

WFP GENDER POLICY (2015–2020)



Informal Consultation

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World Food Programme
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FOREWORD

1. WFP Gender Policy (2015–2020) is informed by the most recent thinking and good practices in promoting gender equality and women’s empowerment. It calls for a “shift in gear ... for [WFP] to meet its global and institutional commitments to addressing gender issues, and implement its mandate fully and equitably.”¹ Everyone is responsible for promoting gender equality and women’s empowerment as preconditions for effective development. This policy defines WFP’s goals, objectives and operational strategy for the gender equality and women’s empowerment that will help end global poverty and hunger.
2. This document is complemented by:
 - a plan for disseminating the policy to staff, partners and beneficiaries;
 - a framework for developing regional implementation strategies, which are adapted to local contexts and WFP activities – crisis, post-crisis and/or development – and to be submitted to the Executive Board; and
 - a gender toolkit providing technical guidance on mainstreaming gender in all WFP programmes.
3. The policy draws on research into the links between gender and food and nutrition security and on consultations with WFP staff in all professional categories and geographical regions. Its formulation was moderated by external and internal reference groups and the Board. This bottom-up and participatory approach ensures that the policy reflects WFP’s collective voice.²

¹ WFP. 2013. *Evaluation of WFP’s 2009 gender policy: This Time Around?* Office of Evaluation (OEV)/2013/008, p. xv. Rome.

² See Annex II for a list of people consulted.

GENDER EQUALITY IN WFP'S WORK

4. To maintain its position as the leading humanitarian agency fighting global hunger, WFP must constantly innovate to improve the services it provides, and must be able to measure the changes it brings to the people it serves. WFP believes its mission of ending hunger can be achieved only if women and girls, and men and boys have equal opportunities, equal access to resources, and equal say in the decisions that shape their future.
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5. This gender policy sees gender and age analysis as a prerequisite to providing assistance for food and nutrition security and addressing the underlying causes of gender-based malnutrition and food insecurity. Poor access to nutritious food and inadequate care practices are often directly or indirectly related to gender inequalities. For example:
 - for women and girls, lack of micronutrients such as iron during pregnancy leads to low birth weights for their babies;
 - food preferences, taboos and consumption patterns have different impacts on the nutrition status of family members according to their sex and age, with boys being given preference in some contexts and girls in others; and
 - men and boys separated from their families can be at risk of undernutrition if they do not know how to cook or care for themselves and their dependants.
 6. Worldwide, women are largely responsible for food and nutrition security.³ Nevertheless, they continue to face discrimination in access to and control over food, improved livelihoods, education and health. Women and girls are also more exposed to gender-based violence (GBV) than men and boys are. WFP must therefore broaden the dialogue on gender and ensure that men are included. Achievement of gender equality requires a profound shift in institutional and individual attitudes and behaviours, to help transform the social, political, cultural and economic systems that are at the root of malnutrition and food insecurity. This gender policy establishes the accountability and roles of all WFP staff in meeting gender equality goals.

³ According to the Food and Agriculture Organization of the United Nations (FAO), if women farmers had the same access to resources and services as men farmers have, they could produce 20 to 30 percent more, thereby increasing overall agricultural production. FAO. 2011. *The State of Food and Agriculture 2010–2011: Women in Agriculture: Closing the Gender Gap for Development*. Rome. Further evidence on the relationship between gender and nutrition in: Quisumbing, A.R., Meinzen-Dick, R., Raney, T.L., Croppenstedt, A., Behrman, J.A. & Peterman, A. 2014. *Gender in Agriculture: Closing the Knowledge Gap*. Rome, FAO and Springer; Van den Bold, M., Quisumbing, A.R. & Gillespie, S. 2013. *Women's Empowerment and Nutrition: an Evidence Review*. Washington, DC, International Food Policy Research Institute (IPFRI); Asian Development Bank (ADB) and FAO. 2013. *Gender Equality and Food Security: Women's Empowerment as a Tool against Hunger*. Mandaluyong City, Philippines.

7. Humanitarian crises and natural hazards almost always increase levels of acute malnutrition, aggravating gender inequalities by having different impacts on nutrition insecurity for women, men, girls and boys.⁴ WFP's contribution to improving food and nutrition security in line with the Secretary-General's Zero Hunger Challenge therefore depends on promoting gender equality and women's empowerment. By systematically addressing the gender issues they encounter, gender-responsive programmes accelerate WFP's progress towards the goal of eliminating hunger in current lifetimes. Gender equality is also essential for the full enjoyment of human rights by all.
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8. Examining WFP's work from the viewpoint of gender equality shows that women and men do not constitute homogeneous groups. Further analysis is required to identify how gender issues intersect with other important social dimensions – age, ethnic origin, social origin, marital status, religious beliefs, sexual orientation, disability status, HIV/AIDS status, etc. – to create and reinforce inequalities or privileges, not only between women and men, but also among women and among men. WFP calls for a people-centred approach to gender that takes into account these and other dimensions, including WFP's accountability to affected populations; for WFP, gender mainstreaming starts from within.

