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Organization of the
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FAO
POLICY ON
GENDER EQUALITY
2020–2030



FAO POLICY ON GENDER EQUALITY 2020–2030



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CONTENTS

FOREWORD	iv
ACRONYMS	vi
INTRODUCTION	1
RATIONALE	3
FAO'S GENDER EQUALITY GOAL AND OBJECTIVES	5
STRATEGY AND APPROACHES	11
MINIMUM STANDARDS FOR GENDER MAINSTREAMING	12
THEORY OF CHANGE	15
ACCOUNTABILITY FRAMEWORK	16



FOREWORD

I am honored to present the updated FAO Policy on Gender Equality, which will drive the Organization's work on gender equality and women's empowerment over the next decade. Personally and as Director-General, I firmly stand behind the key message conveyed by this Policy: *Achieving gender equality in agriculture is critical to eradicating hunger, malnutrition and poverty.*

The launching of this Policy is very timely. The year 2020 is a pivotal year for advancing gender equality worldwide, as the global community takes stock of progress made for women's rights since the adoption of the Beijing Platform for Action in 1995. It will also mark the five-year milestone towards achieving the Agenda 2030 and its Sustainable Development Goals.

For FAO, the year 2020 is of special relevance when it comes to gender issues, as it is the first year of FAO's first ever Women Committee being fully active. The FAO Women Committee, which was established on the occasion of the International day of Rural Women, 15 October 2019, provides an inclusive, safe space that reflects the diverse and energetic nature of FAO's female workforce.

The volunteer-based committee consists of an impressive and wide array of FAO women from the agency's Rome headquarters, as well as representatives from its regional, liaison and country offices across the globe. The Committee aims to empower female employees, providing assistance through learning and extending its reach by fostering friendships. The Committee is inclusive, enabling everyone to engage in promoting women's political, economic, cultural and biological rights.

At the same time, the Committee is a platform for dialogue with FAO Members on women's issues. FAO's vision is to highlight women's vital contribution throughout the political, economic, cultural and family dimensions of agricultural and rural development. The Organization is committed to work closely with its Members in focusing on issues affecting women's rights as well as providing support and expertise in enhancing their contribution to rural and agricultural development.

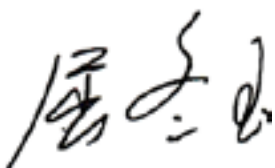
The FAO Women Committee works in close collaboration with the other newly established FAO Committee, namely the Youth Committee in instilling a new positive, dynamic and inclusive dimension into the Organization's daily life.

The year 2020 is also an opportunity to take stock of achievements and persisting gaps, and to step up our commitment to promoting equitable food systems. Food systems that are capable of providing sustainable livelihoods and healthy diets for all men, women, boys and girls, while protecting the resource base for future generations. The transformation of food systems that we are all striving for, can only be achieved by prioritizing the social dimension and by adopting pro-poor, gender-transformative approaches that ensure equal opportunities for all. Special attention should be placed to overcoming the persistent gender inequalities that undermine rural women's potential and increase their vulnerability to the social, economic and environmental challenges facing the agricultural sector.

The Policy provides FAO with a vision and a shared framework of accountability for our work, collectively and individually, towards this goal. Building on lessons learned, the Policy underlines that, in order to advance on the ambitious objectives it sets, FAO needs to go beyond "business as usual". We need to tackle the root causes of gender inequalities with boldness and determination. The Policy urges all of us to see women and men as equal partners, not only in our work with Member States, but also within our own Organization.

A successful implementation of the Policy means embracing innovation, fostering partnerships, leveraging impact, and enhancing the efficiency and effectiveness of FAO's modus operandi. Our Organization is well aware that investing in rural women by enhancing their capacities, decision-making power and access to key resources, services and opportunities, is a winning strategy to accelerate progress towards rural development and food security.

A gender-equal world is the only way to achieve a world free from hunger and malnutrition. We all have a part to play and a lot to gain in making this happen.



