

WFP GENDER POLICY (2015–2020)



Second Draft

Informal Consultation

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World Food Programme
Rome, Italy

INTRODUCTION

1. Gender equality and women’s empowerment are central to WFP’s mission and mandate to end global hunger. WFP can only achieve its Strategic Objectives and meet the Secretary-General’s Zero Hunger Challenge by systematically addressing the different needs and capacities of women, men, girls and boys.

2. This WFP Gender Policy (2015–2020) calls for a significant shift in gear for WFP “to meet its global and institutional commitments to addressing gender issues, and implement its mandate fully and equitably.”¹ Gender equality and women’s empowerment are preconditions for effective and sustainable development and the enjoyment of universal human rights. It is essential that every decision be designed to allow women, men, girls and boys to reach their full potential.

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3. This policy defines WFP’s goals, objectives and minimum operating standards related to gender equality and women’s empowerment across all types of intervention, from emergency to early recovery and on to safety net programmes. It sets out institutional mechanisms for implementation, oversight and assessment of results. This document is complemented by:

- a plan for disseminating the policy to staff, partners, beneficiaries and other stakeholders;
- a framework for developing regional implementation strategies adapted to local contexts and WFP activities, which are to be shared with the Board; and
- a gender toolkit providing technical guidance on mainstreaming gender in all WFP programmes.

4. WFP is unequivocally committed to delivering on 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 development agenda and Sustainable Development Goals and all relevant declarations and agreements.² In 2006, the United Nations Chief Executives Board for Coordination issued the [United Nations System-wide Policy on Gender Equality and the Empowerment of Women](#) to address the lack of progress in gender mainstreaming throughout the United Nations system. In 2012, it endorsed the United Nations System-wide Action Plan on Gender Equality and Empowerment of Women ([UN SWAP](#))³ to implement the policy and advance the United Nations system towards achievement of gender equality and women’s empowerment. WFP pledges to exceed

¹ “Evaluation of WFP’s 2009 Gender Policy: This Time Around?” WFP Office of Evaluation (OEV)/2013/008, p. xv; summary evaluation report WFP/EB.1/2014/5-A*

² 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](#).

³ The [UN SWAP](#) comprises an accountability framework consisting of a sliding scale of fifteen standards clustered around six functional areas.

the requirements of all fifteen UN SWAP indicators and the standards incorporated in the eight gender-related indicators of the [Quadrennial Comprehensive Policy Review \(QCPR\)](#).

5. As the world commemorates Beijing+20, WFP looks back on 20 years of its own policies and programmes for promoting gender equality and women’s empowerment in food assistance. WFP’s [2009 Gender Policy](#) introduced a strategic shift¹ from a women-centred approach to wider consideration of differences in the lives of women and men, and girls and boys.⁴ The policy emphasized men’s roles in change, and highlighted the importance of understanding gender relations. The 2015–2020 policy builds on this legacy, acknowledging good practices from the field and innovative gender-transformative approaches⁵ that respond to local realities, and encouraging the sharing of these practices throughout WFP.

Box 1. Definitions⁶

Gender refers to socially constructed roles, behaviours and expectations; sex is based on anatomical and biological characteristics defining males and females. Awareness of gender is important for WFP’s work because gender roles can vary among cultures and change over time, and WFP food assistance can support positive changes.

Gender equality is the state in which women and men enjoy equal rights, opportunities and entitlements. For WFP, promoting gender equality means providing food assistance in ways that assign equal value to women and men, according to their differences, and that do not discriminate against either gender. The treatment of women and men should be impartial and relevant to their respective needs.

Women’s empowerment is the process through which women achieve choice, power, options, control and agency in their own lives. It is a goal in its own right. To be empowered, women must have not only equal capabilities and equal access to resources and opportunities to those of men, but also the agency to use these rights and opportunities to make choices and decisions as full and equal members of society. For WFP, this means that food assistance policies and programmes must create conditions that facilitate, and do not undermine, the possibilities for women’s empowerment.

Gender-transformative refers to transforming unequal gender relations to promote shared power, control of resources, decision-making, and support for gender equality and women’s empowerment. For WFP, gender-transformative food assistance involves designing and implementing policies and programmes that recognize the importance of gender equality and women’s empowerment in achieving positive development outcomes and promoting universal human rights.

6. Development of the 2015–2020 gender policy was guided by recommendations from the evaluation of the 2009 policy requiring: i) adequate time for broad and deep consultations; ii) a review of partnerships; iii) guidance from high-level steering groups; and iv) scrutiny from the Board. This policy document is based on consultations with WFP staff in all professional categories and geographical regions, and review of research into the links between gender and food security and nutrition. Its formulation has benefited from the inputs of an external and

⁴ WFP’s Commitments to Women 1996–2001 and “Gender Policy (2003–2007): Enhanced Commitments to Women to Ensure Food Security” (WFP/EB.3/2002/4-A).

⁵ 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 Brighton, UK, the Institute of Development Studies (IDS).