INTERNATIONAL FRAMEWORK

9. With its mission to end global hunger, WFP is bound by the intergovernmental mandates of the United Nations system to promote and protect human rights and gender equality as declared in the 1945 [United Nations Charter](#), the post-2015 agenda and Sustainable Development Goals and many other declarations and agreements.⁵
10. In 2006, the United Nations Chief Executives Board for Coordination endorsed the [United Nations System-wide Policy on Gender Equality and the Empowerment of Women](#) in response to the lack of progress in gender mainstreaming throughout the United Nations system. In 2012, it launched the United Nations System-wide Action Plan on Gender Equality and Empowerment of Women (UN SWAP) to advance gender equality

⁴ Literature showing the impacts of emergencies on women and men: Human Security Report Project. 2011. *Human Security Report 2009/2010: The Causes of Peace and the Shrinking Costs of War*. New York and Oxford, UK, Oxford University Press; Soroptomist of the Americas. 2011. *Reaching out to Women when Disaster Strikes*. Philadelphia, Pennsylvania, USA; Ferris, E. 2008. *Displacement, Natural Disasters and Human Rights*. Washington, DC, Brookings Institution.; Mazurana, D., Benelli, P., Gupta, H. & Walker, P. 2011. *Sex and Age Matter: Improving Humanitarian Response in Emergencies*. Medford, Maryland, USA, Feinstein International Center, Tufts University; Neumayer, E. & Plümper, T. 2007. The Gendered Nature of Natural Disasters: The Impact of Catastrophic Events on the Gender Gap in Life Expectancy, 1981–2002. *Annals of the Association of American Geographers*, 97(3): 551–566; *The Lancet* & University College London. 2009. Managing the Health Effects of Climate Change. *The Lancet*, 373: 1693–1733; International Fund for Agricultural Development (IFAD). 2008. *Gender and Non-Timber Forest Products: Promoting Food Security and Economic Empowerment*. Rome.

⁵ The 1948 [Universal Declaration of Human Rights](#), the 1966 [Covenant on Economic, Social and Cultural Rights](#), the 1979 [Convention on the Elimination of all Forms of Discrimination against Women](#), the 1989 [Convention on the Rights of the Child](#), the 1993 [Declaration on the Elimination of Violence Against Women](#), the 1995 [Beijing Declaration and Platform for Action](#), the 2000 [United Nations Millennium Declaration](#), and United Nations Security Council resolutions promoting women, peace and security – numbers 1325, 1820, 1888, 1889 and 2106.

across the system, including in its humanitarian and development actions. The UN SWAP comprises an accountability framework of 15 standards clustered around six functional areas. WFP is committed to exceeding all of these standards, and the standards embodied in the eight gender-related indicators of the [Quadrennial Comprehensive Policy Review \(QCPR\)](#).

11. WFP's [2009 gender policy](#) introduced a strategic shift⁶ from the women-centred approach⁷ to one with a wider view on differences in the lives of women and men, and girls and boys. The policy emphasized men's roles in change, and highlighted the importance of understanding gender relations. This focus is reflected in programmes such as food assistance for work/training/assets, protection activities and Purchase for Progress.⁸ The new policy recognizes these as good practices embodying innovative gender-responsive approaches⁹ that respond to local realities and should be shared throughout WFP.

POLICY GOAL AND OBJECTIVES

12. The goal and objectives of this policy are in line with the Strategic Objectives of WFP's [2014–2017 Strategic Plan](#) and the key pillars of the [Zero Hunger Challenge](#). WFP will work with other United Nations agencies, civil society organizations – particularly women's organizations – beneficiaries, partners and governments towards realizing these objectives.

The goal of WFP Gender Policy (2015–2020) is full gender equality in nutrition and food security programmes and operations for achievement of the Zero Hunger Challenge

13. The policy includes strategies for gender mainstreaming and targeted actions to achieve gender equality and women's empowerment in all areas of work:
 - Gender mainstreaming means systematically examining and addressing the needs, priorities and experiences of women and men as part of the development of inclusive policies, standards, programmes, projects and knowledge-building activities, so that women, men, girls and boys of all ages benefit equally.
 - Where the gap in gender equality is so great that women or men have no access to available opportunities, WFP needs programmes or projects that target women and girls or men and boys of all ages, to ensure equal outcomes.

