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Update on the Gender Policy (2015–2020)

Executive summary

This report summarizes progress in implementing the WFP Gender Policy (2015–2020), which is operationalized primarily through the corporate Gender Action Plan. The report highlights:

- a) the continued integration of gender into WFP's work;
- b) progress towards achieving the nine outcomes of the Gender Action Plan; and
- c) WFP's main gender mainstreaming mechanisms, including the Gender Transformation Programme, the gender and age marker and the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.

The report concludes with a summary of priorities for 2019.

Focal points:

Ms K. Muiu
Director
Gender Office
tel.: 066513–2771

Ms J. Paul
Senior Gender Adviser
tel.: 066513–3186

Introduction

1. This update on progress in implementing the Gender Policy (2015–2020)¹ through the associated Gender Action Plan (GAP)² covers 2018 and activities undertaken in the first quarter of 2019.
2. The report provides an overview of WFP's continued attention to gender as integral to a world of zero hunger; progress against the nine GAP outcomes; the main corporate gender mainstreaming mechanisms; and priority actions and considerations for the remainder of 2019.

Gender at WFP

3. The role of the Gender Office continues to be guided by WFP's commitment to a gender-transformative approach to realizing food security and nutrition and gender as a cross-cutting priority relevant to programming, operations and the organization as an employer and United Nations entity.
4. Essential to the systematic integration of gender into WFP programming is the clear articulation of gender in the multi-year country strategic plans (CSPs), from understanding of context through planned outcomes and activities to partnerships, monitoring and budgeting. Accordingly, all WFP country offices are provided with technical support to facilitate the development of their CSPs (including interim CSPs (ICSPs) and transitional ICSPs (T-ICSPs)), in which, for example, actions tackling gender inequalities that undermine food security and nutrition are delineated.
5. Two critical components of CSP implementation are WFP's corporate results framework (CRF) and country portfolio budgets. At its second regular session in 2018, the Executive Board adopted the "[Revised Corporate Results Framework \(2017–2021\)](#)" (the "Revised CRF"). The Revised CRF retains the cross-cutting result of "improved gender equality and women's empowerment among WFP-assisted populations", with three indicators that are included in CSPs as applicable, and a commitment to disaggregating data by sex and age for outcomes pertaining to individuals. COMET – the country office monitoring tool – was modified to enable the recording of direct beneficiaries by sex and age as of 2019. With the Revised CRF, the options for WFP country offices in tracking progress on gender equality have increased, with "SDG-related indicators" defined for each target of Sustainable Development Goal (SDG) 5 (achieve gender equality and empower all women and girls).
6. In terms of budgeting, all country offices generate a planned gender budget to enable implementation of their CSP-specified gender-transformative actions, thereby providing a foundation for connecting resources to results. Headquarters entities follow a similar process, indicating gender mainstreamed and gender-targeted activities in their annual performance plans.

Gender Action Plan

7. The nine outcomes of the GAP constitute the framework through which WFP integrates gender across programming, operations and the organization.³

¹ WFP/EB.A/2015/5-A.

² WFP/EB.1/2016/4-B.

³ Performance as measured against the GAP outcome indicators in 2018 is summarized in annex I.

Outcome 1: Analysis and data

Needs assessments, data collection processes and analyses support effective integration of gender equality and women's empowerment (GEWE) into operations, with clear lines of accountability.

8. The determination of WFP's work at the country level is based on contextual assessments – notably national zero hunger strategic reviews – as summarized in CSPs. With the inclusion of gender analyses in the reviews, gender equitable and gender equality-promoting actions are included in the resulting planned activities. A good example of this is the CSP for Nicaragua, which includes a GEWE-specific strategic outcome.
9. For WFP, a principal modality for undertaking food security analyses is vulnerability analysis and mapping. In 2018, vulnerability analysis and mapping and gender specialists collaborated on strengthening the integration of gender into food security assessments. For example, gender was integrated into emergency food security assessments in Ecuador, El Salvador, Guatemala, Honduras and Nicaragua. Focused gender analyses were undertaken in, for instance, Armenia in relation to school feeding, in refugee camps in Kenya and Mozambique on WFP's food assistance for assets programme and in Rwanda, looking at smallholder farmers. Gender briefs were produced by several WFP country offices to support the development of CSPs, including those in Southern Africa (e.g., Angola, Eswatini, Lesotho, Madagascar and Zambia).
10. In 2018, to complement vulnerability analysis and mapping exercises and emergency food security assessments, where the focus is typically at the household level, WFP piloted a measure called "gender equality for food security" (GE4FS), linking empowerment and food security, as experienced by the individual. Developed in collaboration with FAO and implemented through the Gallup World Poll, the GE4FS measure was tested in Bangladesh, Myanmar, Nigeria, Tajikistan, Thailand, the United Kingdom of Great Britain and Northern Ireland and Zambia. In terms of gender, the GE4FS measure assesses individually experienced empowerment (equality) in the domains of financial self-sufficiency, decision-making ability, freedom from violence, unpaid labour and reproductive freedom. The successful pilot generated data that enabled the development of a statistically rigorous measure connecting inequalities and food insecurity and will be implemented in a further eight countries in 2019.
11. While WFP assessments and data collection support action on gender equality, in the context of food security and nutrition, strengthening capacities to conduct and systematize gender analyses at all stages of programming and operations remains an area of focus. Support in this area combines learning opportunities, such as those delivered in Colombia to implementing partners and the "WFP Genera Igualdad" for 40 field staff across the Latin America region, and technical guidance, as has been provided to the Jordan, Mozambique, Tajikistan, South Sudan and Yemen country offices, for instance. One example of tangible results is the inclusion of gender indicators in the food security atlas for Kyrgyzstan.