⁶ All definitions in this document are adapted from the following sources: UN Women Glossary (<https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36>); Mazurana, D., Benelli, P., Gupta, H. & Walker, P. 2011. *Sex and Age Matter: Improving Humanitarian Response in Emergencies*. Medford, Maryland, Feinstein International Center, Tufts University, p. 8; Inter-Agency Standing Committee (IASC), 2015. *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing Risk, Promoting Resilience, and Aiding Recovery* (draft); Food and Agriculture Organization of the United Nations (FAO). 2014. *Gender in Food and Nutrition Security E-Learning Course*. Rome; 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 (IFPRI). For a complete discussion on the definition of women’s empowerment see the UN Women Glossary.

internal reference group and three consultations with the Board. This bottom-up and participatory approach ensures that the policy reflects WFP's collective voice.

GENDER EQUALITY AND WOMEN'S EMPOWERMENT IN WFP'S WORK

7. Worldwide, women have the main responsibility for household food security and nutrition.⁷ However, women and girls 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.

8. This discrimination and other gender inequalities have direct and indirect effects on the [underlying causes of food insecurity and malnutrition](#) – poor access to nutritious food, inadequate mother-and-child care practices and poor access to health, water and sanitation services. For example:

- 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;
- for women affected by food insecurity, lack of macro- and micronutrients, such as iron, during pregnancy leads to low birth weights and other health problems for their babies; and
- disaster-affected 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 dependents.

9. Humanitarian crises, whether human-made or natural hazards, almost always aggravate food insecurity and undernutrition levels, exacerbating gender inequalities, nutrition insecurity and having different impacts on women, men, girls and boys.⁸

10. The achievement of gender equality and women's empowerment requires a profound shift in attitudes and behaviours within institutions and among individuals, ultimately transforming

⁷ According to 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, IFPRI; Asian Development Bank and FAO. 2013. *Gender Equality and Food Security: Women's Empowerment as a Tool against Hunger*. Mandaluyong City, Philippines.

⁸ Literature showing the impacts of emergencies on women and men includes: 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.

the social, political, cultural and economic systems that are underlying factors in the perpetuation of food insecurity and malnutrition. This gender policy establishes the gender-transformative minimum standards and institutional roles and responsibilities of all WFP staff, which will accelerate WFP's progress towards eliminating hunger in current lifetimes.

11. Examining WFP's work from the viewpoint of gender equality shows that women and men do not constitute two homogeneous groups. Further analysis is required to identify how gender issues intersect with other important social dimensions – age, sexual orientation, disability status, religion, ethnicity, socio-economic status, geographic area, migratory status, forced displacement, HIV/AIDS status, etc. – to create and reinforce inequalities or privileges, not only between women and men, but also among women and among men.

12. The people-centred approach adopted in this policy derives from the Fit for Purpose initiative on which WFP's [People Strategy](#) is also based. The approach reflects WFP's commitments to accountability to affected populations, which highlight beneficiaries as main stakeholders in WFP's work and recognize their right to participate in processes and decisions that affect their lives. WFP's promotion of gender equality and women's empowerment must be reflected within the organization and deliver results for all stakeholders – staff, partners and beneficiaries – alike.