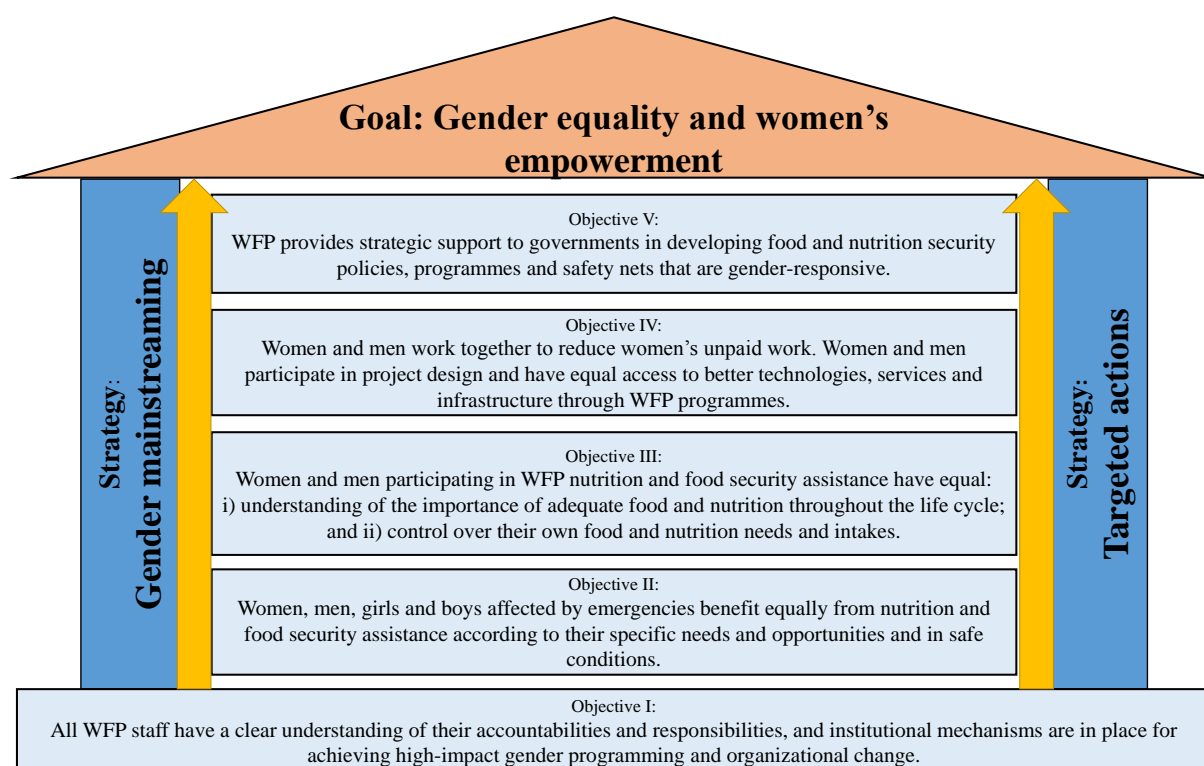
⁶ WFP. 2013. *Evaluation of WFP's 2009 gender policy*, p. v.

⁷ WFP's Commitments to Women 1996–2003 and Enhanced Commitments to Women 2003–2007.

⁸ WFP. 2013. *Evaluation of WFP's 2009 gender policy*, p. ix.

⁹ See Brody, A., Hossain, N., Oswald, K. & Smith, S. 2014. *Innovations from the Field: Gender Mainstreaming from the Ground Up for the World Food Programme*. Rome, WFP and the Institute of Development Studies (IDS).

Figure 1: Policy objectives



Objective I: All WFP Staff Have a Clear Understanding of their Accountabilities and Responsibilities, and Institutional Mechanisms are in Place for Achieving High-Impact Gender Programming and Organizational Change.

14. WFP has human resource policies and strategies to ensure that its workforce is fit for purpose in achieving WFP's Strategic Objectives and that diversity and inclusion issues are considered at all stages of the talent management process of all staff. Through its People Strategy and its Diversity and Inclusion Framework, WFP aims to surpass UN SWAP performance standards.
15. WFP needs to do more to facilitate diversity by developing an inclusive environment that creates value for the organization, teams and individuals. Achieving and sustaining equal representation of women and men in all professional categories requires analysis of constraints and implementation of affirmative action and other measures both at Headquarters and in the field.
16. All monitoring and reporting formats and tools are being reviewed to include systematic collection, analysis and use of sex- and age-disaggregated data. These data will help WFP to adapt its nutrition and food security assistance to the different needs identified by gender analysis. As the cornerstone of this gender policy, gender analysis examines the different needs, roles and capacities of women, men, girls and boys and is incorporated into regular analysis of the nutrition situation. Its findings inform the formulation of WFP's Strategic Objectives, Strategic Plan and main regional and country strategies and programmes. In emergencies, gender analysis incorporated into rapid response analysis informs and strengthens emergency response plans.