QU Dongyu
Director-General

ACRONYMS

ADG	Assistant Director-General
BPfA	Beijing Platform for Action
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSH	Human Resources Division
DDG	Deputy Director-General
DG	Director-General
ESA	Agrifood Economics Division
ESS	Statistics Division
ESP	Inclusive Rural Transformations and Gender Equity Division
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
HR	Human Resources
OCC	Office of Communications
OCS	Office of Chief Statistician
OED	Office of Evaluation
OIG	Office of the Inspector-General
OSG	Office of SDGs
OSP	Office of Strategy, Planning and Resources Management
PSR	Resource Mobilization and Private Sector Partnerships Division
PSS	Project Support Division
PST	South-South and Triangular Cooperation Division
RM	Resource Mobilization
SDGs	Sustainable Development Goals
SOFA	State of Food and Agriculture Report
UN-SWAP	UN System-Wide Action Plan on Gender Equality and the Empowerment of Women
TCP	Technical Cooperation Programme



INTRODUCTION

Gender equality is essential to achieve FAO's mandate of a world free from hunger, malnutrition and poverty. The Organization recognizes that persisting inequalities between women and men are a major obstacle to agriculture and rural development and that eliminating these disparities is essential to building sustainable and inclusive food systems and resilient and peaceful societies.

While remarkable progress has been made in advancing gender equality, significant gaps remain to be addressed. As stated by the UN Secretary-General in his message on International Women's Day 2018, *"achieving gender equality and empowering women and girls is the unfinished business of our time, and the greatest human rights challenge in our world"*.

FAO's commitment to promote gender equality stems from the intergovernmental mandate of the United Nations to promote and protect women's rights as fundamental human rights, as recognized by the 1948 Universal Declaration of Human Rights and the 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

The Convention is extremely relevant to FAO's mandate as Article 14 draws attention to the unique situation and needs of rural women, and binds States parties to take all appropriate measures to eliminate any form of discrimination that prevent them from benefiting equally from rural development. FAO's efforts towards gender equality are also guided by the commitments agreed upon in the Beijing Declaration and Platform for Action (BPfA), which 25 years after its adoption remains the most progressive and ambitious blueprint for the empowerment of women and girls.

Since 2015, FAO has aligned its work to the 2030 Agenda for Sustainable Development, which provides the international community with a comprehensive framework to tackle global challenges, aiming to eradicate poverty, hunger and malnutrition, reduce multiple and intersecting inequalities, address climate change and sustain peace. Building on the norms and commitments contained in the CEDAW and the BPfA, gender equality is very prominent throughout the 2030 Agenda, both in the form of a stand-alone goal (Goal 5) and as a cross-cutting theme, with more than 30 gender-related targets across the other SDGs. The fundamental pledge to 'leave no one behind', which is at the heart of the implementation of the SDGs, urges all partners, including FAO, to address the underlying causes of gender inequality and to work in a way that ensures equal opportunities through integrated and transformative approaches.

Thanks to the relentless efforts of women's rights advocates from across the world, gender equality is increasingly recognized as a building block towards sustainable development in a wide range of global agreements and conventions that guide FAO's work on agriculture, natural resources management and rural development for food security and nutrition. These include the United Nations Convention to Combat Desertification, recently complemented by a Gender Action Plan, and the 2016 Paris Agreement, adopted at the Conference of the Parties of the UN Framework Convention on Climate Change. Both agreements highlight the important role women can play in accelerating efforts to combat climate change and land degradation. Gender equality also features prominently in several of the voluntary guidelines

endorsed by the Committee on World Food Security, such as the *Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security*, the *Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication* and the more recent *Principles for Responsible Investment in Agriculture and Food Systems*. All these frameworks explicitly call upon States to recognize and protect women's rights and equal access to assets, resources and opportunities.

In alignment with the priorities set by the international agenda, the *FAO Policy on Gender Equality*, first endorsed in 2012, provides the Organization with a corporate framework to orient its technical and normative work towards clear gender equality objectives relevant to its mandate. The Policy recognizes that a gender-responsive organizational environment is necessary to achieve progress towards these objectives. It therefore includes a set of minimum standards for gender mainstreaming to ensure that gender dimensions are adequately addressed in all organizational functions, from results-based management to staff learning and evidence generation. Recognizing that all staff have a role to play in advancing gender equality and women's empowerment, the Policy establishes a shared accountability framework that clearly outlines responsibilities for its implementation across the Organization.

