/120/EC	Enhancement of cassava value chain in Gaza province
Africa	TCP/BEN/3504	Appui à l'autonomisation de la femme en milieu rural par l'amélioration de la sécurité alimentaire e
Africa	TCP/GUI/3602	Assistance préparatoire au Recensement National de l'Agriculture et de l'Elevage (RNAE)
Africa	TCP/RAF/3508	Strengthening the capacities of Member States of the African Union, and the Regional Economic Communities to sustainably manage and develop their forestry sectors for social and economic development and to provide long-term environmental protection
Africa	TCP/SFS/3602/C1	TCPF: Sustainable management of Miombo woodlands through improved livelihood strategies
Africa	GCP /ETH/088/GER	Food Loss Reduction through Improved Postharvest Handling and Value-addition of Key Fruits and Vegetables
Africa	TCP/SFS/3504	Capacity building and pilot implementation of a rapid vulnerability assessment approach for strengthening resilience of fisheries systems to climate change in the Benguela Current coastal states
Africa	TCP/CAF/3601/C1	TCPF: Appui aux capacités nationales de prévention du Syndrome Ulcératif Epizootique
Africa	TCP/COI/3603/C1	TCPF: Préparation d'une évaluation et d'un audit genre et renforcement des capacités pour une croissance agricole inclusive
Africa	GCP /RAF/501/IRE	Adapting the Inclusive Business Models approach to address sustainability challenges
Africa	TCP/URT/3504	Support to the Implementation of Agriculture Statistics Strategic Plan: Improving the reliability of Crop forecasting data
Africa	TCP/ANG/3602/C2	TCPF: Support for the implementation of the Food Security and Nutrition Strategy (ENSAN) in the framework of the Malabo Declaration in Angola
Asia	TCP/IND/3602/C2	TCPF: Promoting Nutrition Education and Communication in India
Asia	TCP/SRL/3601/C1	TCPF: Development of Agriculture Policy in Sri Lanka
Asia	TCP/TIM/3604/C3	TCPF: Support to the Development of Agricultural Policy
Asia	GCP /CPR/043/GFF	Securing Biodiversity Conservation and Sustainable use in China's Dongting Lake Protected Area - (FSP)

Asia	GCP /MYA/017/GFF	Sustainable cropland and forest management in priority agro-ecosystems of Myanmar (FSP)
Asia	GCP /SRL/063/GFF	Rehabilitation of degraded agricultural lands in Kandy, Badulle and Nuwara Eliya districts of the Central Highlands (MSP)
Asia	TCP/RAS/3511	Regional Initiative Blue Growth - Pilot application of aquaculture planning and management tools for sustainable growth in selected Southeast Asian countries
Asia	TCP/MIC/3503	National Agriculture Census
Asia	TCP/SAP/3602/C2	TCPF: In-depth aquaculture risk assessment and business investment planning
Asia	TCP/RAS/3512	Promoting Forest Landscape Restoration (FLR) in Selected Southeast Asian Countries
Asia	TCP/AFG/3602/C1	TCPF: Project Document Formulation for the development of an Agriculture Monitoring System and NAEZ
Asia	TCP/CPR/3601	Promotion of Climate-Smart Agriculture through the Improvement of Water Resources` Utilisation in Arid Areas of Shaanxi Province
Asia	TCP/RAS/3513	Strengthening the e-Agriculture environment and developing ICT-mediated agricultural solutions for countries in Asia-Pacific
Latin America	TCP/ELS/3505	Apoyo en el desarrollo e institucionalización del Plan SAN CELAC en El Salvador
Latin America	TCP/RLA/3603/C1	TCPF: Facility para América del Sur - Apoyo en el desarrollo e institucionalización del Plan SAN CELAC
Latin America	UTF /VEN/013/VEN	Estandarización y capacitación para la implementación del Sistema Superior de Abastecimiento
Latin America	GCP /BOL/046/GFF	Biodiversity conservation and sustainable use in five macroregions to improve human nutrition (FSP)
Latin America	GCP /ECU/084/GFF	Integrated management of marine and coastal areas of high value for biodiversity in Continental Ecuador (FSP)
Latin America	GCP /VEN/011/GFF	Sustainable Forest Lands Management and Conservation under an Eco-social Approach (FSP)
Latin America	MTF /HON/042/TEC	MEJORA DE LA GESTIÓN EMPRESARIAL Y DESARROLLO DE LA CALIDAD EN LA RED DE PRODUCTORES ARTESANALES DE SEMILLAS DE HONDURAS
Latin America	UTF /CHI/043/CHI	Apoyar a INDAP en su contribución al Desarrollo de la Agricultura Familiar Campesina de Chile en el Marco de sus nuevos lineamientos estratégicos 2014-2018