Outcome 2: Strategy, guidance and the programme cycle

WFP planning processes and standardized guidance support effective integration of GEWE into WFP operations, with clear lines of accountability.

12. As noted, gender is integrated into country strategic planning as a mandatory requirement and is considered fundamental to effective, efficient, equitable and empowering programming. A range of guidance materials exists to support the integration of gender into WFP operations. They include gender-specific materials, notably the WFP [Gender Toolkit](https://gender.manuals.wfp.org/en/);⁴

⁴ <https://gender.manuals.wfp.org/en/>.

materials that pertain to strategic planning, like the [Integrated Road Map Manual](#),⁵ and sector- or subject-specific materials, such as the cash-based transfers frequently asked questions⁶ or the materials for Green Climate Fund projects. In addition, regional bureaux have reviewed their regional gender implementation strategies and updated them as needed to ensure alignment with the Integrated Road Map and thus the associated CSPs.

13. The operationalization of plans is tracked through corporate monitoring mechanisms, notably the gender and age marker system, the CRF, partnership agreements, annual reporting and the creation and management of safely accessible complaint and feedback mechanisms, as exist in almost all countries where WFP operates.
14. Examples of the implementation of plans that support gender equality and women's empowerment outcomes in the context of food security and nutrition include income-generating support to 230 women across 20 community-based organizations in Colombia, in which women are engaged in poultry-raising and coffee and cocoa production and sell their products in regional and national markets. In neighbouring Cuba, women's cooperatives in two provinces were similarly economically empowered through poultry and vegetable garden initiatives. In El Salvador, WFP worked with rural craftswomen in establishing the "Women's Association with Hope", through which women can obtain credit, reduce the costs of production and commercialization and gain access to markets; the association reported a 53 percent increase in the women's incomes. In Kassala, in eastern Sudan, WFP supported the creation of 16 cooperatives for women farmers through which they could obtain financing for their agricultural activities.

Outcome 3: Human resources

WFP promotes GEWE through its human resources policies and hiring practices.

15. In 2018, actions were taken to institutionalize measures in support of corporate gender parity and organizational culture goals. Following the issuance of the revised Executive Director's circular on protection from harassment, sexual harassment, abuse of authority and discrimination in the workplace ([OED2018/007](#)),⁷ WFP's Gender Parity Action Plan⁸ was finalized and a global staff survey was conducted.
16. In terms of gender parity, of the total WFP workforce of slightly more than 17,000 individuals, 36 percent are women, with variation by office, grade, function and national and international appointment. For example, women comprise 12 percent of WFP security personnel and 70 percent of human resources staff. At headquarters, 51 percent of the employees are women, falling to 31 percent across country offices collectively. To address the imbalance and work towards gender parity among international staff by 2021 and national staff by 2028, the Gender Parity Action Plan outlines actions in relation to talent acquisition, career and capability development, engagement and well-being and accountability, complemented by office-specific targets. Concerted efforts to redress imbalances have yielded results, such as the Sudan Country Office employing a woman driver for the first time.
17. The global staff survey revealed differences between women and men employees in terms of organization engagement (figure 1), with further variability by age, contractual status and office (headquarters, field).

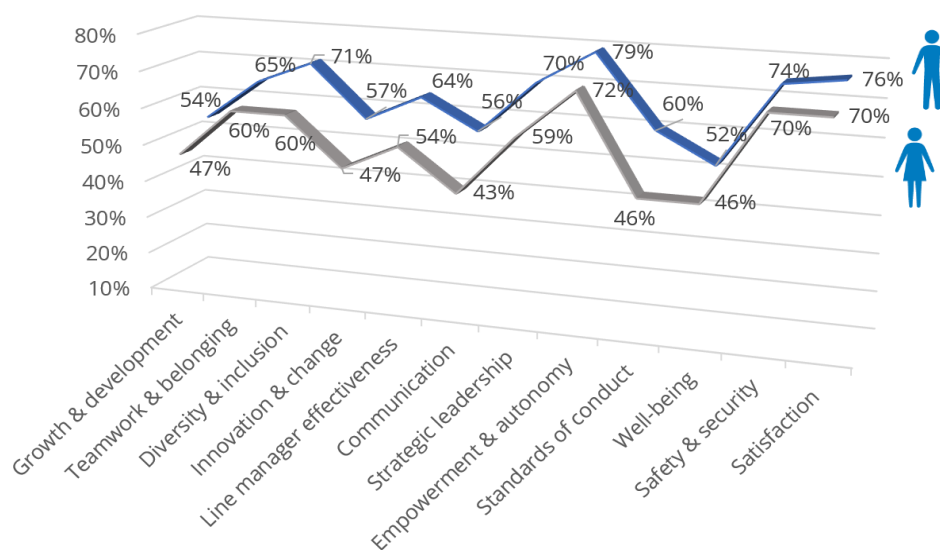
⁵ <https://integratedroadmap.manuals.wfp.org/en/>.