Building on the lessons learned from the first implementation period and the recommendations made by the evaluation of FAO's work on gender undertaken in 2018, the Policy was updated in

2019 to ensure alignment with the most recent international frameworks and commitments, particularly with the SDGs and the second generation of the UN System-wide Action Plan for Mainstreaming Gender Equality and the Empowerment of Women (UN-SWAP 2.0), launched in 2018, and the United Nations Country Team SWAP Gender Equality Scorecard. As with the original framework, UN-SWAP 2.0 establishes a common understanding and standard requirements for gender equality and women's empowerment to which FAO, as all agencies of the United Nations, is required to adhere. The revision also provided the opportunity to update the formulation of the gender-equality objectives and the minimum standards to reflect institutional changes, incorporate key organizational functions under-represented in the previous version of the Policy and ultimately set more stringent requirements for gender mainstreaming.

The revised Policy, which will be implemented over the next ten years, is a solid instrument to drive FAO's efforts towards addressing the inequalities that are still pervasive in agriculture and food systems and to unleash the ambitions and potential of rural women and girls. An overview of women's role in agriculture and the main constraints they face as a result of gender-based discrimination is presented in the Rationale section of this Policy, to clearly position FAO's commitment to promoting gender equality as an integral part of its mandate and contribution towards the implementation of the 2030 Agenda and the SDGs.



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RATIONALE

Rural households in developing countries typically pursue multiple livelihood strategies to diversify their sources of income and, as a result, women – together with men – are often simultaneously involved in a wide spectrum of activities. Their engagement ranges from being contributing family workers to being farmers on their own account; from being entrepreneurs running on- and off-farm businesses to being wage workers. Globally women comprise over 37 percent of the world’s rural agricultural workforce, a ratio that rises to 48 percent for low-income countries, and their contribution is prominent in all agricultural subsectors (estimated based on the International Labour Organization models for 2020). They represent close to 50 percent of the world’s 600 million small-scale livestock managers and about half of the labour force in small-scale fisheries. Moreover, these percentages likely underestimate women’s full contribution to agriculture as their work, often unpaid, is not always adequately captured in official statistics.

Beyond being the backbone of rural economies, women also make a substantial contribution to food security and nutrition as they continue to be primarily responsible for domestic and care work at

household and community level. Rural women often have a wealth of knowledge on natural resources, such as land, water and forests, as they are often in charge of their management, not only in their role as farmers, foresters and fisherfolk but also as primary providers of water, food and energy at the household and community level.

Despite this, across regions rural women still face major gender-based constraints that limit their potential as economic agents and their capacity to reap the full benefits of their work. The root cause of these discriminations lies in social norms, attitudes and beliefs, which shape how women and men are expected to behave, the opportunities that are offered to them and the aspirations they can pursue. Discriminatory sociocultural norms affect how policies and legal frameworks are formulated and implemented; who participates in decision-making processes and governance mechanisms; how rural institutions are managed; how service providers target their clients and prioritize their needs; and, ultimately, how resources are allocated and decisions are taken within households and communities.

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As documented in the *State of Food and Agriculture 2010–11: Women in agriculture – Closing the gender gap for development* (SOFA 2010–11), and confirmed by more recent reports and studies, rural women and girls continue to find themselves at a disadvantage compared with their male counterparts in their access to essential assets, resources, services and opportunities. Land is perhaps the most important economic asset for which this gender gap is evident: women still account for less than 15 percent of agricultural landholders in the world. Disparities are also noticeable when it comes to different types of agricultural support services, be it extension, financial or business development. While the need to disseminate innovative technologies and sustainable practices is increasing by the day, rural women still struggle to access simple life-changing technologies. A considerable gender gap persists, for example, in relation to ownership of mobile phones and use of the internet: women in low- and middle-income countries are 10 percent less likely than men to own a mobile phone and 23 percent less likely to use mobile internet. Similarly, gender inequalities are evident in agricultural labour markets: rural women are more likely than men to hold low-wage, part-time, seasonal employment, without legal or social protection, and they tend to be paid less even when they are more educated and more qualified than men.

