

**WFP GENDER POLICY:
CORPORATE ACTION PLAN (2010–2011)**



INFORMAL CONSULTATION

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World Food Programme
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WFP Corporate Gender Action Plan 2010–2011

“The Board approved WFP Gender Policy (WFP/EB.1/2009/5-A/Rev.1) and [...] invited the Secretariat to present to the Board a time-bound corporate action plan with realistic and measurable targets providing details of the institutional measures to support gender mainstreaming, including resource requirements.” (WFP EB Decision 2009/EB.1/3)

BACKGROUND

1. WFP’s new gender policy, Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition Challenges, sets out the framework for the continued mainstreaming of gender into WFP’s policies, operational processes and programmes, at all levels.¹
2. The policy outlines institutional support measures that are essential for mainstreaming gender into WFP operations and consistent with main elements of the United Nations system-wide policy and strategy on gender mainstreaming (CEB/2006/2).

- **Capacity development**

- ◆ WFP will ensure that staff members develop the capacity to mainstream gender into their work, including by carrying out gender analysis.
- ◆ As part of United Nations country teams (UNCTs) and through its involvement in Poverty Reduction Strategy (PRS) processes, WFP will advocate for and support governments and cooperating partners in strengthening their capacity to incorporate a gender perspective into national food and nutrition plans, policies and programmes.

- **Accountability**

- ◆ WFP will improve its accountability systems and review and revise its accountability tools to incorporate a gender perspective, promote accountability for gender mainstreaming among its partners, and strengthen its monitoring and evaluation systems to measure and report on progress in gender mainstreaming.

- **Partnerships, advocacy and research**

- ◆ WFP will work with its partners to raise awareness of the importance of promoting gender equality and empowering women to achieve sustainable food and nutrition security, develop a communications and advocacy strategy on gender, and transform the gender focal points network into an advocacy network.

¹ WFP/EB.1/2009/5-A/Rev.1

- ◆ WFP will collaborate with academic institutions on research to improve its policies and programmes and with partners to assess the impact of its interventions.
 - ◆ WFP will continue to strengthen partnerships at all levels, including working at the inter-agency level to address gender issues and promote knowledge sharing.
 - ◆ WFP will work with partners to mobilize complementary resources, including expertise.
 - **Gender mainstreaming in operations**
 - ◆ WFP will make it mandatory to incorporate a gender perspective into operations at all stages of a project cycle and will revise its assessment and evaluation tools to support this process.
 - ◆ WFP will mobilize resources to establish a Gender Innovations Fund² for supporting country office implementation of innovative activities that promote gender equality and the empowerment of women.
 - ◆ WFP will launch a Gender-Friendly Country Office Initiative,³ which will reward country offices for compliance with measures set out in the policy.
3. The policy also defines programming priorities. These consist of targeted actions for women, as in the previous policy,⁴ and new priorities for addressing gaps and emerging challenges.

² The Gender Innovations Fund has been created to motivate and support country offices to develop innovative context-based gender projects that contribute to the outcomes of the gender policy and Corporate Action Plan. The fund will be managed by the Grants Management Unit under the Resource Management and Accountability Department. Proposals from country offices will be reviewed by the Grants Committee based on criteria provided by the Policy, Planning and Strategy Division (OEDP). Proposals must be appropriate to the context, innovative and based on gender analysis. They could include, for example, innovative ways of addressing violence against women during WFP food distributions or of reducing the burden on women related to food distribution, by mobilizing men to collect food or engaging communities to provide transportation for food.

³ This initiative recognizes country offices that comply with the gender policy. Designation as gender-friendly/-sensitive will be based on set criteria that measure, for example, the country director's championing of gender equality and the empowerment of women; collection, analysis and use of sex-disaggregated data; development of staff capacity on gender; mainstreaming of gender into all projects; progress towards a gender balance in staffing; budget for gender; and compliance with food distribution guidelines to reduce the burden on women and improve their safety. Training in gender audit will help country offices to carry out self-assessments, and a method for carrying out assessments that lead to designation will be determined in consultation with regional bureaux and country offices.

⁴ "WFP Gender Policy (2003–2007): Enhanced Commitments to Women to Ensure Food Security" (WFP/EB.3/2002/4-A).