⁶ <https://newgo.wfp.org/documents/cash-based-transfers-frequently-asked-questions>.

⁷ <https://docs.wfp.org/api/documents/WFP-0000064359/download/>.

⁸ <https://docs.wfp.org/api/documents/WFP-0000103359/download/>.

Figure 1: The experience and perceptions of WFP as an employer as reported by women and men in the 2018 global staff survey



18. Initiatives to strengthen WFP's organizational culture include flexible working arrangements, such as staggered working hours in the regional bureau for Latin America and the Caribbean and the Nicaragua country office, telecommuting at headquarters and a compressed working schedule in Indonesia; awareness-raising sessions at headquarters and in country offices in relation to the circular on protection from harassment, sexual harassment, abuse of authority and discrimination in the workplace; and the internal "Respect Each Other" campaign, which is based on the four pillars of awareness, inclusion, fairness and humanity.

Outcome 4: Capacity development

WFP has technical and professional expertise in GEWE.

19. The portfolio of resources for GEWE work available to WFP employees and partners includes the Gender Office personnel, regional gender advisers, the [Gender Toolkit](#),⁹ available in Arabic, English, French and Spanish, the Gender Learning Channel on the corporate WeLearn platform (which includes two tailored e-training courses), the online Gender Community, monthly "brown bag" sessions on gender that connect colleagues from headquarters, regional bureaux and country offices colleagues, and in-person training on social norms. In addition, country offices that participate in the Gender Transformation Programme (GTP)¹⁰ receive tailored technical assistance for 12 to 18 months, enabling them to systematically integrate gender into programmes, operations and the workplace.
20. Targeted assistance for strengthening gender-related capacities is also provided to WFP country offices through support missions, as in Benin, the Congo, Iraq, Jordan, Lesotho, Madagascar, Malawi, Nigeria, the Syrian Arab Republic, Tajikistan, Togo and Turkey in 2018; remote learning sessions, such as for the 11 WFP country offices in Southern Africa; contributions to sector-specific workshops, such as those on human resources, climate change, gender-based violence, resilience, school feeding and monitoring and evaluation; and training for implementing partners such as the National Council of Women in Egypt and local and national counterparts in Honduras and for journalists in Kyrgyzstan.

⁹ Available at <https://gender.manuals.wfp.org/en/>.

¹⁰ <https://gtp.wfp.org>.

Outcome 5: Communications, knowledge and information

WFP systematically documents and shares knowledge on and tools and good practices for GEWE.

21. In 2018, WFP invested in strengthening strategic communications on gender and in primary research. Collaboration with [Claremont Marketing Communications](#) resulted in a concise framework for internal and external communications, which contributed to the design of the annual 16 Days of Activism against gender-based violence, which focused on supporting survivors, and other advocacy events were held in 2018.
22. In partnership with Gallup and the Statistics Division of the Food and Agriculture Organization of the United Nations (FAO) WFP piloted the “gender equality for food security” initiative in seven countries in 2018 (see paragraph 10).¹¹ The successful pilot led to the construction of a statistically valid measure of the relationship between food security and empowerment as experienced by individuals, which was applied in an additional eight countries in the 2019 Gallup World Poll.¹²
23. Another example of research and communication was the multi-country study on the potential of cash-based interventions to contribute to gender equality and women’s empowerment. Combining a desk review, fieldwork in six countries,¹³ a survey of practitioners and a workshop, the study revealed that interventions using cash-based transfers as an assistance modality can contribute to food security, nutrition and outcomes related to gender equality outcomes and, when appropriately designed, can have equitable and empowering impacts for women and men, girls and boys.
24. Other examples of the generation of new information are gender analyses conducted in Egypt on the climate resilience of smallholder farmers, a gender and food security study conducted in the Sudan, which inform the design of the Sudan CSP, a gender and urban livelihoods study in the Syrian Arab Republic, which informed WFP’s livelihoods programming, and gender analysis conducted in El Salvador to inform resilience programming.
25. Localized communication initiatives are also undertaken. For instance, the WFP country office developed an online module on gender, rights and the prevention of violence and made it available to users with the objective of raising awareness and transforming discriminatory socio-cultural gender equality norms. In the same region, the Peru Country Office developed a radio soap opera promoting the sharing of responsibility for nutrition and health-related care work, which was disseminated through local radio stations based in Sechura. Visual media products were also developed in 2018, including a video produced by the Yemen Country Office on the rights of women and their access to food. Gender newsletters were disseminated to country offices in the regions of the Middle East, North Africa, Eastern Europe and Central Asia and of Southern Africa. In Southern Africa, a presentation entitled “Shifting Perspectives, Living Vulnerable Lives” was developed for the annual meeting of country directors, along with digital updates for sharing actions and learning throughout the region.