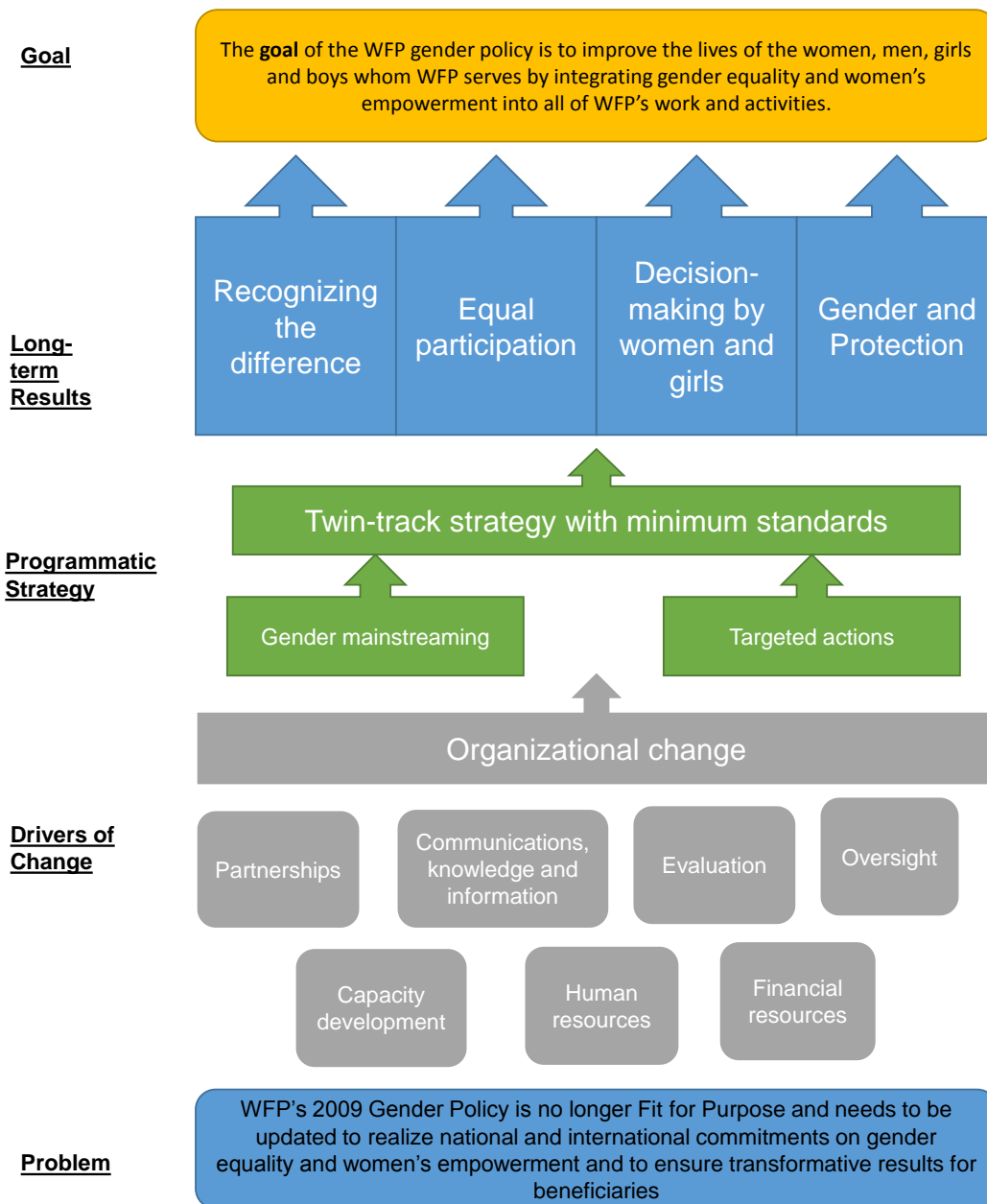
POLICY GOAL AND OBJECTIVES

The goal of the WFP gender policy is to improve the lives of the women, men, girls and boys whom WFP serves by integrating gender equality and women's empowerment in all of WFP's work and activities.

13. The 2009 gender policy was no longer Fit for Purpose in facilitating the achievement of WFP's new Strategic Plan, allowing WFP to realize its national and international commitments on gender equality and women's empowerment or ensuring gender-transformative results for WFP beneficiaries. The goal of the 2015–2020 gender policy is linked to WFP's long-term vision, helping to ensure that the policy is Fit for Purpose. The policy applies a theory of change that outlines the chain of reasoning underlying its intended results, why these results are chosen and how they will be achieved (Figure 1). The theory of change works backwards from the policy goal to identify the preconditions that will allow the goal's achievement: objectives, a strategy for achieving these objectives, and organizational changes for enabling implementation of the strategy.

14. The theory of change, goal and objectives of this policy are in line with the Strategic Objectives of WFP's Strategic Plan (2014–2017) and the pillars of the Zero Hunger Challenge. They are set for the general level; however, specific results with associated targets and indicators for tracking progress should be set during strategic planning and project design at the regional, country or subnational level. WFP will work with other United Nations agencies, civil society organizations including women's groups, academia, research organizations, the private sector including women-led businesses, male and female beneficiaries, governments and other partners towards realizing these objectives.

Figure 1: Theory of change for the WFP gender policy (2015–2020)



Objective I: Recognizing the difference

Food assistance is systematically adapted to the different needs and capacities of women, men, girls and boys

15. The collection, analysis and intelligent use of sex- and age-disaggregated data are prerequisites for providing the most appropriate food assistance. Gender and age analysis informs the design of WFP regional and country strategies and programmes, enabling regional bureaux and country offices to understand and address the gender inequalities in any context of food insecurity and malnutrition. WFP uses sex- and age-disaggregated data and gender analysis in all its publications, including documents submitted to the Board, and in work to enhance food assistance programmes and policies by ensuring that they reflect awareness of gender equality and women's empowerment as determinants of food security and nutrition.

16. Detailed data collection and analysis are challenging in sudden-onset and acute emergencies. WFP and partner organizations should strive from the outset to provide estimates; identify the main vulnerabilities, needs and capacities of women, men, girls and boys of all ages and backgrounds; and implement more detailed analysis as soon as possible.

Box 2. Definitions

Sex- and age-disaggregated data are data that are broken down according to each person's sex and age or age group. These data can be collected using quantitative and/or qualitative methods. They enable the examination of power dynamics and how these might shape gender roles, access to resources and the relative constraints different people face.

Gender and age analysis is a tool for examining how differences in gender roles, activities, needs, opportunities, rights, participation, access and control affect women, men, girls and boys in specific situations and contexts. For WFP, this tool ensures that all food assistance is adapted to the different needs and capacities of women and men in different contexts.