Gender-based discrimination also undermines women's voice and decision-making power as they tend to lack access to information and networks and are systematically under-represented in rural institutions and organizations. This affects their capacity to participate in and influence governance mechanisms at local, national and international level. Women may find themselves unable to influence decision-making even in their households. Despite their important contribution, they do not always have a say about critical choices to be made,

nor do they have control over the income generated through their work. Rural women's work burden and time poverty is also a result of discriminatory social norms that allocate roles and responsibilities unequally within the household, with domestic and care work still falling mainly on women's shoulders.

While these gaps are common across regions, it is important not to treat women as a homogeneous group. Rather, it is important to recognize that social dimensions other than gender, such as age or ethnicity, can interplay to determine multiple forms of marginalization and exclusion. Depending on the context, for example, an indigenous woman may suffer double discrimination, based on both her gender and ethnicity. Women and girls with disabilities are also particularly vulnerable, especially in rural areas where services and infrastructure are often completely lacking. These discriminations not only affect women's well-being and that of their families, they also impose a high cost on agriculture and the economy as a whole through productivity losses, inefficiencies and missed business opportunities.

As illustrated by the SOFA 2010–2011, investing in women and girls can be a catalyst to accelerate progress in agriculture, rural development and, ultimately, food security and nutrition. Many studies show that ensuring that women have improved access and control over assets and resources increases agricultural productivity and production – with benefits that are likely to span generations and pay large dividends in the future. Closing the gender gap in agriculture is, therefore, essential to fulfil FAO's mandate. The Organization is thus committed to systematically integrate gender equality in all its normative and technical work and to pursue integrated and transformative approaches that tackle the root causes of existing inequalities and promote inclusive agricultural and rural development.

FAO'S GENDER EQUALITY GOAL AND OBJECTIVES

As a specialized agency of the United Nations with the mandate on agriculture, food security and nutrition, FAO has a key role to play in coordinating efforts, generating knowledge and promoting innovative solutions to address the gender-based discriminations that still hold back rural women and girls.

In particular, the technical and normative work of the Organization will be geared towards the following goal:



GOAL:

Achieving equality between women and men in sustainable agriculture and rural development for the elimination of hunger and poverty.

In order to achieve this goal, FAO's work will be guided by the following four objectives, which highlight key dimensions to be addressed for promoting gender equality in agriculture, rural development and natural resource management for attaining food security and nutrition for all:



OBJECTIVE 1: Women and men have equal voice and decision-making power in rural institutions and organizations to shape relevant legal frameworks, policies and programmes.



OBJECTIVE 2: Women and men have equal rights, access to and control over natural and productive resources, to contribute to and benefit from sustainable agriculture and rural development.



OBJECTIVE 3: Women and men have equal rights and access to services, markets and decent work and equal control over the resulting income and benefits.



OBJECTIVE 4: Women's work burden is reduced by enhancing their access to technologies, practices and infrastructure and by promoting an equitable distribution of responsibilities, including at household level.



OBJECTIVE 1: Women and men have equal voice and decision-making power in rural institutions and organizations to shape relevant legal frameworks, policies and programmes.

This objective recognizes the importance of giving both men and women a voice – the capacity to speak up and be heard in rural institutions and organizations. Strengthening women’s participation – ensuring a broad representation of different groups and identities – is crucial to providing them with the opportunity to articulate and express their specific needs and interests. The objective thus highlights the importance of advocating for women’s rights to influence relevant decision-making processes and of fostering legal and policy frameworks that proactively promote gender equality and women’s empowerment. The objective also vouches for the promotion of a more inclusive governance of local and national institutions through the elimination of explicit and implicit discriminatory criteria and practices.

Participation alone, however, might not be sufficient to ensure that women’s needs and demands are effectively addressed and translated into action. The objective therefore aims to enhance women’s leadership and decision-making power within institutions and governance mechanisms at all levels and increase their involvement in the formulation of legal frameworks, policies and programmes.

