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Policy Issues
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Executive Board documents are available on WFP's Website (http://executiveboard.wfp.org).

Gender Action Plan

Walking the Talk

Draft decision*

The Board takes note of "Gender Action Plan" (WFP/EB.1/2016/4-B) taking into account considerations raised by the Board during its discussion.

Introduction

1. In May 2015, the Board approved the Gender Policy (2015–2020)[1] and welcomed commitment to exceeding the standards of the Gender Mainstreaming Accountability Framework (GMAF),[2] which guides WFP's work towards meeting the policy objectives by 2020.

2. The goal of the gender policy is to "enable WFP to integrate gender equality and women's empowerment (GEWE) into all of its work and activities, to ensure that the different food security and nutrition needs of women, men, girls and boys are addressed". The policy outlines four objectives, attainment of which will lead to achievement of the policy goal:

   i) *Food assistance adapted to different needs.* Women, men, girls and boys benefit from food assistance programmes and activities that are adapted to their different needs and capacities.

   ii) *Equal participation.* Women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition programmes and policies.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

[1] WFP/EB.A/2015/5-A

[2] WFP/EB.A/2015/5-G

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iii) *Decision-making by women and girls.* Women and girls have increased power in decision-making regarding food security and nutrition in households, communities and societies.

iv) *Gender and protection.* Food assistance does no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it, and is provided in ways that respect their rights.

3. This Gender Action Plan (GAP)[3] transforms the goal of the new gender policy into concrete and measureable actions and accountabilities to be implemented between 2015 and 2020 in two "layers":

- layer 1: driving gender equality programming results; and
- layer 2: programme processes and organizational change.

4. In layer 1 of the GAP, the programme indicators linked to each gender policy objective are mapped and embedded in WFP's reporting frameworks, and new indicators are proposed for inclusion in future WFP result frameworks. Layer 2 details the internal work that WFP needs to carry out to ensure concrete results related to GEWE. The programme processes introduced in layer 2 will enhance the influence of GEWE mainstreaming on WFP's needs assessments, programme design, implementation, monitoring and evaluation, and lesson-learning, including through the collection, analysis and use of sex- and age-disaggregated data. Actions for organizational change will strengthen WFP's ability to deliver effective and efficient services to the people it assists.

5. As does the gender policy, the GAP uses the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) as a benchmark for gender mainstreaming. Each UN SWAP standard is linked to at least one action area in the framework. By defining additional gender-transformative measures, the GAP shows how WFP can exceed UN SWAP requirements.

6. As a leading contributor to the achievement of Sustainable Development Goal (SDG) 2 – on eliminating hunger and chronic malnutrition (Zero Hunger) – WFP helps set the global agenda for food security and nutrition. The GAP makes facilitation of GEWE a major driver of WFP's contributions to the Zero Hunger Challenge and the achievement of SDG 2, among other goals.[4]

7. A new WFP Strategic Plan (2017–2021) is being developed for approval at the Second Regular Session of the Board in 2016. The plan will maximize WFP's contribution to the SDGs and will feature a single Corporate Results Framework (CRF), integrating the Strategic Results Framework (SRF) and the Management Results Framework. GEWE is already an essential component of WFP's Strategic Plan and reporting frameworks. In new strategic planning documents aligned with the gender policy, consideration of gender dimensions will be a central element.

8. Evaluations, including of nutrition and emergency preparedness, indicate that GEWE receives inadequate attention in programming. The GAP addresses this situation by mainstreaming consideration of gender dimensions into all aspects of programming and operations, and WFP will ensure that all relevant CRF indicators are disaggregated by at least sex and age, where appropriate.

[3] As of 2017 when the UN SWAP cycle is completed, the WFP Gender Mainstreaming Accountability Framework (GMAF), with which the Secretariat has reported annually to the Board, will be subsumed into the annual reporting to the Board in the GAP. The GMAF is directly tied to the UN SWAP, whereas the GAP is the accountability framework for WFP's Gender Policy (2015–2020).