Objective II: Equal participation

Women and men participate equally in the design and implementation of gender-transformative food security and nutrition policies and programmes

17. In line with [WFP's Nutrition Policy](#), this gender policy advocates for food assistance policies and programmes that go beyond addressing the symptoms of food insecurity and malnutrition to generate sustainable impacts; it is therefore necessary to improve understanding of the underlying gender inequalities that affect people's opportunities, visibility and voice.

18. Within WFP, generating sustainable impacts requires project design and implementation that are participatory and informed by the insights of field staff, partner organizations and local communities, including women, men, girls and boys of different ages and backgrounds. In host countries, it requires supporting governments in developing food security and nutrition policies and programmes that bring equal benefits to women, men, girls and boys.

Objective III: Female decision-making

Women and girls have increased decision-making power regarding food security and nutrition in households, communities and societies

19. In contexts where WFP operates, women and girls are often more affected than men and boys by discrimination, violence and reduced or lack of access to food assistance. This policy calls for strengthening the decision-making power of women and girls as an important determinant in improving food security and nutrition through targeted actions at the household, community and societal levels. Continued education beyond primary school for women and

girls should be encouraged as an important factor in delaying marriage, spacing childbirths and reducing the number of undesired pregnancies; it also has valuable nutrition benefits.⁹

20. Gender equality and empowerment of women and girls cannot be achieved without considering socio-cultural contexts. Engaging men and boys in understanding the essential role of women in food security and nutrition and the importance of girls' education, for example, is fundamental to bringing about sustainable and transformative social change. Where men and boys have specific vulnerabilities – such as when they do not know how to cook for themselves or have to care for dependents – or rigid definitions of masculinity which prevent them from engaging in certain roles, such as carers, cooks and cleaners, etc., targeted interventions are also necessary.

Objective IV: Gender and protection

Food assistance promotes the safety, dignity and integrity of the women, men, girls and boys receiving it, and upholds their rights

21. This gender policy complements WFP's [Policy on Humanitarian Protection](#) by highlighting gender and protection as cross-cutting issues that must be integrated into all aspects of WFP's work, especially as elements of context analyses. Gender and protection concerns are linked determinants of the levels and types of risk to which people of different sexes and ages are exposed. In accordance with the 'do no harm' approach, WFP programmes and interventions must not create, exacerbate or contribute to perpetuating gender inequalities or discrimination and must mitigate risks of GBV.

Box 3. Definition

Gender-based violence (GBV) refers to any act of violence directed at an individual based on her or his biological sex, gender identity or perceived adherence to socially defined norms of femininity and masculinity.

22. WFP recognizes that GBV results from gender inequalities and treats it as a life-threatening protection issue, taking measures to minimize the risk of its occurring through WFP interventions.¹⁰ In contexts where WFP works, GBV affects mostly women and girls; men and boys are also affected, but to a lesser degree. WFP staff and partners prevent and mitigate risks of GBV by adhering to the minimum standards for the food security and nutrition sectors laid down in the IASC's guidelines for integrating gender-based violence interventions in humanitarian action.¹⁰

TWIN-TRACK STRATEGY FOR GENDER EQUALITY AND WOMEN'S EMPOWERMENT

23. The goal and objectives for gender equality and women's empowerment outlined in this document are based on minimum standards for a twin-track strategy of gender mainstreaming and targeted actions. The policy uses the UN SWAP accountability framework as a benchmark for gender mainstreaming in WFP. WFP is committed to exceeding requirements in all 15 indicators of the UN SWAP, and has expanded on the benchmark by setting gender equality

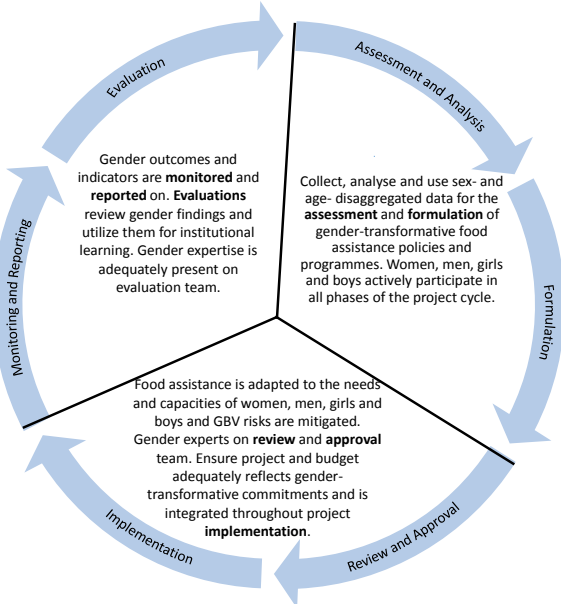
⁹ Cross-country studies demonstrate that improvements in women's education were responsible for almost 43 percent of the total reduction in underweight levels among children between 1970 and 1995. Smith, L.C. & Haddad, L. 2000. *Explaining Child Malnutrition in Developing Countries. A Cross-Country Analysis*. Washington, DC, IFPRI. For a follow up study, see Smith, L.C. & Haddad, L. 2015. Reducing Child Undernutrition: Past Drivers and Priorities for the Post-MDG Era. *World Dev.*, 68: 180–204.