Latin America	TCP/COS/3502	Fortalecimiento de la Agricultura Familiar en la Región Chorotega
Latin America	GCP /RLA/214/SWI	Implementing the Codex Alimentarius Knowledge Base to Strengthen Food Safety System in countries LAC
Latin America	OSRO/HAI/602/WFP	Appui au renforcement de la résilience des ménages vulnérables de l'arrondissement de Belle-anse.
Latin America	TCP/CUB/3503	Apoyo al fortalecimiento del sistema de innovación socioproductiva del sector ganadero en Cuba. Acciones demostrativas en Las Tunas.
Latin America	TCP/RLA/3509	Fortalecimiento a los Sistemas Públicos de Comercialización y Abastecimiento de Alimentos en América Latina y el Caribe - SPAA
Latin America	UNJP/HAI/035/HRF	Contribution au renforcement des capacités techniques, administratives et opérationnelles des services du MARNDR et des structures associatives concernés par le secteur semencier.
Latin America	UTF /MEX/123/MEX	Apoyo a la implementación e incorporación de innovaciones del Proyecto Estratégico de Seguridad Alimentaria
Latin America	TCP/BOL/3604	Fortalecimiento de capacidades locales enfocado a la promoción de sistemas agroalimentarios sostenibles, inclusivos y resilientes de la Agricultura Familiar en municipios de los valles interandinos de Potosí y Cochabamba
Latin America	TCP/ELS/3506	Fortalecimiento de las Capacidades de funcionarios gubernamentales en el marco de la SAN, AF y DRT
Global	GCP /GLO/529/USA	Strengthening Coherence and Relevance of Capacity Development Interventions in AIS of the Tropics
Near East	GCP /MOR/044/GFF	Conservation of biodiversity and mitigation of land degradation through adaptive management of agricultural heritage systems (MSP)
Near East	TCP/MAU/3504	Projet d'appui technique au Ministère de l'élevage de la Mauritanie
Near East	UTF /UAE/011/UAE	Building an Effective and Sustainable Statistics System for Fisheries and Aquaculture in the United Arab Emirates
Near East	OSRO/SUD/604/CHA	Restoring Food Security and Livelihood Protection for Newly Displaced People in North Darfur State
Near East	OSRO/SYR/610/CHA	Improvement of Poor Household Food Security through Provision of Small-Scale Chicken
Near East	TCP/ALG/3601/C1	TCPF:Elaboration d'une stratégie de mécanisation agricole en Algérie
Europe	TCP/MCD/3503	Reducing Vulnerability of Agriculture to Climate Change

Europe	TCP/UZB/3503	Integrated Forest Land and Tree Resources Assessment
Europe	TCP/KOS/3601/C1	TCPF: Support to Improved Land Consolidation Methodology
Europe	MTF /AZE/007/STF	Strengthening phytosanitary inspection and diagnostic services in Azerbaijan
Europe	TCP/RER/3503	Strengthening capacities of the national phytosanitary control services in 4 Eastern European countries
Europe	TCP/SRB/3601/C1	TCPF: Institutional Capacity Development for Assessment of Agricultural Damages and Losses and Recovery Options
Africa	TCP/BOT/3602/C1	TCPF: Finalization of the review of the 1991 National Policy on Agricultural Development (NPAD) and formulation of a comprehensive agricultural policy
Africa	TCP/DRC/3607/C4	TCPF: Appui à la formulation des documents des projets dans le cadre du changement climatiques en République Démocratique du Congo
Africa	TCP/RWA/3606/C4	TCPF: Strengthening multi-sectoral coordination and nutrition sensitivity of the Agriculture sector in Rwanda
Africa	GCP /DRC/065/WBK	Improvement of FREL in Mai Ndombe region, DRC
Africa	TCP/RAF/3606/C2	TCPF: Appui à la formulation d'un document de Politique et Stratégie Régionale de l'Irrigation en zone CEDEAO
Africa	UTF /RWA/035/RWA	Assessment of losses for Beans and Cassava value chains in Rwanda
Africa	OSRO/SSD/710/SSD	South Sudan Emergency Food and Nutrition Security Project (EFNP)
Africa	TCP/SEN/3604/C2	TCPF: Gestion durable de la chenille légionnaire d'Automne
Africa	GCP /SEN/070/FRA	Sécurité alimentaire et résilience aux changements climatiques au Sahel et en Afrique de l'Ouest
Africa	TCP/GUI/3606/C3	TCPF: Appui à la gestion durable des chenilles légionnaires d'automne en Guinée
Asia	TCP/AFG/3605/C4	TCPF: National Agricultural Research Strategy Development
Asia	TCP/PAK/3605/C2	TCPF: Integration of Sustainable Development Goals into National Planning

Asia	GCP /CPR/045/GFF	Demonstration of Estuarine Biodiversity Conservation Restoration and Protected Area Networking in China (FSP)
Asia	GCP /CPR/052/GFF	Piloting Provincial-level Wetland PA System in Jiangxi Province (previously: Protection and Sustainable Use of Poyang Lake Wetland Ecosystem) (FSP)
Asia	TCP/RAS/3606/C3	TCPF: Promoting sustainable use of the fishery resources of 1) The Gulf of Thailand and 2) Lower Mekong Basin through the ecosystem approach to fisheries - GEF IW project development
Asia	TCP/RAS/3609/C5	TCPF: Reduce carbon emission through sustainable forest and natural resource management (GCF project development)
Asia	TCP/RAS/3610/C6	TCPF: Developing climate-smart technologies and practices (GCF project development)
Asia	TCP/RAS/3611/C7	TCPF: Climate Smart Agriculture (CSA) for Low-carbon and Climate-resilient Development (GCF project development)
Asia	TCP/AFG/3603/C2	TCPF: Five-Year Strategic Development Programme for the Independent Land Authority of Afghanistan (ARAZI)
Asia	TCP/MIC/3602/C1	TCPF: High quality, sustainable fish products with extended shelf life
Asia	TCP/MIC/3603/C2	TCPF: National aquatic animal health and biosecurity strategy
Asia	TCP/MON/3607	Mongolia Animal Health and Veterinary Services Support
Asia	TCP/PAK/3604/C1	TCPF: Remote Sensing for Spatio-Temporal Mapping of Smog in Punjab and identification of the underlying causes using GIS Techniques (R-SMOG)
Asia	TCP/RAS/3613/C9	TCPF: Strengthening regional capacity in the agriculture and land-use (AFLOU) sectors for enhanced transparency under the Paris Agreement (CBIT-GEF 7, Asia-Pacific regional programme support and development)
Latin America	TCP/BHA/3602/C2	TCPF: Assessment of the national School Feeding Programme in The Bahamas
Latin America	TCP/SUR/3602/C1	Pilot Testing and Validating the revised Food Based Dietary Guidelines (FBDGs) for Suriname
Latin America	GCP /SLC/014/EC	Support to the creation of a Regional Database and associated transversal WECAFC, CRFM, OSPESCA, IFR
Latin America	TCP/GRN/3602/C1	TCPF: Assistance to Build Extension Capacity in Grenada
Latin America	TCP/PAN/3601/C1	TCPF: Sistema Nacional de Información Pesquera