17. As a standard requirement, all programme budgets include specific lines for gender-related costs under each programme activity, as a cross-cutting theme.
18. WFP and its partners work in ways that promote gender equality and women's empowerment. At the regional, country and sub-office levels WFP regularly assesses the gender equality programming of its partnerships to identify areas for improvement and enhanced accountability.

Box 1: Assessing WFP's global capacity in promoting gender equality and women's empowerment

In late 2014, in partnership with the United Nations Women Training Centre, WFP conducted a global assessment of its workforce's capacity to promote and implement principles of gender equality. The objective was to identify strengths and areas for improvement with a view to designing a capacity development plan and informing the formulation of this policy. The Human Resources Division (HRM) and the Gender Office (GEN) are now developing a comprehensive plan that includes general awareness-raising for all staff and initiatives targeting major functional areas; senior staff will receive special attention. The assessment uncovered issues at the regional level, which will be addressed through the capacity development plan and the regional gender strategies that will follow this gender policy.

Objective II: Women, Men, Girls and Boys Affected by Emergencies Benefit Equally from Nutrition and Food Security Assistance According to their Specific Needs and Opportunities and in Safe Conditions.

19. This gender policy complements WFP's [Policy on Humanitarian Protection](#) and defines protection as ensuring that food and livelihood assistance does not increase the protection risks of the people receiving it, but rather contributes to their safety, dignity and integrity.¹⁰
20. Gender equality and women's empowerment are central to this definition as determinants of the levels and types of risk that people of different sexes and ages are exposed to. Their central importance makes gender and protection cross-cutting issues that must be integrated into all aspects of WFP's work, including as elements of context analyses.
21. Gender equality and women's empowerment must not expose women, men, boys or girls to risk, create or exacerbate household or community tension, or cause women, men, boys or girls to be marginalized or discriminated against. The integration of gender equality and women's empowerment into WFP programmes should contribute to enhancing community and household harmony and promote the equal inclusion of men and women, and boys and girls.
22. Violence directed against people because of their gender constitutes a protection risk. Although GBV is widespread, it is underreported worldwide. In line with the IASC's revised 2015 GBV guidelines, WFP recognizes its responsibility to assuming – regardless of the presence or absence of concrete evidence – that GBV is occurring, treating it as a serious and life-threatening protection issue, and taking actions to minimize the risk of its occurring through WFP interventions.¹¹

¹⁰ "WFP Humanitarian Protection Policy" (WFP/EB.1/2012/5-B/Rev.1).

¹¹ IASC. 2015. Guidelines for Integrating *Gender-Based Violence Interventions in Humanitarian Action: Reducing Risk, Promoting Resilience, and Aiding Recovery* (draft), p. 2.

Box 2: Reducing women’s exposure to violence through the Safe Access to Fuel and Energy (SAFE) initiative in Darfur, the Sudan

Throughout 2006 an estimated 200 women a month were raped or killed while collecting fuelwood for cooking their food rations or generating income. Women beneficiaries of WFP in Kenya and Darfur continue to report cases of abuse when they collect fuelwood outside Dadaab and Kakuma refugee camps. WFP supports women through safe access to fuel, including by providing fuel-efficient stoves and implementing livelihood activities that reduce the frequency of fuelwood collection, thereby reducing women’s exposure to violence.

Objective III: Women and Men Participating in WFP Nutrition and Food Security Assistance Have Equal: i) Understanding of the Importance of Adequate Food and Nutrition Throughout the Life Cycle; and ii) Control Over their Own Food and Nutrition Needs and Intakes.

23. Food and nutrition security interventions focus on the community and/or household level, including by improving food production. Many of these activities target women but overlook the intra-household gender dynamics that determine allocation of resources and the impact on individuals’ well-being. Interventions adhering to [WFP’s Nutrition Policy](#) go beyond addressing the symptoms of food and nutrition insecurity to generate sustainable impacts and better understanding of the underlying gender inequalities that affect people’s opportunities, visibility and voice.
24. Gender roles are culture- and context-specific. Project design must therefore be participatory and informed by the insights of field staff, partner organizations and local communities, including women and men leaders. This approach captures the nuances of gender issues, rather than relying on assumptions such as the belief that women always use money for their families while men use it irresponsibly. Participatory project design challenges and transforms existing, inequitable gender norms to bring more equal benefits to women and men, girls and boys.
25. While nutrition and childcare are considered tasks for women and girls in many of the contexts where WFP works, it is essential to identify ways of engaging and sensitizing men and boys – youth, adults, community and religious leaders, local authorities – and addressing their needs, as well as those of women and girls. This policy recommends that food and nutrition programmes with gender equality and women’s empowerment goals should target youth, to improve nutrition early in life, increase acceptance of gender equality, and enhance the nutrition knowledge, habits and benefits of young men and women.