Targeted actions for women and girls are to continue:

- providing food assistance for pregnant and lactating women, children under 5, and adolescent girls;
- giving women access to and control over WFP food assistance by making them the holders of food entitlements, taking the local context into consideration;
- facilitating women's participation in food distribution committees and other decision-making bodies related to food and nutrition security;
- improving girls' access to education and reducing the gender gap in education, using take-home rations (THRs) as an incentive.

The following are the new programming priorities, which WFP will implement in selected countries; in collaboration with its partners, it will measure and document the results and impacts:

- **Addressing gender-related protection challenges:**
 - ◆ WFP will continue to promote the protection of its target population and staff members.
 - ◆ WFP will work to prevent violence against women, girls and children in its operations; in complex emergencies it will seek to reduce the burden on and improve the safety of women and girls in camps. As one means of achieving this, WFP will mobilize resources to provide fuel alternatives and assist the creation of protection strategies for displaced women and girls.
- **Integrating a gender perspective into HIV and AIDS programmes:**
 - ◆ WFP will continue to support inter-agency responses to HIV by using its food assistance for prevention, mitigation, treatment, support and caregiving activities, ensuring that a gender dimension is integrated into responses.
- **Improving mother-and-child health and nutrition (MCHN) programmes:**
 - ◆ WFP will promote the engagement of men and boys in MCHN programmes.
- **Improving gender equality through WFP-supported school feeding:**
 - ◆ WFP will use its school feeding programmes as an entry point for promoting gender equality during children's formative years, using innovative advocacy and learning methods.
- **Promoting positive gender relations and supporting sustainable livelihoods:**
 - ◆ WFP will use its food assistance to promote positive gender relations and support sustainable livelihoods and will implement a robust monitoring system to ensure that women

and men participate in and benefit equally from food-for-training (FFT) and food-for-work (FFW) activities, cash transfer and voucher programmes, cash for work, and Purchase for Progress (P4P) projects.

PURPOSE AND SCOPE OF THE ACTION PLAN

4. The Corporate Action Plan is the operational tool for the WFP gender policy. The plan covers both the normative and the operational functions of WFP, and translates the gender policy into actions with verifiable indicators and targets, assigns responsibilities and indicates resource requirements.
5. The plan contributes to achievement of WFP's five Strategic Objectives and supports regional bureaux and country offices in incorporating into their work plans measurable, context-based gender actions based on gender analysis.

TIME FRAME

6. This Corporate Action Plan covers the period January 2010 to December 2011, which coincides with the time frame of WFP's biennial Management Plan (2010–2011). It will be evaluated and updated every two years.

MAIN PRIORITIES FOR 2010–2011⁵

7. The main priorities for 2010–2011 are the following:
 - (i) Increasing key staff's knowledge and capacity to carry out gender analysis and incorporate a gender perspective into policies, programmes and projects.
 - (ii) Establishing a gender-sensitive accountability framework supported by adequate corporate tracking and reporting mechanisms.
 - (iii) Promoting and strengthening partnerships at all levels for implementation of the policy.
 - (iv) Advocating for gender equality and the empowerment of women in the context of food and nutrition security, including engaging men and boys as part of the solution.
 - (v) Continuing the implementation of targeted actions for women and girls, with country offices establishing targets based on gender analysis, and aiming for equitable participation, taking the local context into account.

⁵ Piloting of the new programming priorities will depend on the availability of extra-budgetary resources. A budget estimate of US\$2 million for 20 countries has been identified for fundraising, including for fuel alternatives to help protect women in camps.

- (vi) Piloting the new programming priorities in WFP partner countries, in collaboration with partners, and measuring results, outcomes and impacts.

INSTITUTIONAL MECHANISMS FOR IMPLEMENTING THE GENDER ACTION PLAN

8. The gender policy implies a shift from the use of gender focal points to system-wide responsibility and accountability for implementing the policy.
9. Senior management will provide the leadership for implementing the policy. It will advocate for gender equality and the empowerment of women in all policy statements within their respective portfolios.⁶ Management will make a financial commitment to supporting gender activities at the country level and will seek extra-budgetary funding to establish a Gender Innovations Fund to help country offices develop and implement gender initiatives.⁷
10. Presentations by Regional Directors to Executive Board sessions will detail progress in implementation of the gender policy. Managers at Headquarters and in the field will be responsible for incorporating gender into their respective work plans, programmes and projects and into policy dialogue with partners, including host governments.
11. The Women, Children and Gender section of OEDP will be responsible for coordinating implementation of the gender policy and providing the necessary guidance and support to Headquarters, regional bureaux and country offices.