Latin America	TCP/PAR/3603/C3	TCPF: Evaluación de la aplicabilidad de las DVGT en el contexto nacional de la seguridad alimentaria y el desarrollo rural sostenible de Paraguay
Latin America	TCP/STK/3601	Support for increased access and availability of fresh local food through development of urban, peri
Latin America	TCP/TRI/3601/C1	TCPF: Strengthening Fisheries Legislation in Trinidad and Tobago - Focus : IUU Fishing
Latin America	TCP/RLA/3615/C3	TCPF: Fortalecer las estrategias de reducción de pobreza y desarrollo territorial de los países miembros de la CELAC en el marco del Plan de acción del Grupo de Trabajo de Agricultura Familiar y Desarrollo Rural de la CELAC
Latin America	EP/CHI/045/UEP	Measurement and management of fruit and vegetable losses in the production stage at the national lev
Latin America	TCP/MEX/3601/C1	TCPF: Propuesta Metodológica de Medición de Pérdidas de Alimentos en México
Latin America	TCP/DOM/3607	Asistencia Técnica para la creación de condiciones favorables para la implementación de la Ley SSAN y del ODS2 en la República Dominicana
Latin America	TCP/ELS/3606/C2	TCPF: Fortalecer el componente de combate al hambre en la Estrategia hacia la erradicación de pobreza extr
Latin America	TCP/ELS/3607/C3	TCPF: Apoyo al gobierno de El Salvador en la Presidencia ProTempore CELAC 2017
Latin America	TCP/SLC/3605	Strengthening quarantine services for plant and animal health in three OECS countries (Dominica, Grenada and St. Kitts and Nevis).
Latin America	TCP/SLM/3602/C1	Fortalecimiento de capacidades de las instituciones y partes interesadas de los países de Mesoamérica para el seguimiento a las Metas del Objetivo de Desarrollo Sostenible 2
Latin America	TCP/COS/3602/C2	TCPF: Asistencia para el mejoramiento de capacidades de funcionarios y miembros de los Comités de Desarrollo Rural Territorial
Latin America	TCP/PAN/3605/C5	TCPF: Asistencia técnica para implementar un programa piloto de compras públicas de los alimentos generados por comunidades indígenas de Panamá.
Near East	TCP/ALG/3604	Réduction du gaspillage alimentaire à travers l'information et la sensibilisation du consommateur
Near East	TCP/ALG/3603	Assistance technique pour la promotion de la production de l'huile d'olive biologique en Algérie
Europe	GEO/17/001//01/99	Assessment for the Development of a Forest Health Programme in Georgia
Europe	TCP/UZB/3604/C2	TCPF: Support to the formulation of project proposals for Green Climate Fund (GCF) and GEF

Europe	TCP/KOS/3602/C2	TCPF: Capacity development to the MAFRD to improve commercialization between small farmers and family farmers
Europe	TCP/ARM/3603/C2	TCPF: Provide assistance to the State Service for Food Safety of the Ministry of Agriculture of Armenia with risk assessment methodology and system in the fields of food safety, veterinary services and phytosanitary.
Europe	TCP/RER/3602/C1	TCPF: Improving the understanding, awareness, prevention and control of lumpy skin disease in the Balkans
Europe	TCP/KAZ/3601/C1	TCPF: Investment in sustainable pasture management and increasing forage crops productivity
Europe	TCP/UKR/3603/C2	TCPF: Support to improve technical and institutional capacities for CC adaptation and mitigation
Europe	TCP/TUR/3604/C1	TCPF: Support to MFAL in SDGs harmonization and implementation
Global	GCP /GLO/647/MUL	Establishment of a Global Forest Observations Initiative (GFOI) Office at FAO
Global	UNJP/GLO/786/UNJ	Joint Programme on "Accelerating Progress towards the Economic Empowerment of Rural Women" Learning Workshop
Global	GCP /GLO/804/FRA	Support to the organization of a specialist consultation meeting on FAO Progressive Management Pathway (PMP) on Antimicrobial Resistance (AMR)

Appendix 4. Gender Policy Review

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Introduction

1. This document is a review of the 2012 FAO GEP.⁶¹ This policy review is part of the larger evaluation of FAO's work on gender from 2012 to 2017 that commenced at the request of the FAO Programme Committee. Office of Evaluation (OED) consultant Mireia Cano conducted the policy review between August and October 2018, as part of the evaluation.
2. Approved in 2012, the FAO GEP was developed to act as a framework for guiding FAO's efforts to mainstream gender- and women-specific interventions. The policy identifies FAO's goal and objectives in relation to gender equality and establishes an implementation structure to ensure policy oversight and the achievement of results. Per the terms of reference, the evaluation will review the design of the GEP, its integration into the revised Strategic Framework and related delivery mechanisms, and the progress made on achieving gender equality in sustainable agricultural production and rural development.
3. The methodology for reviewing the GEP involved an extensive literature review, a series of key informant interviews at headquarters and in Regional Offices, and the triangulation of results with the Evaluation Team. As the GEP is not time-bound and its content remains relevant, all key informants recommended updating it rather than developing a new policy. Therefore, this report provides an analysis of each section of the policy and suggests changes to the current text (in *blue*), either by deleting text (see text ~~crossed-out~~) or adding new text (see text *in italics*), followed by an explanation of why the changes are needed. The suggested changes aim to keep the format and language of the current GEP.
4. The report is organized into eight sections, in line with the structure of the GEP. After this introduction, it briefly describes the internal and external context of the policy's development. Section 3 focuses on the foreword by the FAO Director-General. This is followed by a review of the Introduction, as well as the links to the GEP and FAO's mandate and those of the wider UN System. Section 5 explores the Rationale behind the policy, at the