¹¹ Bangladesh, Myanmar, Nigeria, Tajikistan, Thailand, the United Kingdom of Great Britain and Northern Ireland and Zambia.

¹² Planned countries are Cambodia, Colombia, Egypt, Kenya, Kyrgyzstan, Liberia, Mozambique and Nicaragua.

¹³ The six countries that comprised the field work for the study on gender and cash-based transfers were Bangladesh, Egypt, El Salvador, Jordan, Mali and Rwanda.

Outcome 6: Partnerships

WFP partnership agreements include elements on GEWE.

26. Recognizing that diverse and strategic partnerships are essential for the delivery of transformative change, WFP has partnerships with actors that range from other United Nations agencies and national governments to international non-governmental organizations and academic, civil society and private sector entities. Examples of corporate-level partnerships include those with [Gallup](#), the Gender Standby Capacity Project ([GenCap](#)), the Inter-Agency Standing Committee [Reference Group on Gender and Humanitarian Action](#), [Women Deliver](#) and the United Nations Sustainable Development Group [Task Team on Gender Equality](#). Collaboration with the other Rome-based agencies, FAO and the International Fund for Agricultural Development (IFAD), comprised events such as those held for International Women's Day and the 16 Days of Activism and implementation of two joint programmes: one on gender-transformative approaches to food security and nutrition and the other on accelerating progress towards the economic empowerment of rural women. For the latter joint programme, in which UN-Women is also a partner, WFP hosts the global coordinator and knowledge management officer at no additional cost.
27. At the regional and country levels, WFP participates in United Nations gender-themed groups and humanitarian clusters including the Global Protection Cluster's sub-working group on addressing gender-based violence, the Asia and the Pacific regional Gender in Humanitarian Action Working Group, the Europe and Central Asia regional Gender Coordination Group and the Gender Inter-Agency Group in Panama.
28. At the country level, field-level agreements have contained an annex on gender equality, protection and accountability to affected populations since 2017. Examples of inter-agency collaboration include collaboration with UN-Women and the United Nations Population Fund in countries that include Cameroon, Ecuador and Kyrgyzstan and in the East Africa region. In Guatemala, as a member of the Gender in Humanitarian Action Working Group, WFP contributed to the upgrading of tools designed to prevent violence against women and girls in emergencies, such as during the eruption of the Fuego volcano in November 2018. In Egypt, WFP partners with the National Council of Women, a government entity, and in neighbouring Jordan, it partners with UN-Women in the Zaatari and Azraq refugee camps, addressing issues that affect women's livelihoods and food security. Collaborating with the Ministry of Agriculture in the Syrian Arab Republic, WFP contributed to development of the national gender strategy for rural women's development. Going beyond the focus on gender issues, WFP's the regional bureau for Southern Africa and the Wits Centre for Diversity Studies co-hosted a "world café" that explored innovative solutions for addressing intersecting inequalities.

Outcome 7: Financial resources

Funding is tracked and contributes to GEWE across all operations and functional areas.

29. As stated in the WFP Management Plan (2019–2021), "based on provisional figures in the 2019 implementation plan, 12.5 percent of the resources needed are allocated to activities that promote gender equality".¹⁴ This represents an increase from 12.3 percent in 2018.¹⁵ It is worth noting that WFP is expected to reach an allocation of 15 percent by 2020.
30. At the country level, a planned gender budget is produced for each multi-year CSP, with a dollar amount listed for gender equality activities against relevant CSP activities, by year. Across the CSPs with planned gender equality budgets, the intended proportional allocation

¹⁴ [WFP/EB.2/2018/6-A/1/Rev.1](#) (paragraph 110, page 34).

¹⁵ [WFP/EB.2/2017/5-A/1/Rev.1](#).

of financial resources to activities contributing to gender equality increases from an indicated 6.43 percent in 2018 to 21.89 in 2024 (table 1).

Year	Number of CSPs	Number of CSPs with gender equality budgets	Total amount allocated to gender equality	
			(USD)	(% of total budget)**
2018	32	19	144 173 203	6.43
2019	64	48	737 777 219	12.90
2020	64	48	811 568 579	14.14
2021	51	40	306 616 705	16.49
2022	39	36	163 211 087	12.08
2023	24	22	112 484 278	16.90
2024	7	7	14 854 089	21.89

* As CSPs are multi-year, data from a single CSP is included in the figures for several years in table 1. The 11 CSPs that commenced implementation in 2017 did not have budgets for gender equality activities, which were not introduced until 2017.

** Percentage of the total budgets of CSPs with gender equality budgets.

31. A system for tracking expenditure on gender equality activities against budgets is being developed by headquarters entities. WFP's efforts to plan and track gender equality expenditures have been recognized in the United Nations system, including in papers issued by the High-Level Task Force on Financing for Gender Equality in 2019.

Outcome 8: Evaluation

All WFP evaluations consider results related to GEWE.