⁶ These include Operations, Resource Management and Accountability, External Relations, and Hunger Solutions.

⁷ "Management Response to the Summary Report of the End-of-Term Evaluation of WFP's Gender Policy (2003–2007)..." (WFP/EB.2/2008/6-B/Add.1), September 2008.

MDG 1: Eradicate extreme poverty and hunger

WFP Strategic Objectives (Strategic Plan 2008–2011)

- 1: Save lives and protect livelihoods in emergencies
 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures
 3: Restore and rebuild livelihoods in post-conflict, post-disaster or transition situations
 4: Reduce chronic hunger and undernutrition
 5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase

Gender policy outcomes	Performance indicators	Targets
Outcome 1. Increased knowledge and skills of WFP staff for mainstreaming gender ⁸ into policies and programmes	1.1. % of policies, programmes and projects incorporating gender perspectives	1.1.1. All programming policies and 75% of programmes and projects designed in 2010 and 2011
Outcome 2. Improved and sustained gender mainstreaming into WFP programmes and activities	2.1. % of Headquarters (HQ), regional bureau (RB) and country office (CO) work plans reflecting the gender policy ⁹	2.1.1. All work plans
	2.2. % of partner Memoranda of Understanding (MOUs) and field-level agreements (FLAs) reflecting the gender policy	2.2.1. All MOUs and FLAs
Outcome 3. Increased capacity in partner countries to incorporate a gender perspective ¹⁰ into national food and nutrition policies, plans and projects	3.1. Number of partner countries with food and nutrition policies, plans and projects formulated with WFP assistance, integrating gender	3.1.1. 50% of partner countries by end of 2011
Outputs	Performance indicators	Targets
A. Institutional support measures		
A.1. Key staff trained to carry out gender analysis, gender audit, ¹¹ gender budgeting and gender policy advocacy	A.1.1. Number and % of WFP staff trained	A.1.1.1. 500 staff trained by end of 2011, by category
A.2. WFP Gender Innovations Fund established and operational	A.2.1. Number and % of COs with activities supported by the fund	A.2.1.1. 25% of COs have activities supported by the fund
A.3. Government counterparts trained to carry out gender analysis and incorporate gender into projects, plans and policies	A.3.1. Number of government counterparts in partner countries trained	A.3.1.1. 100 government counterparts trained by 2011
A.4. WFP needs assessments and evaluations address gender	A.4.1. Number and % of needs assessments and evaluations that address gender	A.4.1.1. All needs assessments and evaluations in 2010 and 2011

⁸ Mainstreaming gender into policies and projects implies that the concerns, needs and priorities of, and the implications for, women and men are taken into consideration in the design, implementation and evaluation of policies and projects.

⁹ A gender policy implementation guide will be available by mid-2010 to facilitate the incorporation of gender actions into the work plans, policies and projects of WFP staff and partners.

¹⁰ The wording “incorporating a gender perspective into policies...” is used interchangeably with “mainstreaming gender” in this document.

¹¹ Gender audit is an organizational tool for assessing progress in implementing a gender policy. It identifies challenges and gaps while promoting organizational learning on how to mainstream gender. See International Labour Organization (ILO). 2007. *A manual for gender audit facilitators. The ILO participatory gender audit methodology*. Geneva.