Box 3: Engaging men in nutrition programming in Senegal

Participatory Action Learning (PAL) activities in Senegal focused on trying to understand how men are currently involved in care of children and nutrition and how their involvement could be increased. During focus group discussions women noted that men accompany their children to the hospital when they are sick, but are rarely involved in nutrition activities at the clinic. When men were asked about this they said they were afraid of being mocked as engaging in child nutrition is “not a man’s role”... WFP Senegal has recognized the potential to change attitudes about men’s roles at the local level by engaging them in open discussions and involving the “exceptions” as potential “change models”.¹²

Objective IV: Women and Men Work Together to Reduce Women’s Unpaid Work. Women and Men Participate in Project Design and Have Equal Access to Better Technologies, Services and Infrastructure through WFP Programmes.

26. Worldwide, women and children – particularly girls – undertake the majority of unpaid work within their families. In the food and nutrition-insecure contexts where WFP operates, this work involves carrying water and fuel for long distances, gathering wild foods, preparing and cooking food, and travelling long distances to health facilities, as well as doing unpaid work on family farms or in family enterprises. Women’s responsibility for reproductive labour is a major human rights concern and contributes to persistent gender inequalities, depriving women and girls of education, political participation, decent work and leisure.
27. During project design, to avoid the risk of increasing work burdens, WFP looks for technologies, services and infrastructure that ensure that women and men can benefit equally from cash or food transfers and increased time and energy.
28. Group-based programmes facilitating women’s participation in anything from farmers’ collectives to informal mother-to-mother groups have great potential in addressing gender inequalities within households and society,¹³ including by “building women’s knowledge, skills and self-confidence, developing social networks which they can draw on in times of need, enhancing their influence over decision-making in organizations which they are part of, and enabling them to access services and support from local government bodies”.¹⁴

¹² WFP. 2014. *Innovations from the Field*, p. 13.

¹³ IFPRI. 2013. *Women’s Empowerment and Nutrition. An Evidence Review*. IFPRI Discussion Paper No. 01294, p. 19. Washington, DC.

¹⁴ WFP. 2014. *Innovations from the Field*, p. 16.

Box 4: Compliments to the chef: recognizing women’s contributions to school meal programmes in Malawi

Learning activities conducted by staff in Malawi revealed that School Meal Programmes (SMPs) are highly reliant on the voluntary work of students’ mothers, who prepare and serve the meals. This work can involve as much as eight hours of work per day. In some places, it was difficult to sustain this level of volunteer commitment, but when token cash payments were offered, men started to come forward to work. Based on what it would cost to make token payments for the preparation and cooking, the value of women’s unpaid work on the SMP was calculated at US\$0.5 million per year for Malawi. WFP Malawi have been exploring strategies for reducing the hazards and drudgery of school meals preparation by procuring long-handled cooking utensils and oven mitts, and for recognizing their contributions by distributing certificates in public ceremonies. The impact on the women was significant. As one participant explained “Now we’re perceived as professional cooks and we are invited at two different events in the village to assist them in cooking”.¹⁵

Objective V: WFP Provides Strategic Support to Governments in Developing Food and Nutrition Security Policies, Programmes and Safety Nets that are Gender-Responsive.

29. This objective is central to WFP’s mission statement because it ensures sustainability. Country offices clarify what national governments expect from WFP in promoting gender equality in nutrition and food security, and staff identify plans and partners for achieving these gender equality objectives.
30. Legislative measures and customary rules and practices perpetuate gender inequality, often limiting the access to education and employment opportunities of women and girls and their access to essential resources such as land and credit, thus affecting household food and nutrition security. Measures that relieve women of their unequal work burdens (Objective IV) must be linked to government and community strategies for enhancing gender equality. Among these, ensuring education for girls is key to delaying marriage and reducing the number of children per family; it also has valuable nutrition benefits.¹⁶
31. WFP’s involvement in middle-income countries and emerging economies is expected to increase. In countries where partners and governments are already promoting gender equality and women’s empowerment in food and nutrition security programmes and policies, WFP should make itself a credible partner by building its own knowledge and technical capacity through in-country learning and other sources. In other countries, WFP should provide technical support to governments in developing food and nutrition security policies that promote gender equality.

¹⁵ WFP. 2014. *Innovations from the Field*, p. 12.

¹⁶ Cross-country studies demonstrate that improvements in women’s education were responsible for almost 43 percent of the total reduction in underweight levels among children between 1970 and 1995. Smith, L.C. & Haddad, L. 2000. *Explaining Child Malnutrition in Developing Countries. A Cross-Country Analysis*. Washington DC, IFPRI.