⁶¹ FAO (2013) *FAO Policy on Gender Equality* (<http://www.fao.org/docrep/017/i3205e/i3205e.pdf>)

time closely linked to the results of FAO's flagship SOFA publication.⁶² The FAO Gender Equality goal and objectives are included in Section 6. To achieve its gender-equality objectives, the GEP established a two-pronged strategy of gender mainstreaming and women-specific targeted interventions, as well as a series of minimum standards that are analysed in Section 7. This is followed by Section 8 on institutional mechanisms for implementation and oversight. Section 9 reviews the two annexes to the policy (the accountability framework and responsibility for implementing FAO Gender Equality Minimum Standards, respectively) and provides an update based on the current structure of the Organization. The theory of change developed during this evaluation is provided in Figure 1 at the end of this Appendix.

Internal and external context

5. The FAO Programme Committee formulated and endorsed the GEP in 2012. This section briefly describes key features of the internal and external context to the development and implementation of the GEP to date.

Internal context

6. In 2010, FAO undertook a Gender Audit⁶³ using a methodology similar to that used in the ILO Participatory Gender Audit.⁶⁴ The central question of the audit was: "What does FAO need to do to adapt its institutional mechanisms and processes to mainstream gender equality throughout the Organization?" The audit was followed by an evaluation, and both demonstrated the low level of resources that could be attributed to support for gender equality (about 1 percent of the overall budget). This caught the attention of the board and member states and fed into a process of considerable strengthening of institutional mechanisms to promote gender equality and the empowerment of women in FAO.
7. In 2010, FAO approved a Strategic Framework (2010-2019)⁶⁵ that listed a specific Strategic Objective (SO K) addressing gender equality. Three years later, in 2013, the FAO Strategic Framework⁶⁶ was revised and gender mainstreaming was identified as a cross-cutting theme in all five Objectives. A sixth Objective was also introduced related to expected improvements in the delivery of knowledge, quality and services to be measured by key performance indicators, of which gender was one.
8. FAO's work on gender equality remained under the coordination of the Gender Unit of ESP, which is responsible for providing technical oversight, guidance and support to FAO staff and Members. The SP teams, as main implementers of the Revised Strategic Framework, became responsible and accountable for mainstreaming gender into their work.

External context

9. The GEP was developed and implemented amid growing international momentum for greater accountability on gender equality. Prior to its development, CEDAW in 1979, the Beijing Declaration and Platform for Action (BPfA) in 1995 and UN Security Council

⁶² FAO (2011a) *The State of Food and Agriculture 2010-2011* (<http://www.fao.org/docrep/013/i2050e/i2050e.pdf>)

⁶³ FAO (2011b) *Gender Audit of the Food and Agriculture Administration of the United Nations* (<http://www.fao.org/docrep/meeting/023/mc027E.pdf>)

⁶⁴ ILO (2008) *ILO Participatory Gender Audit* (http://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_101030.pdf)

⁶⁵ FAO (2009) *Strategic Framework 2010-2019* (<http://www.fao.org/docrep/meeting/029/k5864e01.pdf>)

⁶⁶ (FAO 2013) *Our Priorities: The FAO Strategic Objectives* (<http://www.fao.org/docrep/018/mi317e/mi317e.pdf>)

Resolution 1325 on Women, Peace and Security in 2000 and its sister resolutions all set the stage for international policy commitments on gender. MDG 3 positioned gender equality as a development objective in its own right, as well as a powerful lever for achieving other Goals, including Goal 1 on the reduction of hunger. FAO's own SOFA Report 2010–2011 had far-reaching impact: its finding on how "closing the gender gap in agriculture would produce significant gains for society by increasing agricultural productivity, reducing poverty and hunger and promoting economic growth" was one of the most quoted arguments advocating for gender equality across all areas of work.

10. Momentum continues, with the 2030 Agenda⁶⁷ announcing in 2015 that the mainstreaming of gender was crucial to its implementation. Gender equality and the empowerment of women and girls is one of the 17 SDGs (SDG 5), but is also integral to all dimensions of inclusive and sustainable development. In this same year, UN Women released a review of the 20 years since implementation of the BPfA,⁶⁸ concluding that while there were bright spots of progress, no country had achieved gender equality, and that the picture was one of uneven implementation, and even reversals, in several areas.
11. Within the UN system, efforts on gender have gradually intensified. The GEP was innovative in ensuring institutional mechanisms and processes for implementation and oversight in accordance with UN System-wide Action Plan (UN-SWAP) requirements.

Foreword

12. On International Women's Day, 8 March 2012, the FAO Director-General officially announced the adoption of the GEP: "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" (GEP, p. V). The foreword to the GEP was a strong and clear statement on the need to reduce gender inequalities in the agricultural sector. The language was assertive – "greater empowerment", "crucial contributions", "strong engagement", "stand firmly" – leaving no room for ambiguity: "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."
13. The language is also concrete and sector-specific: gender equality is not something abstract, but directly linked to FAO's work and mandate of "reducing hunger, poverty and injustice in the world". FAO talks about women's resilience and talents, as well as the range of constraints they face in becoming equally competitive economic players, which is based on evidence from the SOFA Report 2010–2011.
14. FAO made gender a shared responsibility by "calling on everyone to uphold the principles upon which [the GEP] is based and ensuring that all of FAO's work pays due attention to reducing gender and social inequalities".
15. It is recommended that the key components of this foreword – strong and clear messages, evidenced-based arguments and a call to shared responsibility – be upheld in the foreword to the revised Policy by the next Director-General.