MDG 1: Eradicate extreme poverty and hunger

WFP Strategic Objectives (Strategic Plan 2008–2011)

Programme outcomes	Performance indicators	Targets
Outcome 1. Women's capacities to improve their safety are strengthened	1.1. Number and type of protection activities implemented	1.1.1. All COs in conflict and post-conflict situations implement at least one protection activity targeting women
Outcome 2. Women benefit from WFP livelihood projects ¹²	2.1. Proportion of women benefiting directly from livelihood projects, by type	2.1.1. COs implement at least one livelihood project targeting at least 50% women
Outcome 3. WFP's activities contribute to improved gender relations in households, camps and communities	3.1. Change in men's knowledge, attitudes and perceptions regarding gender roles	3.1.1. 25% of pilot projects show evidence of improved gender relations
Programme outputs	Performance indicators	Targets
B. Programming priorities		
B.1. Adolescent girls and boys participate in nutrition interventions, awareness-raising sessions on HIV and AIDS prevention and FFT activities	B.1.1. Number and % of adolescent girls and boys participating in projects, by type	B.1.1.1. 75% COs target adolescent girls and boys in each specified area by end-2010
B.2. Women committee members trained in management and leadership	B.2.1. Number and % of women committee members trained, annually	B.2.1.1. 50% of women committee members provided with leadership and management training, annually
B.3. Girls provided with THR as an incentive to stay in school	B.3.1. Number and % of girls provided with THR	B.3.1.1. THR provided for girls in all WFP-assisted schools that meet criteria ¹³
B.4. Action plan on prevention of sexual exploitation and abuse (PSEA) ¹⁴ implemented	B.4.1. Report on PSEA activities implemented at HQ, RBs and COs	B.4.1.1. Yearly report
B.5. Women in camp settings provided with fuel alternatives to reduce their burden and improve their safety	B.5.1. Number of women provided with fuel alternatives	B.5.1.1. # women in camps in DRC and the Sudan ¹⁵
B.6. Women participate in livelihood projects ¹²	B.6.1. Number and % of women participating in livelihood projects, by type	B.6.1.1. Project target population are 50% women ¹⁶
B.7. Men and boys participate in WFP-assisted programmes/projects with awareness-raising activities promoting gender equality and the empowerment of women	B.7.1. Number and % of men and boys participating in awareness-raising programmes and projects, by type	B.7.1.1. All countries have at least one project with awareness-raising activities for the promotion of gender equality and the empowerment of women, with target population(s) 25% men and boys

¹² FFT and FFW; cash transfer and voucher programmes; cash for work; P4P.

¹³ Provide THR for girls in WFP-assisted schools where the gender gap is at least 15 percent in primary education and at least 25 percent in secondary education. Data will be provided at sub-national levels.

¹⁴ For example, food for sex.

¹⁵ Feasibility studies will be conducted in 2009 to determine types of fuel alternatives and estimate numbers of beneficiaries.

¹⁶ Using proportionate and context-based targeting methods supported by gender analysis.

A. INSTITUTIONAL SUPPORT MEASURES					
Activity	Time frame		Responsible	Cost estimate: US\$	
	2010	2011		2010	2011
A. 1. Capacity development					
Facilitate training of WFP staff on gender analysis, gender audit, gender budgeting, advocacy and policy dialogue within the context of food and nutrition security	January to December	January to December	OMHD ¹⁷ RBs COs OEDP OMX	774 776	362 776
Evaluate training impact		October	OMX, OEDP, OMHD	40 000	
Establish three gender adviser consultancy positions for 11 months, to strengthen the capacity of RBs	January to December		RBs FLB	287 000 ¹⁸	
Facilitate training on gender analysis for national government counterpart staff in partner countries	January to December	January to December	RBs COs	69 526 ¹⁹	69 526
Support government institutions in incorporating gender into food/nutrition policies and projects	January to December	January to December	COs, WFP staff seconded to government ministries	Programme budget	Programme budget
A.2. Accountability					
Mainstream gender into WFP policies and projects	January to December	January to December	OEDP, OMX, RBs, COs		
Sensitize WFP partners on gender policy requirements for implementing WFP-supported activities ²⁰	January to December	January to December	All WFP partners	50 000 ²¹	
Mainstream gender into work plans and provide inputs to annual progress reports on implementing the gender policy	January to November	November	All managers HQ RBs COs		
Reinforce and monitor WFP's policy on sexual harassment and abuse of power	Ongoing	Ongoing	OMH, OSD, RBs, COs, senior management, Ombudsman		
Monitor and evaluate progress and performance on gender policy implementation	December	December	OEDAM OEDP RBs, COs		

¹⁷ WFP organizational acronyms used are included in the acronyms list at the end of this document.