¹⁰ IASC. 2015. *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing Risk, Promoting Resilience, and Aiding Recovery* (draft), p. 2. (forthcoming)

and women’s empowerment goals that match its mandate and mission. Items identified by an asterisk (*) in the following minimum standards are in line with an indicator from the UN SWAP:

- *Gender mainstreaming* (Figure 2) means systematically integrating a gender perspective into needs assessment, design, implementation, monitoring and evaluation of food assistance policies and programmes.
- Where the gap in gender equality makes one group clearly more vulnerable than others in terms of access to food assistance, targeted actions for that group will be necessary.

Figure 2: Gender mainstreaming in the programme cycle



Minimum Standards for Gender Mainstreaming

	Lead unit(s)
a) Regional bureaux and country offices collect, analyse and use sex- and age-disaggregated data – including in emergencies – which are incorporated into all major data sources.* Where the collection of sex- and age-disaggregated data faces considerable challenges, estimates are provided	Regional bureaux, country offices, Gender Office (GEN)
b) Gender and age analysis is systematically incorporated into wider analyses of the context and nutrition situation to gain better insight into the specific needs, roles, vulnerabilities, risks – such as GBV and sexual exploitation and abuse – access to resources, coping strategies and capacities of women, men, girls and boys. In crises, rapid gender and age analysis takes into consideration pre-existing inequalities as well as the impact of the crisis on these parameters.	Policy and Programme Division (OSZ), regional bureaux, country offices
c) Findings from gender analysis are integrated into the programme cycle and quality control systems and inform central planning documents and major regional and country programme documents.	GEN, OSZ, regional bureaux, country offices
d) Outcomes and indicators of WFP’s Strategic Plan are updated to stimulate and track gender outcomes.*	Performance Management and Monitoring Division (RMP), OSZ
e) WFP food assistance policies and programmes involve different gender and age groups in decisions about assessment, design, implementation, monitoring and evaluation. This inclusion is facilitated by having mixed assessment teams of women and men of different ages, and separate focus group discussions with women and men where appropriate.	Regional bureaux, country offices
f) WFP regularly assesses partnerships at the regional, national and local levels to identify the scope for improving, and enhancing mutual accountability for, the integration of gender equality and women’s empowerment in WFP food assistance.	Partnership, Governance and Advocacy Department (PG)
g) As the main unit supporting WFP’s field activities, the Operations Services Department (OS) ensures that gender equality and women’s empowerment are included in all manuals, guidance, policies and other guiding documents for activities and clusters, including the logistics, food security and emergency telecommunications clusters.	OS

- | | |
|--|--|
| h) All programme budgets and budget templates used for field-level agreements include specific lines for gender-related costs under each programme activity, as a cross-cutting theme. Activities for promoting gender equality and women's empowerment are given priority in resource allocation, including when resources are limited. | Budget and Programming Division (RMB), regional bureaux, country offices |
| i) WFP food assistance policies and programmes adhere to the IASC minimum standards for prevention and mitigation of GBV, adapted by WFP for the nutrition and food security sectors. | OSZ, regional bureaux, country offices |

Minimum Standards for Targeted Interventions

- | | Lead unit(s) |
|---|-----------------------------------|
| j) Actions targeting a specific gender and/or age group are justified by a comprehensive gender and age analysis demonstrating that they respond to actual needs. | Regional bureaux, country offices |
| k) WFP food assistance policies and programmes facilitate women's participation in group initiatives that build women's knowledge, skills and self-confidence and develop social networks on which women can draw in times of need. | Regional bureaux, country offices |
| l) WFP uses technologies, services and infrastructure that help to reduce women's unpaid workloads linked to WFP food assistance. | Regional bureaux, country offices |
| m) Context-specific initiatives are designed to promote the involvement in gender work of men and boys: increased understanding of nutrition among men and boys can lead to positive behaviour change in families while equipping more community members with knowledge and tools for ensuring food security. Engaging men and boys in childcare can help reduce women's burden of unpaid care work, promoting more equal sharing of responsibilities and resources in homes. | Regional bureaux, country offices |
| n) WFP invests in community and school-based strategies and partnerships for school feeding that generate more sustainable incentives for parents to continue girls' education beyond primary school. | Regional bureaux, country offices |
| 24. Despite the minimum standards, country offices should continue using any entry points for promoting gender equality and women's empowerment that arise, expectedly or unexpectedly, from WFP programme interventions, even if they do not lead to direct engagement in food security and nutrition aspects of the programme. | |

ORGANIZATIONAL CHANGE

25. This section describes measures for ensuring that WFP leaders and staff have clear understanding of their own accountabilities and responsibilities and of the institutional mechanisms for achieving organizational change towards gender equality and women’s empowerment. Again, items marked with an asterisk (*) are in line with an indicator in the UN SWAP.