32. Managed by the WFP Office of Evaluation, the external evaluation of the Gender Policy (2015–2020) commences in mid-2019. It is expected that the resulting evaluation report will be presented to the Board at its 2020 first regular session.
33. The Gender Office and regional gender advisers systematically contribute to corporate evaluations – such as the evaluation of the WFP regional response to the Syrian crisis (2015–2017), the strategic evaluation of pilot CSPs (2017–mid-2018) and decentralized country portfolio evaluations – from their inception to their finalization, fostering the integration of gender considerations into evaluation processes, conclusions and recommendations. The 2018 meta-review yielded a score of 5.7, indicating that gender is sometimes, but not always, integrated into centrally managed evaluations.

Outcome 9: Oversight

WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE.

34. Measured against the United Nations system-wide accountability framework, in 2018 WFP met or exceeded 81 percent of the UN SWAP 2.0¹⁶ performance indicators, as discussed in paragraphs 44 and 45.

¹⁶ In this document, UN SWAP refers to the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, and UN SWAP 2.0 refers to the second iteration of UN SWAP, which commenced in 2018.

35. In 2018, gender was included in 52 percent (11 of 21) internal audits. To foster enhanced integration of gender issues into regular audits, the Office of Internal Audit produced guidance for WFP auditors. An increased focus on gender is planned for internal audits conducted in 2019.

Gender mainstreaming in WFP

36. In WFP, the main means of mainstreaming gender are the GTP, the gender and age marker, UN SWAP 2.0 and support from a gender architecture that comprises the Gender Office, regional gender advisers and gender officers at some country offices.

Gender Transformation Programme

37. The GTP is WFP's corporate programme for translating the concept of gender mainstreaming into a set of actions that advance gender equality through leadership, accountability requirements, programme design, partnerships and working conditions.
38. In 2018, 21 WFP country offices participated in the GTP, progressing from a gender baseline assessment to the development and implementation of an improvement plan followed by a final assessment that measures achievements against the 39 benchmarks of the GTP is based.
39. The Cameroon, Egypt, Kenya, Nicaragua and Rwanda country offices implemented a substantial amount of their improvement plans and were on track for completion in the first half of 2019.

Gender and age marker

40. In 2018, WFP replaced the Inter-Agency Standing Committee gender marker with the organizationally-adapted gender and age marker; the first Inter-Agency Standing Committee member to institutionally apply the gender and age marker. The WFP gender and age marker is a corporate tool that codes – on a scale of 0 to 4 – the extent to which gender and age are integrated into the design and monitoring of a WFP programme (primarily a country strategic plan).
41. An online platform¹⁷ was created to support country offices in applying the gender and age marker, with a range of summary and detailed guidance materials accessible through the WFP Gender Toolkit.¹⁸
42. A gender and age marker code of 3 is the minimum requirement for the design stage of a CSP or interim CSP, meaning that consideration of gender issues is reflected throughout the plan, thereby delivering on the corporate commitments articulated in the WFP Strategic Plan (2017–2021) and the WFP Gender Policy (2015–2020). Of the 24 CSPs and interim CSPs submitted to the Board in 2018, 20 were assigned a code of 3 and the other four a code of 4, meaning that gender- and age-related issues are fully integrated.
43. In 2018, 34 country offices were in the process of implementing CSPs or interim CSPs and accordingly computed gender and age marker codes, which apply at the activity level and are included in annual country reports.¹⁹

¹⁷ <https://gam.wfp.org/>.

¹⁸ <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

¹⁹ Ten in the Asia and the Pacific region – Afghanistan, Bangladesh, China, Indonesia, the Lao People's Democratic Republic, Myanmar, Pakistan, Philippines, Sri Lanka and Timor-Leste; six in the Middle East, North Africa, Eastern Europe and Central Asia region – Egypt, Islamic Republic of Iran, Kyrgyzstan, Lebanon, State of Palestine and Tunisia; two in the West Africa region – Cameroon and the Central African Republic; five in the Southern Africa region – the Democratic Republic of the Congo, Mozambique, Namibia, the United Republic of Tanzania and Zimbabwe; four in the East Africa region – Burundi,

United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women 2.0

44. In 2018, a revised UN SWAP – UN SWAP 2.0 – was introduced. Applicable to all United Nations entities, UN SWAP 2.0 has 17 performance indicators.²⁰ In the first year of implementation, WFP exceeded nine of the performance indicators, met four, approached four and did not report on one (because it did not apply to the situation of WFP).²¹ This performance underscored the need for WFP to improve gender parity among employees and the allocation and tracking of financial resources for gender outcomes.
45. As it did for UN SWAP, WFP implements UN SWAP 2.0 through the “business owners” model, in which responsibility for determining and implementing actions for the achievement of performance targets is shared by several headquarters’+ entities, including the budget and programming, communications, human resources, finance and treasury and performance management and monitoring divisions and the office of the Executive Director, evaluation and Inspector General and oversight.