Women will achieve effective voice and leadership, at the individual and collective level, only by winning the support of men and boys and challenging the discriminatory social norms that limit their participation in public life by undermining their self-esteem, freedom of choice, education and mobility. The objective implicitly recognizes the need to also provide women with safe spaces and adequate leadership skills to navigate the web of formal and informal institutions that govern agriculture and food systems and to assert their demands.

Enhancing women’s engagement in local politics or associational life also contributes to improving their status within households and communities, particularly when they are seen to deliver concrete group benefits.

ALIGNMENT TO GENDER-RELATED SDGs TARGETS



5.1: End all forms of discrimination against all women and girls everywhere.

5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

5.C: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.



OBJECTIVE 2: Women and men have equal rights, access to and control over natural and productive resources, to contribute to and benefit from sustainable agriculture and rural development.

Ensuring that women have equal access to key agricultural resources, such as land, water, livestock, equipment, seeds and fertilizers, is pivotal to enhancing their productive and entrepreneurial capacity. This objective therefore aims to ensure that women and men have equal rights and entitlements to resources – for example, land ownership and inheritance rights – and equal opportunities to purchase, own and use them. As agricultural services are instrumental to accessing resources and information, the objective implicitly recognizes the importance of improving their availability and tailoring them to women’s priorities.

By emphasizing the notion of ‘control’, the objective calls for ensuring that women have the capacity not only to access to productive and natural resources but also to autonomously decide over their use and management. This implies challenging the discriminatory social norms that often undermine women’s position – from the household to the institutional level – and providing women with knowledge, skills and opportunities to use resources effectively. Beyond increasing their productive and entrepreneurial capacity, enhancing women’s control over resources is essential to ensure that they can reap the benefits of their work in agriculture and have more control over household resources. This transformation can be achieved only by engaging with men and boys and getting them to work alongside women, raising their awareness that improving women’s status yields benefits for the whole community.

The objective also acknowledges that natural resources (land, water and forests) must be considered not only for their productive potential but also as invaluable assets to ensure the health of ecosystems, on which all species depend. Natural resources also carry a spiritual value for human beings, as is showcased by the belief systems of many indigenous populations, who shape their identity around the concept of nature. Given women’s role and wealth of knowledge in the management of these resources, the objective recognizes that strengthening their entitlements is fundamental to improving the capacity of

households and communities to sustainably manage and preserve the environment. Ensuring women’s rights and access to natural resources is also essential to improve their resilience in the face of the increasingly adverse effects of climate change and environmental degradation, which often exacerbate the gender gap in agriculture.

ALIGNMENT TO GENDER-RELATED SDGs TARGETS



1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

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.

13.B: Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities.



OBJECTIVE 3: Women and men have equal rights and access to services, markets and decent work and equal control over the resulting income and benefits.

The purpose of this objective is to overcome the inequalities that affect women’s participation in agricultural markets and their capacity to access decent employment and business opportunities along agri-food value chains. This implies providing women and men with equal access to agricultural support services – be they advisory, financial or business development – which are a major channel to gain access to resources, training and updated price information and to be exposed to innovative practices and technologies.

The objective recognizes the need to strengthen the provision of agricultural services tailored to the needs of rural women and that can adequately support them in their efforts to improve the quality of their products and meet the increasingly stringent demands of national and international markets. In particular, as sufficient capital is a prerequisite for setting up or expanding a business, the objective calls for strengthening rural women’s access to financial services and products that can help unleash their entrepreneurial potential.

The objective also aims to improve rural women’s access to decent farm and off-farm jobs that are secure, remunerative and safe from an occupational health perspective. This entails supporting the development of gender-responsive employment policies and strategies that recognize the specific challenges faced by different groups of women (youth, ethnic minorities, migrants) in rural labour markets.

By emphasizing the notion of ‘control’, the objective embraces a comprehensive view of women’s economic empowerment that goes beyond concerns related to improved access to income-generating and employment opportunities. The objective aims to also emphasize women’s right to have a say about how to use and invest the income generated through their work.

ALIGNMENT TO GENDER-RELATED SDGs TARGETS



2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.



OBJECTIVE 4: Women’s work burden is reduced by enhancing their access to technologies, practices and infrastructure and by promoting an equitable distribution of responsibilities, including at household level.