[4] Including SDGs 5, GEWE; 4, education; 8, inclusive economic growth; 9, resilience and innovation; 13, climate change; and 16, peaceful societies.

Accountability and Engagement

9. While senior management and the lead units identified in this document have specific responsibilities to which they will be held accountable, the GAP promotes the message that gender considerations are everyone's business. In their day-to-day work, all staff must be able to make decisions that promote GEWE.

10. Development of the GAP is led by the Gender Office (GEN), with support from the Performance Management and Monitoring Division (RMP) and the Policy and Programme Division (OSZ). Consensus for the GAP is being built through inputs from the Board and the lead and co-lead units at Headquarters and in the six regional bureaux (Tables C–G). Lead units have taken ownership of action areas and are committed to working on them for the five-year policy period.[5] The GAP is a living document that may be adjusted during implementation.

11. The Executive Management Group (EMG) provides oversight on implementation of the GAP. GEN provides technical backstopping and coordination support.

Resources and Risks

12. Resources for gender-related activities in 2016 will be allocated through the Programme Support and Administrative (PSA) budget, extra-budgetary funding and project budgets, accounting for up to 12 percent of the programme of work. Estimated requirements for implementing the policy in 2016 are USD 9.7 million; WFP has allocated USD 3.1 million from the PSA budget and special accounts. The remaining USD 6.6 million comprises USD 4.4 million for 18 P4 posts in very large country offices, for which resources will need to be identified in project requirements; USD 1.3 million for Headquarters; and USD 0.9 million for gender advisers in regional bureaux. Under the policy, a gender adviser in each regional bureau will be responsible for augmenting regional and country-level capacities for gender analysis; integrating gender considerations into all phases of the programme cycle, particularly the design stage; and improving WFP's credibility and partnerships related to GEWE. So far, because of resource constraints, only three of the six regional bureaux have funds to recruit national officers for these positions.[6]

13. Until resourcing for gender-related activities is fully integrated into all WFP budgets, lead units will require additional financial and human resources to work on the action areas and achieve the corresponding outcomes. WFP will continue to seek multilateral and direct contributions to fill the funding gaps and will integrate consideration of gender dimensions into all Management Plans for 2016–2021.

14. The costs of measuring and reporting cannot always be integrated into existing budgets and continuous fundraising will be required for the growing needs. In response to this challenge, the first phase of implementing the GAP will focus on building capacities in WFP by enhancing the inclusion of gender dimensions in WFP's standardized guidance and tools, including those for data collection for vulnerability analysis and mapping (VAM), project appraisal and design, partner selection and field-level agreements, monitoring and evaluation, and resource management. These actions will directly address the gender dimensions of programme and policy design and implementation.

The Framework

15. WFP aims to achieve the goal and four objectives of the gender policy by implementing two layers of action:

- layer 1: driving gender equality programming results; and
- layer 2: programme processes and organizational change.

[5] The lead units assigned to some areas have been changed since approval of the gender policy to ensure that responsibilities rest with the most appropriate divisions and offices.

[6] Selection of the three regional bureaux was based on analysis of their current strengths, weaknesses and need for immediate technical expertise.

16. Layer 1 actions use indicators linked to the gender policy objectives to measure WFP's achievement of gender results that contribute to ending global hunger. Reporting on gender indicators at the corporate level will enable WFP to measure the outcomes and outputs that contribute to GEWE.