Box 5: School feeding has gender equality results in India

India has the largest school feeding programme in the world; in 2011, it reached 113.6 million schoolchildren. The Mid-Day Meal Scheme (MDMS), the country's national programme launched in 1995, aims to ensure that all children receive primary education and to boost the nutrition of students in primary-school classes. At the school level, the programme is administered by the village education committee, the school management and development committee, the parent–teacher association or, in some cases, non-governmental organizations (NGOs). In many evaluations since 2001, the programme has been found to have positive impacts on enrolment, elimination of classroom hunger and promotion of gender and social equity. Higher enrolment has been observed, particularly among the Scheduled Castes and Scheduled Tribes children. Data on gross primary enrolment rates from 2001–2002 and 2007–2008 confirms a significant rise among Scheduled Castes (103.1 to 132.3 percent for boys, and 82.3 to 116.7 percent for girls) and Scheduled Tribes (106.9 to 134.4 percent for boys and 85.1 to 124 percent for girls).¹⁷

ACCOUNTABILITY FRAMEWORK

32. To help achieve the goal and objectives of the gender policy, this section provides standards based on the UN SWAP performance indicators adapted to WFP's mandate and functions. Since 2013, at the beginning of every year, WFP conducts a self-assessment of its performance in the 15 UN SWAP indicators. With the aim of exceeding the requirements of the UN SWAP indicators by 2016, WFP will report on them annually to the Board. The annual self-assessment gives rise to a remedial plan that is implemented and monitored. WFP's Annual Performance Report covers progress on implementing recommendations from the QCPR, based on indicators contained in the [Strategic Results Framework](#) and the Management Results Framework.

Accountability

33. An up-to-date gender policy is implemented, including strategies and plans for gender mainstreaming and ensuring the equal representation of women (UN SWAP 1ci).

Lead unit: GEN

34. A mechanism is in place to ensure senior-level accountability for promoting gender equality and women's empowerment (GEWE) (UN SWAP 1cii).

Lead unit: HRM

35. Within WFP's existing accountability framework, including as defined in the Fit for Purpose concept, important elements with impacts on GEWE are:

- a) the IASC gender marker in the programme review and project approval processes;
- b) the target of allocating at least 11 percent of resources to GEWE activities in all project budgets;
- c) the paragraphs mentioning accountabilities related to GEWE detailed in the Executive Director's Letter of Entrustment sent to all country directors on appointment; and

¹⁷ WFP. 2013. *State of School Feeding Worldwide*. Rome.

- d) the single entry on targets for GEWE in the Performance and Competency Enhancement (PACE) form for staff at levels D1 and P5.

Lead unit: HRM

36. Assessment of GEWE is integrated into core values and/or competencies for all staff, particularly those at levels P4 or equivalent and above, including decision-making positions in all committees, missions and advisory bodies (UN SWAP 2ci).

Lead unit: HRM

37. A system for recognizing excellent work in promoting GEWE is in place (UN SWAP 2cii). WFP implements a corporate certification process that recognizes good performance of country offices, regional bureaux and Headquarters units in delivering results in GEWE.

Lead unit: GEN

Results-Based Management

38. Gender analysis is included in the central strategic planning document and main regional and country programme documents (UN SWAP 3ci).

Lead unit: Policy and Programme Division (OSZ)

39. WFP's central strategic planning document includes more than one specific outcome/expected accomplishment and more than one specific indicator of progress in GEWE (UN SWAP 3cii).

Lead unit: OSZ

40. Results in GEWE related to the central strategic planning document are reported on (UN SWAP 4ci). The outcomes and indicators of WFP's Strategic Plan are updated to stimulate and track gender outcomes.

Lead unit: Performance Management and Monitoring Division (RMP)

41. All key data are disaggregated by sex and age, or the specific reason for not doing so is noted (UN SWAP 4cii).

Lead unit: RMP

42. WFP's guidance on results-based management mainstreams GEWE (4ciii).

Lead unit: RMP

Oversight

43. The gender policy is evaluated by OEV five years after its approval. Evaluation findings will feed into updating of the policy after its current period.

Lead unit: OEV

44. All centrally commissioned evaluation reports and all decentralized evaluations are gender-responsive; measure WFP's impact on GEWE and the achievement of its gender-related objectives; meet the norms and standards of the United Nations Evaluation Group (UNEG) (UN SWAP 5ci); and demonstrate effective use of UNEG guidance on evaluating with a human rights and gender equality perspective (UN SWAP 5cii).

Lead unit: OEV

45. Consultation on risks related to GEWE takes place at all levels of WFP as part of the annual planning cycle for risk-based audits (UN SWAP 6ci).