Human Resources

	Lead unit(s)
WFP has equal representation of women and men in staff at P4 level and above or the equivalent national staff levels – including senior levels of field offices, committees and funds – irrespective of budgetary source.* Analysis of constraints and good practices at all levels, from Headquarters to the field level, leads to affirmative action.	Decentralized hiring units, supported by the Human Resources Division (HRM)
Assessment of gender equality and women’s empowerment is integrated into the core values and/or competencies of all staff, particularly those at P4 level – or equivalent – and above, including decision-making positions in all committees, missions and advisory bodies.*	HRM
The Executive Director’s Letter of Entrustment sent to every country director on appointment is sufficiently clear on accountabilities related to gender equality and women’s empowerment.	HRM
Senior managers demonstrate leadership in and advocacy of equal representation of women and men.*	Executive Management Group (EMG), Office of the Executive Director (OED)
A system for recognizing excellent work in promoting gender equality and women’s empowerment is in place.* WFP implements a corporate certification process that recognizes good performance and delivery of results in gender equality and women’s empowerment by regional bureaux, country offices and Headquarters departments and divisions.	GEN
Implementation and tracking of gender-aware and family-friendly policies are enhanced, including flexible work arrangements, breastfeeding and infant feeding provisions, maternity, paternity and adoption leave, and prevention of abuse and harassment, including sexual harassment.	HRM

Policies take into account the impact of mobility issues on daily life inside and outside the office for all staff members, including those who are lesbian, gay, bisexual, transgender or intersex, those with disabilities and those who are HIV positive or have other chronic medical conditions.

HRM

All staff are made aware of the United Nations Secretary-General's Bulletin on Protection from Sexual Exploitation and Abuse and WFP's zero-tolerance policy on sexual exploitation and abuse.

Ethics Office (ETO), GEN, Communications Division (PGM)

Capacity Development

Lead unit(s)

Promoting gender equality and women's empowerment is a responsibility for all staff. WFP's Gender Advocates Network becomes the Gender Results Network, with strong managerial oversight and inclusion of senior women and men from all functional areas, particularly those at P4 level and above, the equivalent national staff levels or as appropriate for smaller divisions. Network members have written terms of reference, and at least 20 percent of their time is allocated to their functions as gender focal points.* Special funds are used only until core resources are allocated to networking and capacity development.

GEN

A comprehensive capacity development plan, based on the 2014 WFP-wide assessment of staff capacities in gender equality and women's empowerment at Headquarters, regional bureaux and country offices,* is in place, is updated at least every three years and includes:

HRM/GEN

- basic gender training for all levels of WFP staff in all offices and sub-offices,* with results tracked annually. The training is made available to partner staff;
- learning-by-doing activities guided by training staff and technical experts;
- partnerships with other United Nations agencies, and use of external capacities such as gender experts and advisers from the Gender Standby Capacity Project; and
- Gender training for staff and senior management orientation* to include lessons from implementation of this gender policy, with technical guidance from GEN.

Communications, Knowledge and Information

	Lead unit(s)
Knowledge on, and tools and good practices for, gender equality and women’s empowerment are systematically documented and shared internally and publicly.*	PGM
Communication plans include gender equality and women’s empowerment as an integral component of the information disseminated internally and publicly,* and all communication materials are informed by this gender policy.	PGM, GEN
WFP participates in an inter-agency community of practice on gender equality and women’s empowerment.*	GEN

Partnerships

	Lead unit(s)
In line with its Corporate Partnership Strategy , WFP uses advocacy, research and capacity development to mainstream gender and promote gender equality and women’s empowerment through its collaboration with academic institutions.	GEN
Gender equality and women’s empowerment are systematically considered in field-level agreements, including by incorporating standards, and tracking and reporting on compliance.	Legal Office (LEG), regional bureaux
WFP participates systematically at multiple levels in inter-agency coordination mechanisms on gender equality and women’s empowerment, including the clusters that it is a member of.* In the clusters it leads, WFP requests other members to report on how they address gender issues and how such work can be enhanced.	PG, Emergency Preparedness and Support Response Division (OSE)
WFP participates in the UN SWAP peer review process.*	GEN

Financial Resources

Corporate funding is made available to implement WFP’s gender policy. This funding exceeds the financial benchmark for resource allocation to promoting gender equality and women’s empowerment.*

RMB

Activities for promoting gender equality and women’s empowerment are included in project budgets, documents and budget revisions; and the resources identified for this work meet the corporate financial benchmark by representing at least 11 percent of total project costs, increasing to at least 15 percent by 2020.

RMB

A financial tracking mechanism is used to quantify disbursement of funds for promoting gender equality and women’s empowerment. The results of this tracking influence central planning on budget allocation.*

RMB

The IASC gender marker code – guiding the design, implementation, monitoring and evaluation of project activities – 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 the end of 2015.