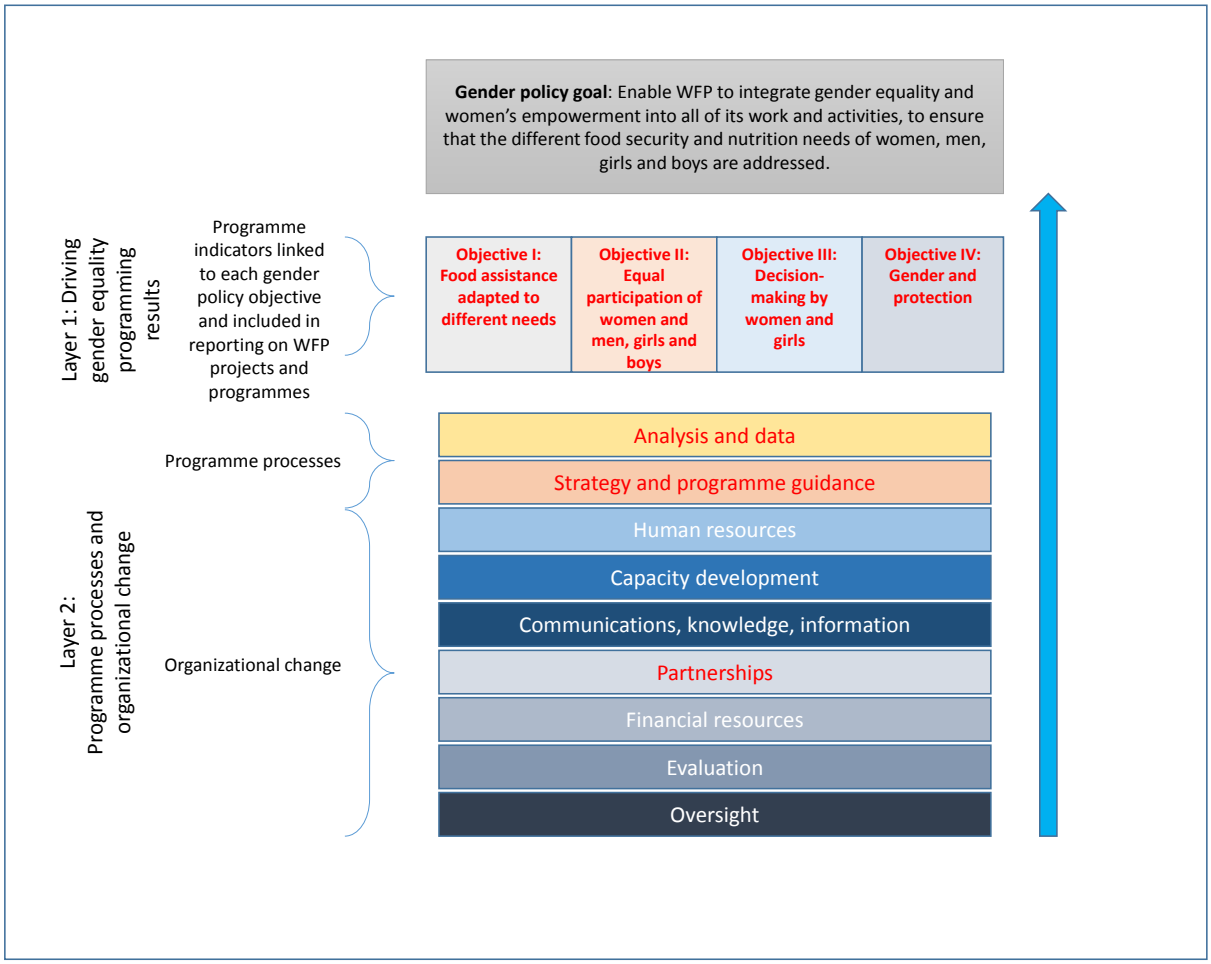
17. Layer 2 actions cover the work that WFP will carry out internally to achieve concrete GEWE results, and involve two types of internal process:

- Updated *programme processes* will change how GEWE is mainstreamed in data collection and use, the design of evidence-based interventions, the provision of guidance, and other programme processes.
- *Organizational change* will lead to support functions that enable WFP to deliver better results to the people it serves, including by strengthening human resources, financial resources, oversight and partnerships.