Lead unit: Inspector General and Oversight Office (OIG)

46. An International Labour Organization participatory gender audit or equivalent is carried out at least every five years (UN SWAP 6cii).

Lead unit: GEN

47. Gender analysis is integrated into programme quality control systems (UN SWAP 7ci) and programmes that excel in promoting GEWE are recognized (UN SWAP 7cii).

Lead unit: GEN

Human and Financial Resources

48. The following indicators ensure that appropriate focus and resources are allocated to GEWE activities:

a) GEWE activities are included in project budgets, all project documents and budget revisions; and the resources identified for GEWE meet the corporate policy by representing at least 11 percent of total project costs, increasing to 15 percent by 2020.

Lead unit: RMB

b) A financial tracking mechanism is used to quantify disbursement of funds for promoting GEWE (UN SWAP 8c). The results of this tracking influence central strategic planning on budget allocation (UN SWAP 8ci).

Lead unit: RMB

c) The IASC gender marker code – guiding project activity design, monitoring and evaluation and implementation – is reported in all project documents and budget revisions; implementation of the gender policy enables 100 percent of WFP projects to achieve codes of 2A/2B by 2015.

Lead unit: OSZ

d) GEWE activities are given appropriate priority in resource allocation, even when resources are limited.

Lead unit: RMB

49. A percentage of Programme Support and Administrative funding is allocated to gender activities, using the gender marker system.

Lead unit: RMB

50. Corporate funding is designated to implementing WFP's mandate for GEWE. The financial benchmark for resource allocation to this mandate is exceeded (UN SWAP 9c).

Lead unit: RMB

51. Promoting GEWE is a corporate responsibility for all staff. WFP's gender advocate network is expanded to include senior women and men from all functional areas, particularly those at P4 level and above; network members have written terms of reference, and at least 20 per cent of their time is allocated to their gender focal point functions (UN SWAP 10ci). Special funds are used only until core resources are allocated to networking and capacity development of gender advocates.

Lead unit: GEN

52. WFP has equal representation of women in General Service staff and at P4 level and above, including at senior levels of field offices, committees and funds, irrespective of budgetary source (UN SWAP 10cii).

Lead unit: HRM

53. The gender office is fully resourced according to WFP's mandate (UN SWAP 10Ciii); focuses on supporting leaders in ensuring the integration of GEWE into all organizational procedures; and includes a senior gender adviser at Headquarters and one in each regional bureau and large country office. These advisers will assist regional bureaux and country offices in finding resources for implementing senior management decisions and measuring their effectiveness on achieving gender equality through inclusive food and nutrition security programming.

Lead unit: GEN

54. Measures for ensuring that WFP's organizational culture supports the promotion of GEWE (UN SWAP 11c) include the following:

a) Senior managers demonstrate leadership in and public championing of equal representation of women and men (UN SWAP 11ci).

Lead unit: HRM

b) Implementation and tracking of gender-relevant and family-friendly policies are enhanced, including through flexible work arrangements, breastfeeding provisions, facilitative policies such as maternity, paternity and adoption leave, and prevention of abuse and harassment, including sexual harassment.

Lead unit: HRM

c) Talent acquisition and management processes are gender-sensitive, including in all terms of reference, generic job profiles and staff recruitment procedures. Assessment of staff members' contributions to achieving WFP's GEWE objectives is included in their performance assessments.

Lead unit: HRM

d) Mobility policies take into account the impacts of mobility issues on daily life inside and outside the office for all staff members, including women, those who are lesbian, gay, bisexual, transgender or intersex, and those with disabilities, HIV/AIDS or chronic medical conditions.

Lead unit: HRM

55. In accordance with the United Nations Secretary-General's Bulletin on Protection from Sexual Exploitation and Abuse and WFP's Code of Conduct, all staff are aware of and strictly adhere to WFP's zero-tolerance policy on sexual exploitation and abuse. Compliance is regularly monitored.

Lead unit: Ethics Office

Capacity

56. A comprehensive capacity development plan is in place, based on a 2014 WFP-wide assessment of staff capacity in GEWE at the headquarters, regional and country levels (UN SWAP 12ci); the plan is updated at least every three years (UN SWAP 12cii) and includes the following:

a) Basic gender training is mandatory for all levels of WFP staff at Headquarters, regional bureaux, country offices and sub-offices (UN SWAP 13ci), and results are tracked annually.

Lead units: HRM/GEN

b) Learning-by-doing activities are guided by training staff and technical experts.

Lead units: HRM/GEN

c) Staff of cooperating partners are trained.

Lead units: HRM/GEN

d) Partnerships with other United Nations agencies are being built, and external capacities such as gender advisers from the Gender Standby Capacity Project are being used.