Gender architecture

46. The structural underpinning for implementation of the Gender Policy (2015–2020) and the GAP are the Gender Office, the regional gender advisers, a few country-level gender officers and the Gender Results Network (GRN).
47. At headquarters, the Gender Office has eight staff members.²² In 2018 and early 2019, there were regional gender advisers in five of the six regional bureaux,²³ but not all of them were at the P4 level as called for in the WFP Gender Policy (2015–2020).²⁴ The regional bureaux for the Middle East, North Africa, Eastern Europe and Central Asia employed an international gender consultant and a national gender and nutrition officer in addition to a regional gender adviser. In the same period, 21 country offices employed gender officers and specialists on a continuous or temporary basis as short-term consultants, junior professional officers or standby partners.²⁵
48. The GRN connects all WFP offices. Managed by the Gender Office, there are approximately 690 GRN members representing all functional areas, international and national staff and women and men (figure 2).

Kenya, South Sudan and Uganda; and seven in the Latin America and the Caribbean region – Bolivia (Plurinational State of), Colombia, Ecuador, El Salvador, Guatemala, Honduras and Peru.

²⁰ Detailed information, including on each of the performance indicators, is provided in [UN SWAP 2.0 Framework and Technical Guidance](http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-framework-and-technical-guidance-en.pdf?la=en&vs=1406). <http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-framework-and-technical-guidance-en.pdf?la=en&vs=1406>.

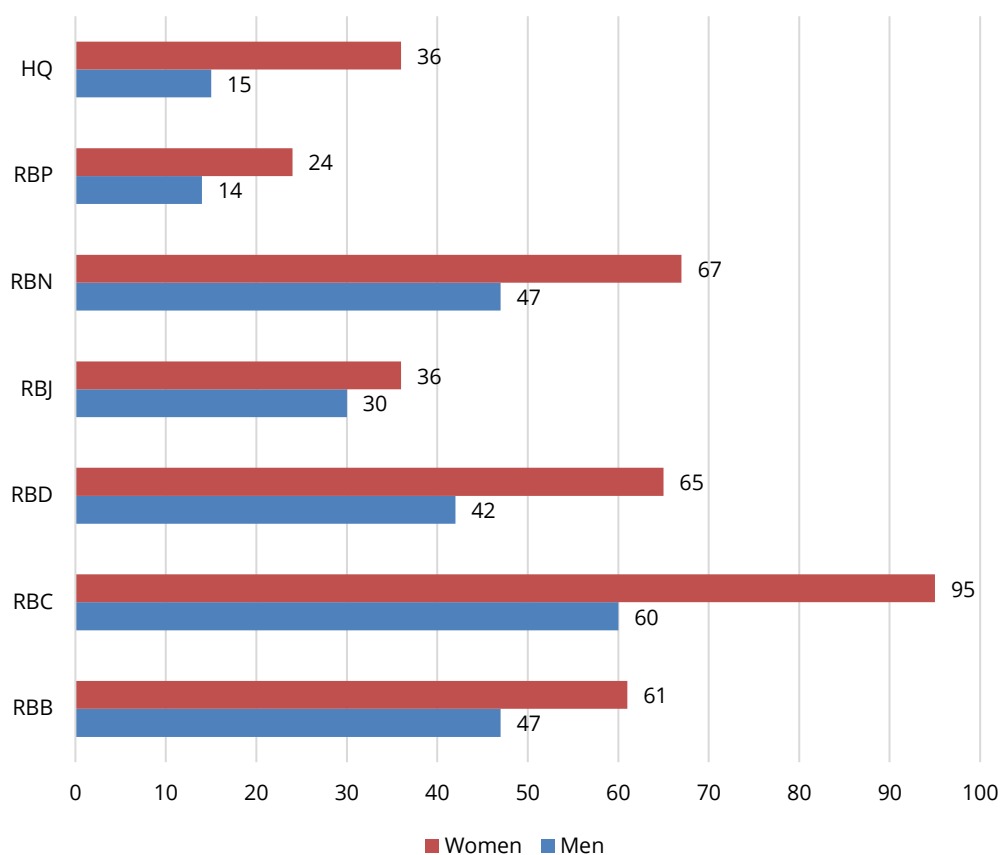
²¹ WFP ratings against the 17 UN SWAP 2.0 performance indicators for 2018 are provided in annex II.

²² The Gender Office is staffed by a director (D1), a senior gender adviser (P-5), three programme policy officers (two P-4s and one P-3), two consultants and a business support assistant (G5).

²³ The regional bureau for East Africa recruited a national professional officer as regional gender adviser in December 2018, while adviser at the regional bureau for Southern Africa resigned on 18 January 2019.

²⁴ The regional gender advisers at the regional bureaux for Asia and the Pacific and Latin America and the Caribbean are international consultants; those for West and East Africa are national professional officers.

²⁵ The 21 country offices were Afghanistan, Bangladesh, Bolivia (Plurinational State of), Burundi, Cameroon, Colombia, Ethiopia, Guatemala, Malawi, Mauritania, Mozambique, Myanmar, Nicaragua, Rwanda, Senegal, Somalia, South Sudan, the Sudan, the Syrian Arab Republic, Uganda and United Republic of Tanzania.