⁶⁷ UN (2015) *Transforming Our World: The 2030 Agenda for Sustainable Development*. A/RES/70/1. (https://sustainabledevelopment.un.org/content/documents/21252030_Agenda_for_Sustainable_Development_web.pdf)

⁶⁸ UN Women (2015) *Beijing + 20: Recommitting for Women and Girls* (http://beijing20.unwomen.org/en/~/_media/DFA04926C77F400E93A01048437FF503.ashx)

Introduction to the GEP

16. The Introduction to the GEP describes the centrality of gender equality to FAO's mandate. It refers to the wider UN system, quoting the 1948 Universal Declaration of Human Rights and CEDAW, but it fails to mention other relevant mandates, as suggested in the addition below. It goes on to define the purpose of the policy and structure of the document, referring to the accountability framework and a separate human-resources action plan, which now require updating. In the last paragraph, it refers to UN-SWAP, which has now been updated to UN-SWAP 2.0. This change needs to be recognized and moved up to the paragraph on relevant intergovernmental mandates.
17. The suggested changes include the following:

Current text, p. 1: ~~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.~~

Suggested addition: *The Gender Policy is aligned with relevant intergovernmental mandates on gender equality and the empowerment of women, including but not limited to the 1948 Universal Declaration of Human Rights (UDHR); the 1995 Beijing Platform of Action for Equality, Development, and Peace (BPfA); the 1979 Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW); the United Nations Economic and Social Council (ECOSOC) resolutions (1997/100); and the Sustainable Development Goals (SDGs), which give emphasis to the promotion of gender equality and the empowerment of all women and girls, as well as relevant Security Council resolutions on Women, Peace and Security.*

Explanation: The suggested addition includes other inter-governmental mandates so that key milestones, such as the BPfA, are not neglected, though it refers to them more succinctly. An argument as to how each of these mandates is central to the issue of gender equality (as in the current text for the UDHR and CEDAW) is relevant and can be kept.

Current text, p. 2: ~~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 1997. 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.~~

Suggested addition: *The updated Minimum Standards of the policy are aligned with the Performance*

Indicators of UN-SWAP 2.0,⁶⁹ in place since 2018 and developed within the overall context of UN Reform and the planned move by the UN to system-wide reporting.⁷⁰ The recommendation is to move up this paragraph, so that it follows paragraph 2 on page 1.

Explanation: Again, the explanation on what UN-SWAP is and how it contributes to furthering accountability and leadership is relevant and can be kept, due to the need to refer to UN-SWAP 2.0.

Current text, p. 2: *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.*

Suggested replacement: *the period 2018–2022*

Explanation: According to interviews with human resources, neither the action plan nor the policy were actually developed. At the time of writing, work was underway with a view to finalizing an action plan by October 2018. Here, it is important to consider that under UN-SWAP 2.0, there is now a separate Performance Indicator on Equal Representation of Women in Staffing (Indicator 12), which was previously part of the Gender Architecture and Parity Performance Indicator, and it requires having a “plan in place to achieve the equal representation of women for General Service staff and at P4 and above levels in the next five years” (Indicator 12a).

Rationale

18. The rationale behind the policy provides evidence-based arguments on the need for “increased attention to reducing the gender gap across all areas of its (FAO’s) work” based on the results of the SOFA report 2010–2011. As this report has received much praise, and the arguments put forward remain valid and are quoted by many, even seven years after its publication, the recommendation is that **no changes** are made to this section.

Goal and objectives

19. Section 5 of the GEP introduces the goal and objectives, and their design is broad enough to have remained relevant in 2018. The changes suggested for this section include: (1) adding a theory of change, building on the one developed as part of this evaluation; (2) referring to new areas of work for FAO, such as migration, climate change and peace; and (3) some changes to Indicators 4 and 5 in terms of measuring progress on the objectives.

Current text, p. 5: *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*

⁶⁹ UN Women (2018) *UN-SWAP 2.0 Performance Indicators and Technical Notes, 2018* <http://www.unwomen.org/-/media/headquarters/attachments/sections/executive%20board/2018/annual%20session%202018/unswap%2020frameworktechnicalnotes.pdf?la=en&vs=2745>

⁷⁰ UN (2018) *Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet. Report of the Secretary-General. A/72/684-E/2018/7*

transform them into desired actions and outcomes.

Suggested addition: *A theory of change showing the specific linkages between the Policy and the Strategic Framework is included in this updated policy.*

Explanation: Based on the GEP, as well as on the research and scoping interviews conducted as part of the evaluability assessment for this Evaluation, a general theory of change for FAO's work on gender has been developed and can be used to reflect links between the Policy and the Revised Strategic Framework.

Current text, p. 6: 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.

Suggested addition: climate change, sustainable food systems, migration, resilience building and sustaining peace.

Explanation: Several key informants referred to new areas of work for FAO that did not exist, or were only in their infancy, in 2012, which should be reflected in the revised GEP. The recommendation, therefore, is to add them to the list and put 'updated' in a footnote.

Current text, p. 7:

Objective 4. Women's work burden is reduced ~~by 20 percent~~ through improved technologies, services and infrastructure.

Objective 5. The share of total agricultural aid committed to projects related to women and gender equality is increased ~~to 30 percent~~.

Explanation: FAO is not measuring the objectives, but the standards. It is not realistic to expect FAO, alone, to reduce women's work burden by 20 percent, nor increase the share of total agricultural aid by 30 percent, as there are multiple contributing factors.

Current text, p. 7: 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: ...

Suggested addition: *The GEP objectives align closely with the SDGs. Specifically, FAO is the custodian agency of 21 Indicators, including SDG Indicators 5.a.1 and 5.a.2⁷¹ related to women's access and control over land resources.*

Explanation: Thanks to their broad reach, the GEP objectives align closely with the SDGs. Specifically, FAO is the custodian agency of SDG Indicators 5.a.1 and 5.a.2 on gender mainstreaming, so these indicators should be included in the updated policy.