Lead unit: GEN

e) With technical guidance from GEN, HRM tailors gender training for staff and senior management orientation (UN SWAP 13cii) based on lessons from implementation of this gender policy.

Lead units: HRM/GEN

Coherence, Knowledge and Information

57. Knowledge on and tools and good practices for GEWE are systematically documented and shared internally and publicly (UN SWAP 14ci).

Lead unit: Communications Division (PGM)

58. Communication plans include GEWE as an integral component of internal and public information dissemination (UN SWAP 14cii), and all communication materials are informed by this gender policy.

Lead units: PGM/GEN

59. WFP is involved in an inter-agency community of practice on GEWE (UN SWAP 14ciii).

Lead unit: GEN

60. In adherence to [its Corporate Partnership Strategy](#), WFP applies the following measures to strengthen partnerships at the global level and ensure mutual learning and a coordinated approach to GEWE objectives:

- a) WFP uses advocacy, operational research and capacity development to mainstream gender and promote GEWE in its collaboration with academic institutions and think tanks.

Lead unit: GEN

- b) WFP provides regional and country initiatives with expert technical and policy advice, particularly on reaching goals that promote GEWE.

Lead unit: Regional Bureaux

- c) Gender equality and women's empowerment are systematically taken into consideration in field-level agreements with cooperating partners, including by incorporating standards for ensuring that compliance is tracked and reported on.

Lead unit: Regional Bureaux

61. WFP participates systematically and at multiple levels in inter-agency coordination mechanisms on GEWE, including the clusters that it leads or is a member of (UN SWAP 15ci). As the department that manages and supports WFP's field activities, the Operations Department ensures that gender equality and women's empowerment are included in manuals, guidance, policies and other guiding documents covering activities and clusters, including logistics.

Lead unit: Partnership and Governance Services Department (PG)

62. WFP participates in the UN SWAP peer review process (UN SWAP 15cii).

Lead unit: GEN

Gender-Related Terminology¹

1. **Gender:** the social differences between women and girls, and men and boys throughout the life cycle that are learned and – although deeply rooted in culture – changeable over time, and that have wide variations both within and among cultures. Along with class and race, gender determines the roles, power and resources of individuals in any culture. Historically, attention to gender relations has been driven by the need to address women’s needs and circumstances, as women are typically more disadvantaged than men. Increasingly, however, the humanitarian community recognizes the need to know more about what men and boys face in crisis situations.
2. **Gender analysis:** examination of the relationships between women and girls, and men and boys, their roles, access to and control over resources, and the constraints they face relative to each other. A gender analysis should be integrated into all needs assessments, sector assessments and situational analyses, and should form the basis for designing and developing interventions and strategies.
3. **Gender-based violence:** an umbrella term for any harmful act that is perpetrated against a person’s will and that is based on socially ascribed gender differences between women and girls and men and boys. The nature and extent of specific types of GBV vary among cultures, countries and regions. Examples include sexual violence such as sexual exploitation/abuse and forced prostitution; domestic violence; trafficking; forced/early marriage; harmful traditional practices such as female genital mutilation; honour killings; and widow inheritance.
4. **Gender equality:** the equal enjoyment of rights, opportunities, resources and rewards by women, girls, boys and men. Equality does not mean that women, girls, boys and men are the same but that their enjoyment of rights, opportunities and life chances is not governed or limited by whether they were born female or male.
5. **Gender equity:** the fair treatment of women, girls, boys and men. To ensure fairness, strategies and measures must often compensate for the historical and social disadvantages of women and girls that prevent them from operating on the same playing field as men and boys.
6. **Gender mainstreaming:** the practice of assessing the implications for women, girls, boys and men of any planned action, including legislation, policies and programmes in all areas and at all levels. Gender mainstreaming makes the concerns and experiences of both women and men an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres so that women and men benefit equally and inequality is not perpetuated.

¹ All definitions adapted from the Inter-Agency Standing Committee’s (IASC) Gender Handbook (2007).

7. **Empowerment of women and girls:** involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources, and actions to transform the structures and institutions that reinforce and perpetuate gender discrimination and inequality.
8. **Sex- and age-disaggregated data:** data that are broken down according to a person's sex and age or age group. They can be collected using both quantitative and qualitative methods.

People Consulted (Internal and External)

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ACRONYMS USED IN THE DOCUMENT

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| FAO | Food and Agriculture Organization of the United Nations |
| GBV | gender-based violence |
| GEWE | gender equality and women's empowerment |
| HRM | Human Resources Division |
| IASC | Inter-Agency Standing Committee |
| OEV | Office of Evaluation |
| QCPR | Quadrennial Comprehensive Policy Review |
| UNEG | United Nations Evaluation Group |
| UN SWAP | United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women |