OSZ

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

RMB

The Gender Office is fully resourced* and focuses on the integration of gender equality and women’s empowerment into all organizational procedures. It includes a senior gender adviser at Headquarters and gender advisers in each regional bureau and large country office, assisting regional bureaux and country offices in finding resources for implementing senior management decisions and measuring their effectiveness on achieving gender equality through inclusive food security and nutrition programming.

GEN

Evaluation

The gender policy is evaluated by the Office of Evaluation (OEV) five years after its approval. An interim check on metrics is conducted two and a half years after approval. Evaluation findings inform formulation of policy updates and new policies.

OEV

Lead unit

Lead unit

All WFP evaluations meet the UN SWAP requirements for evaluation and the norms and standards of the United Nations Evaluation Group (UNEG), and demonstrate effective use of UNEG guidance on evaluating with a human rights and gender equality perspective.*

OEV

Oversight

Lead unit

WFP establishes a senior-level mechanism for monitoring progress towards its goal and objectives for gender equality and women's empowerment. The membership and working methods of this mechanism will be determined by the Executive Director.

OED

Staff of all levels are involved in consultations on risks related to gender equality and women's empowerment, as part of the annual planning cycle for risk-based audits.*

Inspector
General and
Oversight
Office (OIG)

An International Labour Organization participatory gender audit or equivalent is carried out at least every five years.*

OIG

BUDGET

26. The estimated cost of rolling out this policy over the next two years is USD 25 million, of which USD 9.6 million was available as of March 2015. This includes ongoing activities, such as implementation of the UN SWAP and the Gender Certification programme. The bulk of the additional resources is for strengthening capacities at regional bureaux and very large country offices by establishing P4 gender adviser posts.

27. This document was prepared before the 2016–2018 Management Plan. It is expected that requirements arising from this new gender policy will be included in the submissions of regional bureaux and country offices for the annual budgets. The planned regional gender strategies will provide more precise budget figures.

GENDER POLICY (2015–2020) ESTIMATED BUDGET FOR 2015 AND 2016

Functional area	2015			2016			Total		
	Needs	Funded	Net requirement	Needs	Funded	Net requirement	Needs	Funded	Net requirement
Institutional gender mainstreaming in programmes, policies and processes	4 321 839	3 136 961	1 184 878	810 000	-	810 000	5 131 839	3 136 961	1 994 878
Human resources	8 266 447	4 734 247	3 532 200	7 262 240	-	7 262 240	15 528 687	4 734 247	10 794 440
Capacity development	1 250 000	450 000	800 000	850 000	150 000	700 000	2 100 000	600 000	1 500 000
Communications, knowledge and information	1 150 000	850 000	300 000	600 000	100 000	500 000	1 750 000	950 000	800 000
Partnerships	150 000	100 000	50 000	150 000	-	150 000	300 000	100 000	200 000
Oversight	100 000	50 000	50 000	50 000	-	50 000	150 000	50 000	100 000
Total	15 238 286	9 321 208	5 917 078	9 722 240	250 000	9 472 240	24 960 526	9 571 208	15 389 318

People Consulted (Internal and External)