This objective recognizes and addresses the excessive work burden that most rural women face as a result of the unequal gender division of labour, which assigns them multiple roles (productive, reproductive and community management) and often confine them to perform manually labour-intensive tasks, ultimately leading to their time poverty. Supporting women’s access to adequate infrastructure and promoting their adoption of efficient and socially acceptable technologies and practices is an important part of the solution. The objective also acknowledges that these technologies – from the simplest tools to more sophisticated digital solutions – need to be designed and disseminated to reduce not only the burden of rural women’s agricultural work but also that associated with their household responsibilities.

Engaging with rural institutions and organizations to raise their awareness of such gender discrimination and to overcome their implicit and explicit gender biases is a first key step towards ensuring that women’s work burden is effectively recognized, documented and addressed through informed technology-related policies and strategies. The objective also aims to ensure that rural institutions and organizations are equipped to provide gender-responsive support services – including extension, advisory, social protection and financial services – which are essential to facilitate women’s access to and uptake of technologies and practices that have the potential to reduce their drudgery.

The objective also highlights that women’s work burden and time poverty can only be reduced if rigid gender norms and unequal power dynamics at household level are challenged, leading to a redistribution of tasks and responsibilities, with men and boys progressively being more engaged in unpaid care and domestic work. The ultimate

purpose of this objective is to reduce rural women’s work burden to increase their freedom of choice and empower them to make autonomous decisions on how to invest their time and energy – be it for education, paid work, entrepreneurship or leisure.

ALIGNMENT TO GENDER-RELATED SDGs TARGETS



5.4: Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.

5.B: Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.



STRATEGY AND APPROACHES

FAO will work in close collaboration with Members and a wide range of partners, including other UN agencies, civil society organizations, research institutions and the private sector to advance these four gender equality objectives. While the ultimate responsibility for the achievement of the objectives lies with Member countries and their institutions, this Policy holds FAO accountable for systematically pursuing them, by integrating gender equality as a priority in its strategic framework and related implementation mechanisms. The Policy will be complemented by a Gender Action Plan that will identify priorities in the medium-term and set time-bound outputs, deliverables and targets to track progress over time.

The Organization will adopt a twin-tracked strategy for the promotion of gender equality and women's empowerment:

1) Gender mainstreaming: FAO will ensure that its normative and technical work systematically integrates a gender perspective and responds

to the different needs, interests and capacities of women and men. The Organization will also consider other social dimensions that intersect with gender (such as age, marital status, disability status, religion, race, ethnicity, socio-economic status, etc.) and can create and reinforce inequalities, not only between women and men but also among women and among men.

2) Targeted interventions: When the gender gap is particularly wide, FAO will implement programmes and projects that specifically target women and/or focus on the promotion of gender equality as their main objective.

In all cases, FAO will adopt integrated and gender-transformative approaches that not only take into consideration the different needs of women and men but also actively seek to redress unequal power dynamics by challenging the discriminatory social norms, behaviours and attitudes that are at the root of persisting gender inequalities.

Through this Policy, FAO is committed to promote the gender equality objectives in all its mandated areas of work, including agriculture, fishery, aquaculture, forestry and livestock; nutrition; natural resource management; climate-change adaptation and mitigation; emergency response and resilience building; markets, trade and value-chain development; decent employment and the elimination of child labour; social protection; and the empowerment of rural institutions.





MINIMUM STANDARDS FOR GENDER MAINSTREAMING

The Policy recognizes that a gender-responsive organizational environment is necessary to achieve progress towards its four gender-equality objectives and to implement its twin-tracked strategy. For this reason, the Policy identifies 17 minimum standards that aim at ensuring that the gender dimensions are adequately integrated in all institutional processes

and functions through specific requirements for accountable offices and divisions. The implementation of the minimum standards, which are aligned to the performance indicators of the UN-SWAP 2.0, will be annually monitored and reported to Members as part of the corporate reporting efforts.