Strategy and minimum standards

20. This section describes FAO's strategy for achieving its gender-equality objectives. The BPfA promotes a dual approach to achieving gender equality and the empowerment of women,

⁷¹ <http://www.fao.org/sustainable-development-goals/indicators/en/>

namely, mainstreaming and targeted approaches, known as a twin-track approach.⁷² This is incorporated into UN Women's guidance on developing gender policies,⁷³ so **no changes** are suggested to the FAO GEP strategy in this regard.

21. The section goes on to list the Minimum Standards for Gender Mainstreaming and for Women-Specific Targeted Interventions. The standards, as well as the institutional mechanisms for implementation and oversight in the following section, are in line with the UN-SWAP Performance Indicators (marked with an asterisk when meeting UN-SWAP standards). The reviewed GEP should commit FAO to at least meeting the requirements of the UN-SWAP 2.0 Performance Indicators and preferably exceeding them. Consequently, and based on feedback from key informants, the following changes are suggested to selected standards and mechanisms.

MINIMUM STANDARDS FOR GENDER MAINSTREAMING

Current text, p. 10: *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:*

Suggested replacement: *it will systematically implement the following FAO standards for gender mainstreaming:*

Explanation: As the standards have already been put in place and progress measured in UN-SWAP reports, the challenge is how to 'systematically' implement the standards on a day-to-day basis without a specific deadline.

Current text, p. 10, Standard 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.*

Suggested replacement: *FAO systematically produces, uses and disseminates sex-disaggregated data, including in all major FAO statistical databases and related SDG platform(s).*

Explanation: The suggested language is in line with UN-SWAP 2.0 Indicator 2. FAO's Gender Team has already talked with the Statistics Department about the current standard being more of an indicator, which will need to include the work on SDGs mentioned further down. The suggested, more generic standard focuses on the function of collection, use and dissemination of sex- and age-disaggregated data (with age highlighted, as it is not mentioned in the current policy). This will enable FAO to report on a number of databases that include sex-disaggregated data (including those that will report on SDGs) and how these are used by FAO (an indicator on knowledge products).

Current text, p. 10, Standard 5: *A country gender assessment is undertaken as part of country programming.*

Suggested addition: *Country programming frameworks are informed by the country gender assessment and include programmatic results aimed at gender equality and women's empowerment.*

⁷² <http://www.un.org/womenwatch/osagi/pdf/e65237.pdf>

⁷³ UN Women (2014) *Guidance on the development of gender equality and the empowerment of women policies* (http://www.unwomen.org/en/how-we-work/un-system-coordination/~/_media/D3BB7827D6764A9A9C7F5962137CFE55.ashx)

Explanation: If the previous policy set several standards at the assessment phase, this updated policy should promote further implementation and results-based management. The weakest links are between the CGA and the intelligent use of the assessment results to implement, monitor and evaluate programming that promotes Gender Equality and Empowerment of Women (GEEW). In this case, UN-SWAP 2.0, Indicator 3 programmatic results on gender equality and the empowerment of women require that: 3a) results on gender equality and the empowerment of women are consistently included in programmatic initiative planning documents; 3b/c) programmatic results on gender equality and the empowerment of women are met or are on track to be met; and 3ci) programmatic initiatives consistently include transformative gender equality and the empowerment of women results.

Specific reference to CGAs may still have relevance, but should not be construed as one-time events. The CGA serves as a living document (for periodic review and update) to address gender in the agricultural sector and other areas of work and to identify opportunities and entry points for projects and activities, thereby building the capacity of FAO staff and other stakeholders on the contextualization of gender mainstreaming: why, what and how gender results are prioritized.

Current text, p. 10, Standard 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'~~

Suggested replacement: *in decentralized offices and divisions at headquarters to provide a basis for better implementation of gender mainstreaming, including measuring progress and performance and identifying staff learning needs.*

Explanation: Stocktaking is still a relevant exercise that helps GFPs to establish their ground and engage with senior management and colleagues to identify the entry points for mainstreaming gender in the work of their division or office. The stocktaking exercise is also helpful in identifying eventual capacity needs (in support of Minimum Standard 9) and establishing screening processes.

Current text, p. 10, Standard 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 11 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.~~

Suggested addition: Reviewed every four years. *Specific gender training related to each of the technical areas, with case studies to illustrate theory being put into practice and to help understand the know-how, as well as specific gender training tailored to senior management, will be provided on a regular basis.*

Explanation: Indicators 14 and 15 of UN-SWAP 2.0 relate to capacity-development plans being renewed every five years after an assessment and ongoing mandatory training at all levels, with senior managers receiving tailored training during orientation. FAO has carried out numerous assessments of individual and organizational capacity to address gender equality and women's empowerment, in both the technical units and field offices. For the Organization as a whole, this includes a Gender Audit and a Gender Evaluation. A qualitative assessment of capacity at selected decentralized offices was carried out in 2012, and 11 units within the Organization have carried out gender stocktaking exercises, which examined existing staff capacity to address gender issues in the technical work of FAO.

An in-depth analysis of staff capacity needs was carried out, building on the findings of these assessments, and complemented by a survey of the divisional GFPs and other selected staff. In February 2013, FAO's Gender Unit endorsed a strategy to develop the capacity of Members and staff in relation to gender equality in food security and agriculture, with a work plan to implement it. In 2018, two short online courses were made

mandatory for staff on gender mainstreaming and protection from sexual exploitation and sexual abuse (PSEA). Nevertheless, what most key informants mentioned is that staff do not appreciate generic gender training for guiding their work; what is needed is specific training on entry points for gender in each of the technical areas, with case studies to illustrate how the theory can be put into practice and to help them understand the know-how, as well as tailored training for senior management.

Current text, p. 11, Standard 10: Minimum competencies in gender analysis are specified, and all managers and professional staff are required to meet them.