18. Innovations and field-based initiatives to facilitate achievement of the gender policy objectives are key to achieving WFP's commitments to GEWE. Capacity development and training of staff to improve gender analysis and data collection will fill the gaps in current practice. WFP will ensure that teams are motivated and supported in identifying and implementing innovations that respond to gender-related challenges and weaknesses.

19. The twin-track strategy described in the gender policy is embedded in the GAP in layer 1 and the layer 2 programme processes. It allows WFP to make the necessary changes for mainstreaming gender into all aspects of its work, carrying out actions that target specific contexts and people when needed.

Figure 1: Overview of the Gender Action Plan



Layer 1: Driving Gender Equality Programming Results

20. An essential component of WFP's gender policy is its transformative approach for operations and programmes that deliver more efficient and effective services to *all* the people whom WFP serves.

21. The way gender equality and women's empowerment is implemented is context-specific. Relying exclusively on corporate-level gender indicators may reinforce a "one-size-fits-all" approach, so many actions must be tailored to the context in a specific country, and their results must be measured by the country office using context-specific gender indicators. Previous evaluations show that regional bureaux and country offices must take ownership of programming for gender equality. All six regional bureaux are elaborating regional gender strategies that contextualize the goal and objectives of the gender policy and ensure that all WFP activities contribute to their achievement.

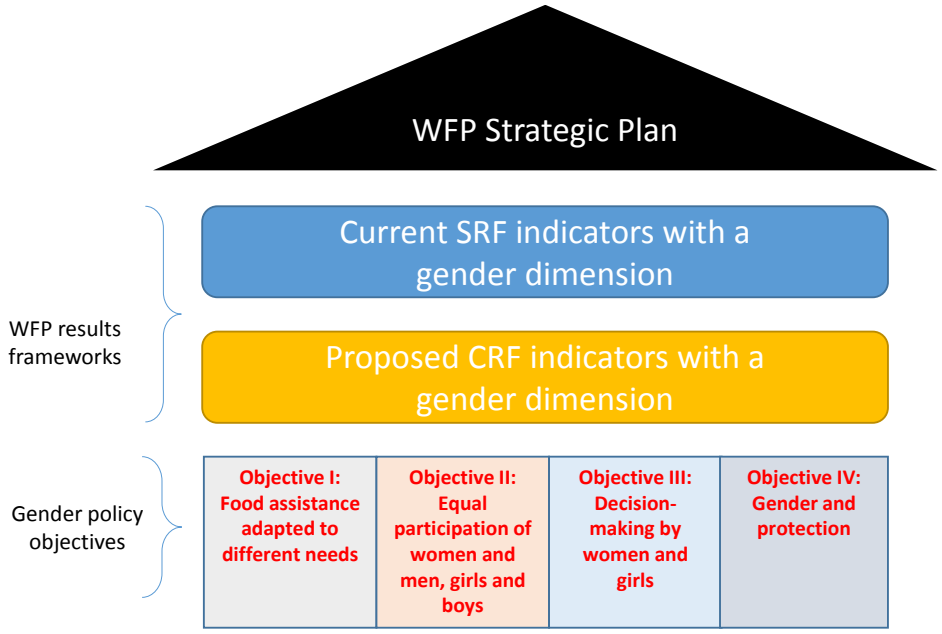
22. The starting point for developing gender-responsive programming are needs assessments that differentiate among the dimensions of food security and their different effects on women, men, girls and boys. Such needs assessments support WFP in moving beyond activities that target or include women towards more gender-responsive approaches that consider how different groups of people benefit from and are affected by WFP's work.

23. WFP currently reports on several cross-cutting gender and protection indicators, which are articulated and mapped in the CRF and the Strategic Plan (Figure 2). The GAP proposes new indicators while emphasizing the need for WFP to reflect on existing ones. Use of the indicators proposed in Table A will enable WFP to make gender-specific contributions to the 2030 Agenda and the achievement of SDG 2. However, gender must be mainstreamed throughout the CRF to ensure that consideration and analysis of gender dimensions are not "box-ticking" exercises but rather an integral part of all WFP operations.