EVIDENCE GENERATION		ACCOUNTABILITY
1	FAO systematically collects and incorporates sex-disaggregated data in all its major statistical databases and related SDG platforms. These sex-disaggregated data are analysed and disseminated through FAO knowledge and communication products to expand the evidence base on gender in agriculture, natural resource management, food security and nutrition	ESS ESA OCS/OSG
2	FAO provides capacity development to Members to enhance the collection, analysis and use of sex-disaggregated data for SDG monitoring, informed policy-making and programme development	ESS OCS/OSG Gender team
STRATEGIC PLANNING		
3	FAO integrates gender dimensions in its results measurement framework, in alignment with the gender equality objectives set by this Policy, and systematically plans and measures gender-related results at all levels (SDG/outcome/outputs)	OSP DDGs Chief Economist Chief Scientist
4	A dedicated budget is allocated to gender-related work and reported to governing bodies	OSP
5	Gender expertise is available at headquarters and regional level to support and coordinate FAO's work on gender equality. An Organization-wide network of gender focal points – staff who devote 20 percent of their time to support gender mainstreaming work – is in place and maintained	OSP Gender team

STRATEGIC PLANNING (CONT'D)		ACCOUNTABILITY
6	Centres, divisions and offices (decentralized and at headquarters) carry out a gender stocktaking exercise every four years to assess the extent to which gender is integrated in their work. They are also required to develop a follow-up plan of action to address the identified gaps, set priorities and allocate resources for gender mainstreaming at divisional and office level	Centres, divisions and offices (decentralized and at headquarters)
PROGRAMME DESIGN AND IMPLEMENTATION		
7	Country offices periodically carry out a country gender assessment to provide national/international partners with an updated profile on gender and agriculture and inform country planning. FAO's Country Programming Frameworks integrate gender-related outputs, activities and indicators in their results framework	Country offices
8	Projects and programmes integrate gender-related results and indicators, based on the findings of a gender analysis. Their formulation and implementation are guided by specific gender requirements established by the FAO project cycle	Centres, divisions and offices (decentralized and at headquarters) PSS OSP Gender team
9	All centres, divisions and offices (decentralized and at headquarters) dedicate resources, including TCPs, and implement interventions whose main objective is to promote gender equality and women's empowerment	Centres, divisions and offices (decentralized and at headquarters)
REPORTING		
10	FAO annually reports to its governing bodies on the gender-related results achieved under its strategic framework and on the implementation of the minimum standards of this Policy and the performance standards of the UN-SWAP 2.0	OSP Gender team
HUMAN RESOURCES MANAGEMENT		
11	All FAO employees are expected to promote gender equality as part of their work and functions. Gender focal points and supervisors are required to include a gender objective/indicator when planning for the Performance Evaluation and Management System	Centres, divisions and offices (decentralized and at headquarters) CSH
12	FAO implements policies, strategies and specific measures that promote gender parity and foster gender equality in the workplace	CSH

STAFF LEARNING		ACCOUNTABILITY
13	All employees undertake mandatory gender training to acquire an understanding of gender issues related to FAO's mandate. FAO periodically assesses staff capacities and, based on identified needs, provides tailor-made trainings to headquarter divisions and decentralized offices	CSH Gender team
14	FAO establishes and maintains corporate incentive and award mechanisms to promote good performance and delivery of gender-related results by decentralized offices and technical divisions	Gender team Women's Committee
EVALUATION AND AUDIT		
15	Evaluation and audit methodologies integrate gender dimensions and gender-specific recommendations are included in the final reports, when relevant	OED OIG
RESOURCE MOBILIZATION		
16	FAO leverages on its partnerships at global and national level to mobilize voluntary contributions to expand and consolidate its work on gender equality and women's empowerment. Financing priorities in this area are regularly presented to resource partners through strategic dialogues, donor consultations and pledging events	PSR PST Country offices
COMMUNICATION		
17	FAO gives visibility to and promotes gender-related work, including on the results achieved in the implementation of the FAO Policy on Gender Equality and the UN-SWAP 2.0, through its corporate and internal communication activities. All FAO public imaging and branding is gender sensitive	OCC

Note: The full name of FAO Divisions and Offices is provided in the list of acronyms, p. vi.