Erika CARRANO Maria Novella ANDRIELLI Patricia COLBERT Patrick TEIXEIRA Sonia GUJRAL Sonsoles RUEDAS Veronique SAINTE-LUCE Victor TSANG Amir ABDULLA Bartolomeo MIGONE Chris NIKOI David JOHNSON David KAATRUD Denise BROWN Elisabeth RASMUSSEN Harriet SPANOS Helen Wedgwood Jean-Philippe CHAUZY Jim HARVEY Manoj JUNEJA Miguel BARRETO Mohamed DIAB Prerana ISSAR Ramiro LOPESDASILVA Stanlake SAMKANGE Valerie GUARNIERI Aitor MAGUNA AnneClaire LUZOT Antonio BRINA Aparna Mehrotra Baicon MACARAYA Clare Bishop Sambrook Elizabeth McAllister Elvira PRUSCINI Evgenia Denisova Faith AWINO Fatma SABER Fatouma Soumana Gaby DUFFY Gordon CRAIG Hang Nguyen Harriet SPANOS Ivette SUAREZ Jane HOWARD Jesse WOOD Kawinzi MUIU Kristi Tabaj Marianne WARD Njoki Rahab Raquel Lagunas Rebecca SKOVBYE Robert Sabiiti Sara Callegar Stephanie Hochstetter Skinner-Klee Susan Kaaria Tsungai CHIBWE Ussama OSMAN Zlatan MILISIC Aitor MAGUNA Anita HIRSCH Annalisa CONTE Antonio BRINA Arif HUSAIN Arnild SPENCE Cinzia CRUCIANI Clara WANG Dominique FRANKEFORT Ellen KRAMER Elvira PRUSCINI Faith AWINO Fatma SABER Gaby DUFFY Giancarlo CIRRI Hamet SPANOS Helen WEDGWOOD Jane HOWARD Jennifer NYBERG Kawinzi MUIU Leigh HILDYARD Marianne WARD Zlatan MILISIC Aparna Mehrotra Carla Mucavi Christine Grieder Clare Bishop Sambrook Courtney Hood Dyan Mazurana Elizabeth McAllister Fatouma Soumana Hang Nguyen Iren Kirmi Jeni Klugman Julien Morel Julia Vicioso Kristi Tabaj Maryline Darmaun Maureen NguyenHK Njoki Rahab Raquel Lagunas Skarpeteig, Margot Igland Soumana, Fatouma Susan Kaaria Vibeke Gram Mortensen Julia Betts Tony Beck Mariangela Bizzarri Alyson Brody Angel BUITRAGO Angelica JACOME Carla LAZARTE Carol MONTENEGRO Celso AROSTEGUI Dorte ELLEHAMMER Fredy DUQUE Gira AGUERO Giorgia TESTOLIN Ivette SUAREZ Johana LOPEZ Juan SANTOS Karla SOMARRIBA Leica COUSINS Lilian VELASQUEZ Priscila MOLINA Raul BARDALES sara gavilan Sara ORSTAVIK Sara SARNO Tony DESIRAL Venet JEAN Jayne Adams Regis Joseph Chapman Alba Cecelia Garzon Hebert Lopez Vera Mayer William Vigil Margaretha Barkof Vanessa Almengor Francesca de Ceglie Alain KANIKI Alexandre REOUNODJI Atsuvi GAMLI Issifou Siguiba Celestine QUEDRAOGO Christine TRAYE-IRIE Debbie MCLELLAN Elhadjiomar MBAYE Elisabeth DIOUF Joseph ASSOUTO MameMarieSeynabou DIOP Marie NDIAYE-ONOMA Natasha NADAZDIN Omar BENAMMOUR Amadou Seidu SARUNAH Sylvia NGWA Tidjani BINTOU Tiziana ZOCCHEDDU Ussama OSMAN Marieme Ndiaye Adria RAKOTOARIVONY Amandio FUMANE Angele AYENOUE Aureore RUSIGA Cebile SIFUNDZA Chris NIKOI Elizabeth MALIWA Enrique ALVAREZ Erin TANSEY Ivelina NUNES Jennifer BITONDE Kgomotso MOGOTSI Lawrens KARUMENDU Leigh HILDYARD Makhauta MOKHETHI Napo NTLOU Phahlana MUMBA Sandile THWALA Sarah LONGFORD Semanga NGOSINGOSI Tafara NDUMIYANA Tsungai CHIBWE William DALUSHI Alice MARTIN-DAIHIROU Christine MENDES Claude KAKULE Damien Sindibeura Eric Branckaert Faith AWINO Hinda Abdillahi Imed KHANFIR Jesse WOOD Joachim NTHAWIE Kidist MAMMO Konjit KIDANE Lilian ONSONGO Lilliane BIGAYIMPUNZI Lillian MOKGOSI Lorna Kikhanga Moumini OUEDRAOGO Patience Masika Robin LANDIS Ross SMITH Ruth TWIST Valerie GUARNIERI Bradley GUERRANT Baicon MACARAYA Blandina BAIT Christa LUHE David KAATRUD Domenico SCALPELLI Edith HEINES Enrico Gordon CRAIG Jeanne EDWARD Jeffrey MARZILLI John AYLIEFF Lindsey HORTON Mahfuz ALAM NantHninNweNwe CHAN Nichola PEACH Pradnya PAITHANKAR Sandra HART Shahida AKTHER Shakeela ELLAHI Siemon HOLLEMA Tinda BEX Vilon VIPHONGXAY Christine Mougne Afraa NOUH Amina ASFOUR Henri Mac Hammond-Paul Ashraf Mireia Cano Vinas AMER Carlo SCARAMELLA Dara DARBANDI David BADUEL Dipayan BHATTACHARYYA Doaa ARAFA Ellen KRAMER Fatma SABER Francesca ERDELMANN Hafiz MAKAWI Hanaa MAKHLOUF Hanan ELABBAS Isam ISMAIL Kojo ANYANFUL Laura AVAGYAN Mohamed ALKAWA Najwa ALNUAIMI Nazik BEISHENALY Nesreen ELMOLLA Nicolas OBERLIN Nicole CARN Rikke KASSE

ACRONYMS USED IN THE DOCUMENT

EMG	Executive Management Group
ETO	Ethics Office
FAO	Food and Agriculture Organization of the United Nations
GBV	gender-based violence
GEN	Gender Office
HRM	Human Resources Division
IASC	Inter-Agency Standing Committee
LEG	Legal Office
OED	Office of the Executive Director
OEV	Office of Evaluation
OIG	Inspector General and Oversight Office
OS	Operations Services Department
OSZ	Policy and Programme Division
PG	Partnership, Governance and Advocacy Department
PGM	Communications Division
RMB	Budget and Programming Division
RMP	Performance Management and Monitoring Division
UNEG	United Nations Evaluation Group
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women