24. Table A lists the proposed new indicators for inclusion in the CRF and the 2014–2017 SRF:

- cross-cutting gender and protection indicators;
- outcome indicators for activities with targeting based on gender analysis, such as nutrition and school feeding interventions;
- food security indicators disaggregated by sex of household head; and
- output indicators with a gender dimension.

Figure 2: Overview of layer 1 of the Gender Action Plan



Current SRF indicators – reported in Standard Project Reports (SPRs) 2015 and 2016
For full wording please refer to the SRF

TABLE A: LAYER 1 – DRIVING GENDER EQUALITY PROGRAMMING RESULTS			
Outcome indicators: Performance rate of moderate acute malnutrition treatment Food consumption score, disaggregated Diet diversity score, disaggregated **Output indicator:** Number of women, men, boys and girls receiving food assistance, disaggregated by activity and sex	**Outcome indicators:** Proportion of target population who participate in an adequate number of distributions Proportion of eligible population who participate in programme (coverage) Enrolment rate of girls and boys Retention rate of girls and boys **Output indicators:** Number of people trained, disaggregated by sex Number of government staff trained by WFP, disaggregated by sex and type of training **Cross-cutting indicator:** Proportion of women project management committee members trained on modalities of food, cash or voucher distribution	**Outcome indicator:** Enrolment rate of girls and boys (secondary school) **Output indicators:** Proportion of women/men beneficiaries exposed to nutrition messaging supported by WFP Proportion of women/men receiving nutrition counselling supported by WFP Proportion of targeted caregivers (men/boys and women/girls) receiving 3 key messages delivered through WFP-supported messaging and counselling **Cross-cutting indicators:** Proportion of assisted women, men, and women and men together who make decisions over the use of cash, vouchers or food within the household Proportion of women beneficiaries in leadership positions of project management committees	**Outcome indictor:** Coping strategy index, disaggregated by sex of household head **Cross-cutting indicator:** Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme sites[7]

[7] As WFP does not ask children about safety, the indicator will not provide information about safety issues for girls and boys.

TABLE A: LAYER 1 – DRIVING GENDER EQUALITY PROGRAMMING RESULTS

Cross-cutting indicators

Proposed indicators with a gender dimension for the 2017–2021 CRF

Proportion of operations informed by gender analysis of the needs and capacities of men, women, girls and boys in target area Target: 100%	**Indicators of accountability to affected populations and protection in the new CRF** Number of consultations with groups of women, groups of men and community groups in target areas during the project/activity design phase Target: >1 Number of consultations with groups of women, groups of men and community groups in target areas during the project/activity implementation/monitoring and evaluation phase Target: >1	Proportion of women with increased role in decision-making regarding food security and nutrition in their households Number of men and boys who participate in behaviour change communication supported by WFP	**Indicators of accountability to affected populations and protection in the new CRF** Number of cooperating partners trained on responsibilities concerning prevention of sexual exploitation and abuse Target: country-specific

Gender Policy Goal: Enable WFP to integrate GEWE into all of its work and activities to ensure that the different food security and nutrition needs of women, men, girls and boys are addressed

Gender policy objectives

Objective I: Food assistance adapted to different needs. Women, men, girls and boys benefit from food assistance programmes and activities that are adapted to their different needs and capacities	**Objective II: Equal participation.** Women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition programmes and policies	**Objective III: Decision-making by women and girls**. Women and girls have increased power in decision-making regarding food security and nutrition in households, communities and societies	**Objective IV: Gender and protection.** Food assistance does no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it, and is provided in ways that respect their rights

Layer 2: Programme Processes and Organizational Change

25. In layer 2 of the GAP, nine intended outcomes are defined, each with corresponding areas of action that will lead to results in GEWE over the five-year policy period. Depending on their scope and scale, actions in some areas can be accomplished quickly, while those in others will require long-term planning. Progress towards each outcome is measured by corporate indicators and reported on by lead units through narrative, case studies or other means. The intended outcomes are as follows.