¹⁸ Three Level-III consultants at US\$8,700 a month for 11 months each, with travel and daily subsistence allowance (DSA) provided by requesting country office.

¹⁹ 100 government counterpart staff.

²⁰ FLAs and MOUs will be revised to reflect WFP's gender policy, and an implementation guide developed for partners.

²¹ To sensitize partners on the policy and the revised MOUs and FLAs that reflect it.

A. INSTITUTIONAL SUPPORT MEASURES					
Activity	Time frame		Responsible	Cost estimate: US\$	
	2010	2011		2010	2011
Prepare progress report on gender policy implementation for the APR	December	December	OEDAM OEDP	Coordination budget	
Discuss progress on policy implementation in senior management meetings	June	June	Senior management		
Review and revise action plan		November	OEDP	Coordination budget	
A.3. Partnerships and advocacy					
Develop and disseminate corporate messages, advocacy materials and briefs on gender equality and women's empowerment in the context of food and nutrition security	January to December	January to December	OEDC OEDP RBs/COs	Coordination budget	
Commemorate International Women's Day, ²² and other international events to raise awareness on women's issues ²³ and WFP's work to empower women	March October November	March October November	OEDP OEDC RBs/COs	100 000²⁴	
With partners, prepare and implement a joint Gender Plan of Action, including training, advocacy, research, and knowledge and information sharing	January to December	January to December	WFP, FAO, IFAD HQ gender focal points		
Advocate for joint programming on gender at the country level, and use ²⁵ UNCT performance indicators	Ongoing	Ongoing	COs		

²² 2010 will be the fifteenth anniversary of the Beijing Conference on Women in 1995: Beijing+15. WFP will take stock of achievements in empowering women and will organize events to celebrate Beijing+15, including joint events with FAO and IFAD.

²³ International Women's Day, 8 March; World Food Day, 14 October; International Day on the Elimination of Violence against Women, 25 November.

²⁴ Covers costs for production of advocacy materials and events to celebrate Beijing+15 at Headquarters, regional bureaux and country offices.

A. INSTITUTIONAL SUPPORT MEASURES					
Activity	Time frame		Responsible	Cost estimate: US\$	
	2010	2011		2010	2011
A.4. Gender mainstreaming into operations					
Issue a directive on incorporating gender into WFP policies, programmes and projects	January		OED Senior management		
Strengthen the coordination capacity ²⁶ for gender policy implementation				648 150	648 150
Establish the Gender Innovations Fund to support gender programming	January		OED, FLB Senior management	2 000 000 ²⁷	
Incorporate a gender perspective into all WFP assessments, audits and evaluations	Ongoing	Ongoing	OMX OEDE		

²⁶ Coordination costs cover two Programme Support and Administrative (PSA) positions; a D1 at US\$251,000 per annum, which is already funded; a P3 at US\$151,000 per annum; P2 short-term staff for two years, at US\$132,000 per annum; three short-term consultancies for a total of nine months, at US\$8,700 per month; plus US\$75,000 per annum for missions and field support.

²⁷ This is the estimated seed money to kick-start the fund.

B. PROGRAMMING PRIORITIES					
Activity	Time frame		Responsible	Cost estimate: US\$	
	2010	2011		2010	2011
B.1. Targeted actions for women					
Provide food assistance for pregnant and lactating women, children under 5 and adolescent girls	Ongoing	Ongoing	COs RBs OMX	Programme budget	Programme budget
Issue WFP food assistance ration cards to women, and maintain a record of numbers of women card holders and women who collect food	Ongoing	Ongoing	COs RBs OMX	Programme budget	Programme budget
Facilitate women's participation in food distribution committees, and monitor participation using qualitative methods	Ongoing	Ongoing	COs RBs OMX	Programme budget	Programme budget
Provide THRs for girls in WFP-assisted schools where the gender gap is $\geq 15\%$ in primary and $\geq 25\%$ in secondary education	Ongoing	Ongoing	COs RBs OMX	Programme budget	Programme budget
B.2. Roll-out of the new programming priorities²⁸ Budget: US\$2 000 000²⁹					
Addressing gender-related protection challenges					
Implement and monitor a plan of action on the prevention of SEA	January to December	January to December	Senior management OMH Partners		
Implement and monitor a plan of action on Security Council Resolutions 1325 and 1820 on women and peace and security	January to December	January to December	OEDP, OMX Partners		
Mobilize resources to provide fuel alternatives to women in camp settings, and monitor impact	January to June	January to December	OED, COs/RBs and partners		
Support the creation of safe and private spaces for women and girls in camps	January to December	January to December	COs/RBs Partners		
Facilitate the formation of women's support groups in camps			COs/RBs Partners		
Enforce and monitor the implementation of WFP food distribution guidelines	January to December	January to December	OEDP OMX Partners		