THEORY OF CHANGE



GOAL

Achieving equality between women and men in sustainable agriculture and rural development



FAO GENDER EQUALITY OBJECTIVES



Equal voice and decision-making power



Equal rights, access and control over resources



Equal rights and access to services, markets and decent work



Reduction of women's work burden



FAO'S CONTRIBUTION

delivered through its strategic framework at different levels

Micro
(individual, households)

Meso
(organizations, communities)

Macro
(institutions, policy frameworks)



TWIN-TRACK STRATEGY

Mainstreaming

Targeted interventions



ENABLING INSTITUTIONAL ENVIRONMENT (minimum standards)

- Evidence generation
 - Reporting
- Evaluation & Audits
- Strategic Planning
 - HR Management
 - Partnership & RM
- Programmes & Projects
 - Staff Learning
 - Communication

ACCOUNTABILITY FRAMEWORK

All FAO employees are responsible for contributing to the gender-equality objectives and the implementation of the minimum standards. Senior managers, in particular, are expected to ensure that staff under their supervision have sufficient capacities and resources to address gender-equality dimensions in their areas of work.

To ensure a vision and consistency to its gender work, FAO relies on a Gender team, consisting of staff located at headquarters and in regional offices, responsible for two closely interrelated functions. On the one hand, the Gender team coordinates and facilitates the implementation and monitoring of this Policy and other gender-related frameworks,

such as the UN-SWAP 2.0. In this role, the team provides strategic guidance and capacity development to technical divisions and decentralized offices. In particular, the Gender team coordinates and mentors the Organization-wide network of gender focal points – staff members who dedicate 20 percent of their time to support gender-related work in their offices and divisions. On the other hand, the team plays a technical function, with the responsibility to generate and disseminate evidence and knowledge and to provide policy support and technical advice to Members on how to advance gender equality and rural women’s empowerment in agriculture to achieve food security and nutrition.



ROLES AND RESPONSIBILITIES

■ **Governing bodies:**

Ensure gender equality remains a priority for the Organization and is adequately integrated in all areas of its work.

Plan and monitor the allocation of resources for the implementation of gender-related work.

Commission independent evaluations and progress reports on gender.

■ **DG, DDGs, Chief Economist and Chief Scientist:**

Champion gender equality and communicate expectations to managers and staff in compliance with UN-SWAP 2.0 requirements.

Facilitate the implementation of the FAO Policy on Gender Equality and ensure compliance with gender-related international frameworks, such as UN-SWAP 2.0.

Ensure rigorous accountability for managers and staff.

Champion the integration of gender-related work in communication and advocacy initiatives and products.

Promote a gender-responsive organizational culture to eliminate discrimination and disparities among staff.

■ **ADGs (headquarters and regional), Sub-Regional Coordinators, Directors and FAORs:**

Ensure the implementation of the Policy in their divisions, centres and offices.

Ensure that technical and normative gender-related work is systematically planned, resourced, implemented and monitored and that lessons learned are documented.

Ensure gender focal points are appointed and enabled to dedicate the expected percentage of time to gender-related work.

Hold staff accountable for gender-related results through performance appraisals.

Invest in strengthening the capacities of staff to work on gender.

■ **Gender team:**

Coordinate the implementation of the Policy by providing strategic guidance and capacity development to all staff, particularly to members of the gender focal point network.

Generate and disseminate gender-related evidence and knowledge.

Develop tools and guidance materials.

Provide technical advice and policy support to Members and development partners.

Coordinate the implementation of projects and programmes targeted to women or aimed at promoting gender equality.

■ **Gender focal points:**

Devote 20 percent of their time to gender-related work and include specific gender objectives or indicators in their Performance Evaluation and Management System.

Support the implementation of the Policy, particularly of the minimum standards that fall under the responsibility of respective divisions and offices.

Support their colleagues/managers in the planning, implementation, monitoring and reporting of gender-related work.

Disseminate relevant information related to FAO's work on gender.

■ **All employees:**

Invest in strengthening their knowledge and skills on gender in their areas of work, including by completing mandatory and optional e-learning courses available in FAO.

Familiarize themselves with the Policy and its requirements.

Make use of available tools and guidance materials that can support the integration of gender in their areas of work.

Document and report on gender-related achievements.