Suggested addition: *Assessment of gender equality and the empowerment of women is integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above. A system of recognition is in place for excellent work in promoting gender equality and women's empowerment.*

Explanation: FAO has included gender-equality issues in its PEMS for Assistant Director-Generals, Directors and GFPs in decentralized offices and at headquarters. This includes both mandatory activities and a set of performance indicators against which progress is to be measured. The revised standard aligns with UN-SWAP 2.0, Indicator 8, on gender-responsive performance management. This is to be linked to the text of Minimum Standard 12 (PEMS) by individuals, divisions, SPs and country offices.

Related to Standard 10, but in connection with Standard 9, one key tool for gender analysis has been FAO's flagship Socio-Economic and Gender Analysis (SEAGA) tool. It has been used by the Organization and its partners to support gender mainstreaming in programmes since the 1990s. It provides guidance and a methodology for gender and wider social analysis. The 2011 evaluation found that it was widely used and adapted to different contexts. The tool was deemed of good value, but the momentum behind its creation has been lost and the tool requires revision and revamping. Staff interviewed in this evaluation indicated they would need training to more confidently apply the SEAGA tool.

MINIMUM STANDARDS FOR WOMEN-SPECIFIC TARGETED INTERVENTIONS

Current text, p. 12: ~~At a minimum, FAO will ensure the following achievements by 2017:~~

Suggested replacement: *FAO will systematically implement the following standards for women-specific targeted interventions:*

Explanation: As the standards have already been put in place and progress measured in UN-SWAP reports, the challenge is how to systematically implement the standards without a specific deadline.

Current text, p. 12, Standard 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.

Suggested replacement: *Based on a solid gender assessment, FAO formulates and implements interventions targeted specifically at women's empowerment and promotes shared responsibilities with men in households and communities.*

Explanation: Although "30 percent" was cited so as to raise the bar on women-specific interventions, it relates more to the two-pronged strategy than an indicator; the indicators being developed measure the

percentage of interventions targeting women. It is important to add here that any targeted intervention is informed by a solid gender analysis. The engagement of men has also been added to this standard to avoid doing harm and to ensure shared responsibilities.

Current text, p. 12, Standard 15: The share of FAO's interventions (including TCP and extra-budgetary) related to gender equality is increased and is commensurate with the needs identified through the gender assessments. ~~from 9 to 30 percent~~

Suggested replacement: None

Explanation: TCPs already report that they are exceeding 30 percent, though not by enough to overcome the gender gaps in the rural sector. Baselines and targets can be inserted when defining the indicators for the Minimum Standard.

Institutional mechanisms for implementation and oversight

Current text, p. 12, Standard 15: 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.

Suggested addition: *All divisions at headquarters and decentralized offices engage their GFPs to identify entry points for gender mainstreaming (for example, CPF and project/programme formulation, UNCT) and for addressing capacity development needs. Senior managers provide support and are ultimately responsible for GFP functions being fulfilled. In decentralized offices with a large portfolio of projects, the FAOR should recruit full-time dedicated gender experts.*

Explanation: The recommendation is to add full-time positions in the decentralized offices. The costs of the position should be co-funded from projects and activities to pre-empt arguments over difficulties in securing an additional position in each office.

Current text, p. 14, culture change: ~~Processes and mechanisms are developed to minimize gender discrimination in the workplace to promote a gender-friendly work environment.~~

Suggested addition: *A Gender Audit or its equivalent is carried out at least every five years. Policies and procedures to promote a gender-friendly work environment, safe and free of any discrimination and respecting work-life balance and mobility issues, are in place.*

Explanation: This suggested wording aligns the GEP with UN-SWAP 2.0 Indicator 12 on organizational culture. Links to gender parity and PSEA policies and procedures by human resources should be established in this policy, even if they are dealt with in other policies.

Current text, p. 15, 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 Steering Committee will be to:~~ *The specific expectations of this agenda item are:*

- 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 earmarked and tracked on an annual basis;
- Establish performance standards for gender equality, and hold managers accountable for meeting them;
- Ensure that divisions and decentralized offices have access to relevant knowledge on gender equality and gender mainstreaming for application in their work;
- 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.

Suggested replacement: *FAO establishes a fixed regular agenda item for meetings between the DG and senior management to report on progress on GEEW and to promote improvements in UN-SWAP indicators where requirements are not met or exceeded* (the roles of this high-level mechanism could remain the same, but further specificities would be needed once the agenda item has been allocated).

Explanation: No Steering Committee was created following the adoption of the GEP; rather, the work was supported by strong *ad hoc* gender champions. As indicated by key informants, the problem with this situation is that, "gender work stands and falls with individuals". The majority of informants pointed out the ineffectiveness of multiple committees and suggested adding gender as a standard agenda item in quarterly meetings, where the DG meets with senior managers to discuss Organization-wide issues. Team leaders need to report on progress on GEEW and promote improvements in UN-SWAP indicators where requirements are not met or exceeded.