²⁸ WFP will engage partners at the global, regional and national levels and seek external funding for roll-out of the new programming priorities. Partners include research institutions, other agencies and national governments.

²⁹ This is the estimated amount to kick-start the process, but each activity will need to be budgeted separately. The estimate is based on 20 countries at US\$100,000 each.

B. PROGRAMMING PRIORITIES					
Activity	Time frame		Responsible	Cost estimate: US\$	
	2010	2011		2010	2011
<i>Integrating a gender perspective into HIV and AIDS programmes</i>					
Incorporate awareness-raising activities linking gender, HIV and AIDS and food security into WFP programmes and projects targeting women, girls, men and boys, and measure impact on knowledge and attitudes	January to December	January to December	OMX OEDP COs/RBs Partners		
Target men and boys for activities on HIV and AIDS prevention, mitigation, treatment and care, and measure impact on knowledge and attitudes	January to December	January to December	OMX OEDP COs/RBs Partners		
<i>Improving MCHN programmes</i>					
Involve men and boys in awareness-raising activities on maternal and child nutrition, and assess impact on behavioural change and maternal and child nutrition status	January to December	January to December	OMX OEDP COs/RBs Partners		
<i>Promoting gender equality through WFP-supported school feeding</i>					
Use innovative learning methods to promote gender equality among schoolchildren, and assess impact on knowledge and attitudes of boys and girls	January to December	January to December	OMX OEDP COs/RBs Partners		
<i>Promoting positive gender relations and supporting sustainable livelihoods</i>					
Establish a monitoring system to ensure equal participation of and benefits for women and men in FFW, FFW, cash transfer and voucher programmes and P4P projects	January to December	January to December	OEDAM OMX OEDP COs/RBs Partners		
Assess the impact of programmes and projects on women's livelihoods and gender relations within the household, including women's status			OEDAM OMX OEDP COs/RBs Partners		
Total estimated cost for implementing the Corporate Gender Action Plan: US\$7 049 904					

BUDGET

The following table lists the total budgetary requirements for the Corporate Gender Action Plan.

Component	Cost (in US\$) 2010	Cost (in US\$) 2011	Total cost (in US\$)
A. Institutional support measures			
1. Capacity development			
1.1. Gender analysis training ¹ for WFP staff ²	362 776	362 776	725 552
1.2. Gender analysis training for WFP partners (host governments) ³	69 526	69 526	139 052
1.3. Gender in Leadership Development Programme	Programme budget	Programme budget	Programme budget
1.4. Gender advocacy training for WFP public information officers	99 000.00		99 000
1.5. Gender budgeting training for selected WFP budget officers	66 000.00		66 000
1.6. Gender audit training for selected country programme officers	247 000.00		247 000
1.7. Evaluation of training outcomes (consultancy)	40 000		40 000
1.8. Short-term gender advisers (3) in regional bureaux OMD, OMJ, OMB ⁴	287 000		287 000
Capacity development subtotal	1 171 302	432 302	1 603 604
2. Accountability			
2.1. Sensitization workshop for cooperating partners on accountability in implementing the gender policy	50 000		50 000
3. Partnership and advocacy			
3.1. Beijing+15: WFP taking stock 1995–2010 ⁵	100 000		100 000
4. Gender mainstreaming into operations			
4.1. Gender Innovations Fund	2 000 000		2 000 000
4.2. Coordination of policy implementation (existing)	251 000	251 000	502 000

¹ Training on gender analysis will be carried out for training of trainers (TOT) and at the country level. A total of 500 WFP staff members will be trained, with proportionate representation per country based on size of operations.

² Training on gender analysis will target regional advisers, programme heads and other main programme and policy staff.