Figure 2: Gender Results Network members, by gender and region²⁶

HQ = headquarters; RBB = regional bureau for Asia and the Pacific; RBC = regional bureau for the Middle East, North Africa, Eastern Europe and Central Asia; RBD = regional bureau for West Africa; RBJ = regional bureau for Southern Africa; RBN = regional bureau for East Africa; RBP = regional bureau for Latin America and the Caribbean.

49. As stated in the GRN terms of reference, with tailoring to the needs of each country office, the core responsibilities of GRN members include dissemination of gender-related resources and information on activities, events and initiatives, awareness-raising on why gender equality matters to WFP, and participation in corporate campaigns and events such as those related to International Women's Day and the annual 16 Days of Activism campaign.
50. In country offices, regional bureaux and headquarters units, the GRN is most effective where management provides strong support responsibilities that are clearly delineated, communicated to all employees and reflected in annual work plans and there is a passionate coordinator who has sufficient time and resources to engage colleagues in making gender equality and women's empowerment "everybody's business" in WFP.

²⁶ The number of GRN members per regional bureau varies because of differences in the numbers of people employed by WFP country offices.

2019 priorities

51. Priorities for 2019 include:

- (i) integration of gender equality into the development and implementation of CSPs and interim CSPs;
- (ii) implementation of the main gender mainstreaming mechanisms, primarily the GTP, the gender and age marker and UN SWAP 2.0, along with improved gender-responsive budgeting;
- (iii) strengthened gender capacities, particularly in gender and age analyses and gender-responsive monitoring;
- (iv) generation of knowledge that strengthens the evidence base for integrating gender equality into food security and nutrition work;
- (v) strategic advocacy and campaigns that raise awareness of the importance of gender equality for all people, thereby promoting action and accountability; and
- (vi) effective collaboration with diverse partners – existing and new – that leverages resources for advancing gender equality for a world with zero hunger.

ANNEX I

WFP 2018 performance against the Gender Action Plan outcome indicators¹

Outcome indicator	Baseline	2018	
Outcome 1: Needs assessments, data collection processes and analyses support effective integration of gender equality and women's empowerment (GEWE) into operations, with clear lines of accountability.			
1.1 Percentage of projects/CSPs reporting on cross-cutting gender indicators (C.3.1-C.3.3) ²	74.5% (2014)	70%	
1.2 Percentage of food security assessment reports that collect, analyse and use sex-disaggregated data		100% ³	
Outcome 2: WFP planning processes and standardized guidance support, effective integration of GEWE into WFP operations, with clear lines of accountability.			
2.1 Percentage of country offices with a functioning complaints and feedback mechanism for affected populations	49% (2014)	79%	
2.2 Percentage of WFP standardized guidance (manuals) into which gender and age dimensions are integrated	100%	63% ⁴	
2.3 Percentage of country strategic plans (CSPs, interim CSPs and transitional interim CSPs) with gender marker code 2a (2017) or gender and age marker code 4 (2018–2020)	79% ⁵ (2014)	Gender = 83% ⁶ Gender and age = 17%	
Outcome 3: WFP promotes GEWE through its human resources policies and hiring practices.			
3.1 Percentage of national, international and senior staff who are women (by contract type)	<i>Grade</i>	2015	2018
	USG ⁷	43%	20%

¹ The complete 2017 updated Gender Action Plan is provided in annex II of the 2018 "Update on the Gender Policy (2015–2020)" (WFP/EB.A/2018/5-G).

² All applicable projects included one or more of the cross-cutting gender indicators in their logical frameworks. Percentages refer to the proportion of these projects that reported monitoring values – base and follow-up.

³ The reports from which the calculation is made are the 2018 annual country reports, all of which contain a section entitled "Progress towards gender equality".

⁴ Consideration of gender issues is included in 21 of the 33 WFP manuals.

⁵ In 2014, gender was adequately mainstreamed into 79 percent of approved projects, which received a gender marker code of 2A.

⁶ 20 of the 24 CSPs and interim CSPs submitted to and approved by the Board in 2018.

⁷ The professional international posts are women employed on fixed-term, continuing and indefinite-appointment contracts.

Outcome indicator	Baseline	2018	
	D2	29%	33%
	D1	38%	38%
	P5	38%	41%
	P4	44%	45%
	P3	(not recorded)	40%
	P2	(not recorded)	52%
	NO-D ⁸	100%	50%
	NO-C	37%	34%
	NO-B	(not recorded)	39%
	NO-A	(not recorded)	36%
	GS ⁹ headquarters	(not recorded)	83%
	GS field	(not recorded)	31%
	International	42%	44%
	National	36%	35%
3.2 Percentage of respondents in the global staff survey who strongly agree or agree that they are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity, and physical ability	72% (2015)	61%	
Outcome 4: WFP has technical and professional expertise in GEWE.			
4.1 Number of employees who complete a basic gender learning course on the Gender Learning Channel of the WFP WeLearn portal		1,314 ¹⁰	
4.2 Percentage of WFP offices with members of the Gender Results Network	48.6% (2015)	100%	

⁸ NO-A, NO-B, NO-C and NO-D are fixed-term national professional officers.