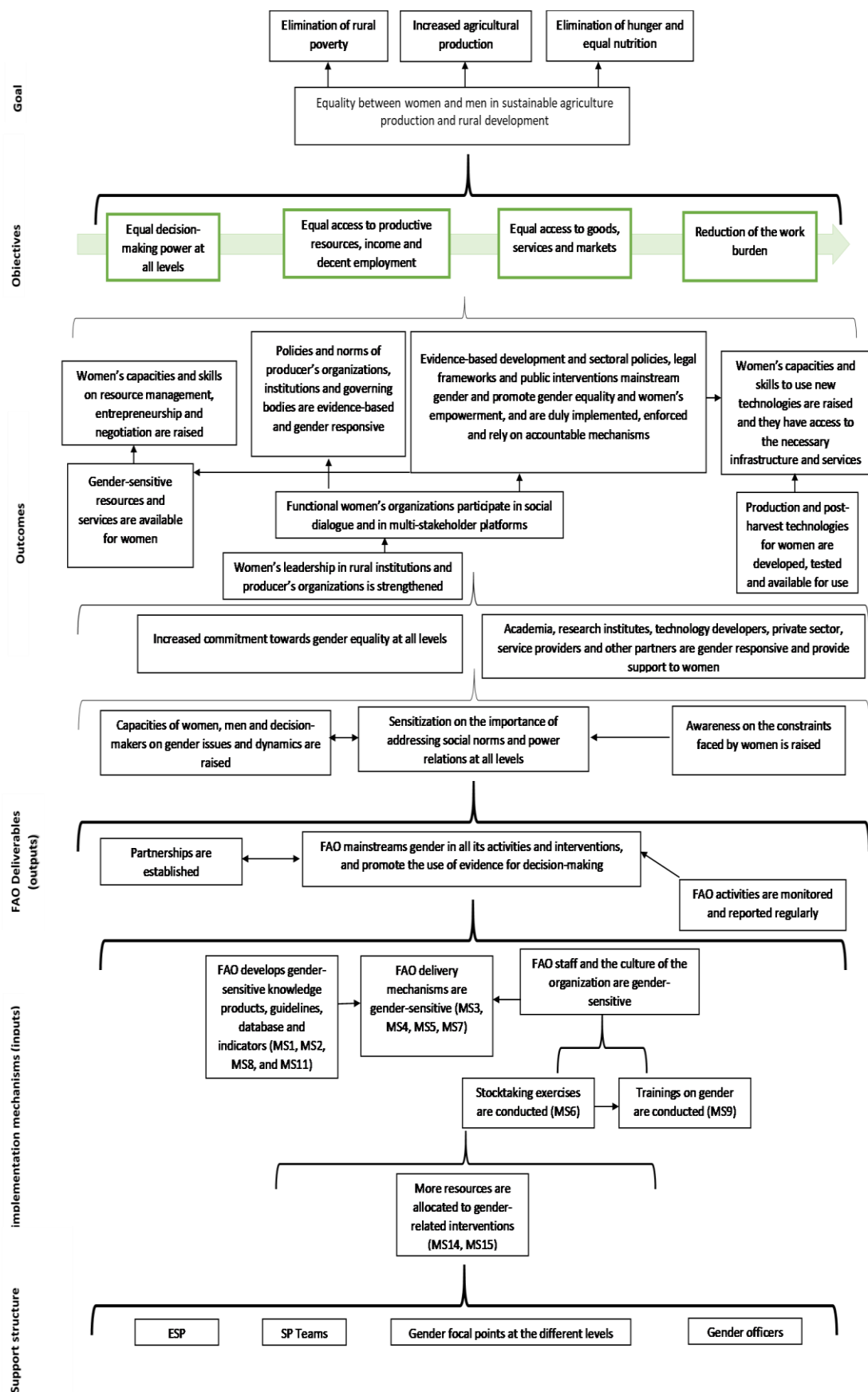
This mechanism would satisfy both requirements for Indicators 6 and 7. Indicator 6 on policy and plan requires, in addition to an up-to-date gender policy (6b), "ensuring that a specific senior level mechanism is in place for ensuring accountability for promotion of gender equality and the empowerment of women" (6cii). Indicator 7 on leadership requires that "senior managers internally champion gender equality and the empowerment of women" (7a) and that "senior managers proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded" (7cii).

Annexes A and B: Accountability framework and responsibility for implementing FAO Gender Equality Minimum Standards

1. The GEP established a clear accountability framework and set minimum standards for programmatic work and the institutional mechanisms and processes to deliver on them (largely aligned to UN-SWAP requirements in its initial version, thus requiring an update where version 2.0 involves changes, as indicated in the previous section). Taking those changes into account, the report indicates only where the responsible lead units have changed under the new structure:

Name of unit in 2012	Name of unit in 2018
ESA	ESA
ESS	ESS
OSP	OSP
Strategic Objective Leaders	Strategic Programme Leaders (SPLs)
ESW	ESP
OSD	OSD
TCE	TCE
Unit Directors	Divisional Directors
Country offices	Country offices
Each Technical Department	Each Technical Department
OED	OED
CSP	OHR
OHR	OHR
CSF	CSF
ADGs	ADGs
FAORs	FAORs
Sub-regional coordinators	Sub-regional coordinators
TC	TC
OEK	Does not exist anymore
OCP	OCC
Culture Change Team	Does not exist anymore
OIG	OIG
DDGs	DDGs
Conference, Council and Programme Committee	Exist, but these are the Governing and Statutory Bodies of the Organization

Figure 1: Theory of change for FAO's work on gender



Source: The Evaluation Team

Theory of change assumptions:

1. The FAO GEP is clear, complete and compatible with the current Strategic Framework and can be easily adapted to any eventual new framework.
2. Internal culture, capacity, resources, monitoring and accountability mechanisms are sufficient to promote gender equality.
3. FAO and its Members are committed to gender equality and to implementing the FAO GEP.
4. There are many actors contributing to gender equality; Members and partners, including the private sector, are supportive and complementary.
5. FAO delivery mechanisms and deliverables are informed by adequate context and gender analysis and, hence, relevant to the needs of women and men.
6. Increasing production leads to gender fairness and better nutrition.
7. Context, socio-cultural norms and traditions support and recognize women's role in society.
8. Decent employment opportunities are created for women and the social-protection mechanisms in place are inclusive.
9. Women's rights are promoted in the workplace, rural institutions and policy environment.
10. New agricultural technologies and farming systems are available to women.
11. Support mechanisms and services, such as affordable childcare, are available.

6 List of Annexes

Annexes available at <http://www.fao.org/evaluation/en/>

Annex 1. Terms of Reference

Annex 2. Benchmarking with a selection of UN agencies