³ Key government staff from gender, health, agriculture, nutrition, etc.

⁴ This is an interim measure while capacity is strengthened at regional bureaux and country offices. Estimate is for three Level-III consultants at US\$8,700 a month, with travel and DSA provided by requesting country office.

⁵ WFP will take stock of achievements in empowering women and will organize events to commemorate Beijing+15, including joint events with FAO and IFAD.

Component	Cost (in US\$) 2010	Cost (in US\$) 2011	Total cost (in US\$)
4.3. Coordination of policy implementation (new)	397 150	397 150	794 300 ⁶
Institutional support subtotal	3 969 452	1 080 452	5 049 904
B. Programming priorities			
1. Targeted actions for women	Programme budget	Programme budget	
2. Roll-out of the new programming priorities	2 000 000		2 000 000 ⁷
Programming priorities subtotal	2 000 000		2 000 000
Total	5 969 452	1 080 452	7 049 904

⁶ A P3 at US\$151,000 per annum for two years; P2 short-term staff at US\$132,000 per annum for two years; three short-term consultancies for a total of nine months, at US\$8,700 per month; plus US\$75,000 per annum for field missions and support.

⁷ Piloting of the new programming priorities will depend on the availability of extrabudgetary resources. A budget estimate of US\$2 million for 20 countries has been identified for fundraising, including for fuel alternatives to help protect women in camps.

GENDER TERMINOLOGY

Gender refers to the social attributes and opportunities associated with being male or female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. (*United Nations Office of the Special Adviser on Gender Issues and Advancement of Women – OSAGI*¹)

Gender analysis is the examination of a social process which considers the roles played by women and men, including issues such as the division of labour, productive and reproductive activities, access to and control over resources and benefits, and socio-economic and environmental factors that influence women and men. Gender analysis also refers to the systematic investigation of the differential impacts of development on women and men. (Inter-Agency Standing Committee 2006. *Gender Handbook in Humanitarian Action*. Geneva.

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action [...] in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of [...] policies and programmes [...] so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. (Report of the Economic and Social Council A/52/3/Rev.1)

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration [...] Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development (OSAGI¹)

The empowerment of women: concerns women gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate

¹Available at www.un.org/womenwatch/osagi/pdf/factsheet1.pdf.

gender discrimination and inequality. The process of empowerment is as important as the goal. Empowerment comes from within [...] Inputs to promote the empowerment of women should facilitate women's articulation of their needs and priorities and a more active role in promoting these interests and needs. Empowerment of women cannot be achieved in a vacuum; men must be brought along in the process of change [...] (OSAGI²)

Targeted actions [...] should compensate for the consequences of gender-based inequality such as the long-term deprivation of rights to education or health care. This is important as in many situations women and girls are more disadvantaged than men and boys [...] but there are a number of situations where boys or men will be targeted for action, for example when boys are the target of recruitment for armed conflict [...] (Inter-Agency Standing Committee. 2006. *Gender Handbook in Humanitarian Action*. Geneva, p. 3.)

² Available at www.un.org/womenwatch/osagi/pdf/factsheet2.pdf.

LINKING WFP'S STRATEGIC PLAN AND THE GENDER POLICY

STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES

Women, men, girls and boys are all affected by emergencies, but there are differences in their vulnerabilities, responses and coping mechanisms. Humanitarian interventions must therefore be carried out with a gender lens that recognizes these differences and allows the different needs and priorities of women and men to be addressed more effectively.

Gender gaps tend to be accentuated during humanitarian crises, with women often assuming the role of head of household while facing increased threats of physical violence and abuse.

WFP assessment tools should be gender-sensitive to capture the different needs and priorities of women and men. WFP staff should have the capacity to carry out gender analysis to be better able to respond to these different needs.

In emergency situations, WFP assistance should be analysed in terms of its impact on the vulnerability of women and girls, with appropriate measures put in place to reduce risks where they exist.

Programmes for the prevention of gender-based violence in the context of emergencies should be designed along the lifecycle as there are indications of violence against children –girls and boys as well as against female elders, widows and orphans. The involvement of men should be regarded as part of the solution rather than just the problem.

STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES

WFP's disaster preparedness and mitigation actions are geared towards strengthening governments' preparedness and response capacities and building communities' resilience to shocks. The integration of gender into vulnerability assessments and early warning systems is vital for enhancing efforts to promote the safety of women, their families and communities. Equally important is the effective participation of both women and men in decision-making and the planning and implementation of programme activities designed to enhance communities' adaptability and response to disasters.

STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS

After a crisis, the livelihood strategies of women and men may change, making it necessary to assess the new division of tasks to ensure food security and nutritional well-being for the household. Livelihood interventions should be designed to strengthen the capacities of women and men, taking into consideration the differences in their access to and control over resources.

In post-conflict situations, a gender lens is crucial in ensuring that both women and men participate in and benefit equally from activities designed to build capacity and create assets.

Designing FFT and FFW activities with a gender lens means considering not only the different needs and priorities of women and men, but also the impact of the activities in terms of benefits for women and men, while assessing and taking into consideration differences regarding the implications on their time, workloads – including child care activities – and safety.

All tools employed during this transition phase, such as voucher and cash-based programmes, should be carefully monitored to ensure that women benefit in terms of access to food, as the main objective of the tool. Sex-disaggregated data should be accompanied by qualitative data to ascertain that women are actually benefiting from WFP assistance.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION

The gender dimensions of the causes and consequences of hunger and malnutrition include how hunger and malnutrition affect women, men, boys and girls differently. The consequences are also different, with women's nutrition status having far-reaching consequences on future generations. Nutrition education is traditionally provided mostly to women, but chronic hunger and undernutrition can only be reduced if communities – specifically men – are also made aware of the importance of adequate maternal and child nutrition.

WFP MCHN programmes can be used to break the traditional gender barriers in caregiving by including men and boys in nutrition and health education activities. Equality in access to knowledge and information, for women and men, girls and boys, on the causes, consequences and prevention of maternal and child undernutrition may result in more positive impacts.

WFP's access to children through its school feeding programme provides opportunities for promoting gender equality and the empowerment of women and communicating their importance for development. WFP school feeding programmes are important for reducing the gender gap in education through THRs for girls, and can also be used as an entry point to raise children's awareness of the importance of giving equal opportunities to both girls and boys.

STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE

WFP's capacity-building strategies should support partner countries to adopt and implement policies that promote the equal participation of women and men in all processes and decisions that affect their well-being and that of their families. This should include raising awareness on women's critical role in the fight to end hunger.

WFP, as part of the United Nations country teams and through its involvement in Poverty Reduction Strategy Processes (PRSP), is well positioned to collaborate with national gender machineries to address gender issues in a culturally sensitive manner and to advocate for the development of local capacities.

WFP programmes supporting local purchase from small farm-holders will incorporate a gender perspective in their approach, recognising the inequality between women and men in accessing farming inputs, technology, credit, transport, markets and returns.

ACRONYMS USED IN THIS DOCUMENT

APR	Annual Performance Report
CO	country office
DRC	Democratic Republic of the Congo
DSA	daily subsistence allowance
FAO	Food and Agriculture Organization of the United Nations
FFT	food for training
FFW	food for work
FLA	field-level agreement
FLB	Budget and Financial Planning
HQ	Headquarters
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
MCHN	mother-and-child health and nutrition
MOU	Memorandum of Understanding
OED	Office of the Executive Director
OEDAM	Performance and Accountability Management Division
OEDC	Communications and Public Policy Division
OEDP	Policy, Planning and Strategy Division
OMB	Regional Bureau Bangkok (Asia)
OMD	Regional Bureau Dakar (West Africa)
OMH	Human Resources Division
OMHD	Staff Development and Performance Branch
OMJ	Regional Bureau Johannesburg (Southern, Eastern and Central Africa)
OMX	Programme Design and Support Division
OSAGI	Office of the Special Adviser on Gender Issues and Advancement of Women
OSD	Inspector General and Oversight Services Division
P4P	Purchase for Progress
PRS	Poverty Reduction Strategy
PSA	Programme Support and Administrative
PSEA	prevention of sexual exploitation and abuse
RB	regional bureau
SEA	sexual exploitation and abuse
THR	take-home ration
TOT	training of trainers
UNCT	United Nations country team