⁹ GS are fixed-term general service staff.

¹⁰ As of 5 December 2018, 400 employees (174 women and 226 men) had completed the Gender Basic Learning Journey on the WFP WeLearn platform; 852 employees (310 women, 542 men) "I Know Gender"; and 62 employees the Social Norms Learning Journey.

Outcome indicator	Baseline	2018
4.3 Number of gender advisers (staff members) in WFP, P3 level and above	12 (2017)	20 ¹¹
Outcome 5: WFP systematically documents and shares knowledge on and tools and good practices for GEWE.		
5.1 Percentage of relevant project reports and annual country reports reporting on gender equality results and lessons learned		100% ¹²
5.2 Number of gender-specific research products produced by WFP		1 ¹³
Outcome 6: WFP partnership agreements include elements on GEWE.		
6.1 Number of gender equality partnerships established at the corporate level	38 (2014)	7 ¹⁴
6.2 Number of field-level agreements at the country office level (for CSPs) that contain GEWE provisions		100% ¹⁵
Outcome 7: Funding is tracked and contributes to GEWE across all operations and functional areas.		
7.1 Planned requirements for GEWE as percentage of total WFP planned requirements	11%	12.3% ¹⁶
7.2 Actual expenditures on GEWE as percentage of WFP actual expenditures	11%	Unknown ¹⁷
Outcome 8: All WFP evaluations consider results related to GEWE.		
8.1 Score awarded in the annual meta-review of WFP evaluations	7.51–10.50	5.7
Outcome 9: WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE.		

¹¹ The 12 gender advisers at P-3 level and above are one P-5 and two P-3 in the Gender Office, five regional gender advisers at P-3 or P-4 level, and 12 P-3-equivalent gender officers, one in each of the Bangladesh, Cameroon, Colombia, Ethiopia, Guatemala, India, Malawi, Myanmar, South Sudan, the Sudan, the Syrian Arab Republic and Uganda country offices.

¹² All annual country reports include a section on progress towards gender equality.

¹³ The research undertaken by the Gender Office in 2018 investigated the potential of cash-based initiatives to contribute to gender equality and women's empowerment.

¹⁴ WFP has corporate partnerships with the Inter-Agency Standing Committee Gender Reference Group, Gallup, Women Deliver, the United Nations Sustainable Development Group Task Team on Gender Equality, GenCap, FAO and IFAD.

¹⁵ Annex 6 – "Gender equality, protection and accountability to affected populations" – is attached to all field-level agreements, as instructed in [Section 5.2.6](#) of the Integrated Road Map manual.

¹⁶ [2018–2020 Management Plan](#) (WFP/EB.2/2017/5-A/1/Rev.1).

¹⁷ 2018 was a period of significant organizational change – including initiation, but not finalization, of WFP's Financial Framework tools. In addition, the corporate gender expenditure tracking procedure was reviewed, with internal collaboration established for the design of an integrated solution to be implemented from 2019.

Outcome indicator	Baseline	2018
9.1 Percentage achievement of requirements for the UN SWAP 2.0 performance indicators	80% (2014)	75% ¹⁸
9.2 Percentage of audits undertaken where gender is integrated into the risk assessment approach		52% ¹⁹

¹⁸ WFP reports on 16 of the 17 UN SWAP 2.0 performance indicators. In 2018, WFP met 4 and exceeded 9 of those indicators.

¹⁹ Gender was included in 11 of 21 audits conducted in 2018.

ANNEX II**WFP's performance in implementing UN SWAP 2.0**

The second iteration of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP 2.0) constitutes the shared accountability framework of 17 performance indicators across six elements for United Nations entities on progress towards gender equality. Application of UN SWAP 2.0 commenced in 2018.

The UN SWAP 2.0 rating system for the performance indicators is: Missing, Approaches, Meets, Exceeds and Not applicable. For the 2018 reporting cycle, WFP exceeded the requirements for nine of the performance indicators, met them for four and approached them for three, with one performance indicator (number 3) not being applicable.

Rating	Number of performance indicators	Performance indicators
Exceeds	9	2 Reporting on gender-related SDG results 4 Evaluation 5 Audit 6 Policy 7 Leadership 8 Gender-responsive performance management 13 Organizational culture 14 Capacity assessment 16 Knowledge and communication
Meets	4	1 Gender-related SDG results 11 Gender architecture 15 Capacity development 17 Coherence
Approaches	3	9 Financial resource tracking 10 Financial resource allocation 12 Equal representation of women
Not reported ¹	1	3 Programmatic results on gender equality and the empowerment of women

¹ WFP does not report on performance indicator 3 because it reports its corporate results, under performance indicators 1 and 2.

Acronyms used in the document

CRF	Corporate Results Framework
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GAP	Gender Action Plan
GE4FS	gender equality for food security
GEWE	gender equality and women's empowerment
GRN	Gender Results Network
GTP	Gender Transformation Programme
ICSP	interim country strategic plan
NO-A	national professional officer – level A
NO-B	national professional officer – level B
NO-D	national professional officer – level D
SDG	Sustainable Development Goal
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women