Programme Processes

- *Outcome 1 – Analysis and data:* Needs assessments, data collection processes and analyses support effective integration of GEWE into operations, with clear lines of accountability.
- *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.

Organizational Change

- *Outcome 3 – Human resources:* WFP promotes GEWE through its human resources policies and hiring practices.
- *Outcome 4 – Capacity development:* WFP has technical and professional expertise in GEWE.
- *Outcome 5 – Communications, knowledge and information:* WFP systematically documents and shares knowledge on and tools and good practices for GEWE.
- *Outcome 6 – Partnerships:* WFP partnership agreements include elements on GEWE.
- *Outcome 7 – Financial resources:* Funding is tracked and contributes to GEWE across all operations and functional areas.
- *Outcome 8 – Evaluation:* All WFP evaluations consider results related to GEWE.
- *Outcome 9 – Oversight:* WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE.

26. Action plans for each action area are necessary to ensure that all actions are completed and time-bound. Lead units will be responsible for managing the completion of each action area and will report annually on progress. GEN will compile these reports into a single document, which will be used for annual updates on the GAP for the Board.

27. The selection of lead units must be flexible, especially given the limited capacity of some country offices and regional bureaux. Actions led by regional bureaux and country offices will be implemented and reported on through the regional gender strategies that each region is elaborating. A section on successes and challenges from the regional bureaux and country offices will be included in the annual report on the GAP.

28. The GAP presents corporate-level indicators against which WFP will monitor and measure the success of policy implementation (Table B).[8] The indicators for layer 2 of the GAP measure institutional performance, giving a picture of the overall status of WFP, rather than of a specific process.

29. The action areas provide the means of mainstreaming gender into WFP internal processes. Because of the breadth and depth of the action areas, reporting must be at a high level, with each indicator offering a snapshot of progress towards the intended outcomes of layer 2 of the GAP.

[8] Where possible, these indicators are aligned with WFP's reporting and budgetary systems. Those that are not already included in WFP's corporate reporting frameworks cover topics on which WFP already collects data, and so can easily be measured and reported on. Annex I provides a description of each indicator.

Where indicators cannot capture all the progress made in an action area, the GAP relies on reports from lead units (Figure 3).

Figure 3: Reporting on action areas

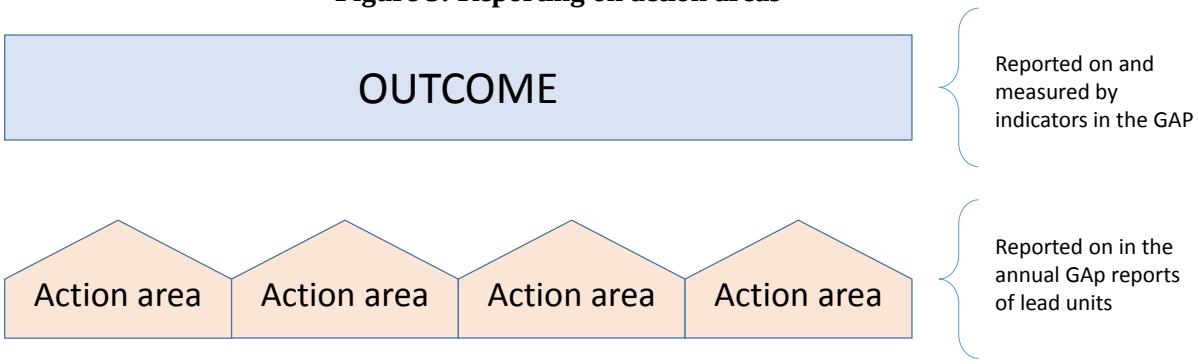


TABLE B: LAYER 2 – PROGRAMME PROCESSES AND ORGANIZATIONAL CHANGE		
	Operational outcome	**Corporate-level indicators**[9]
Programme Processes	1. Analysis and data: Needs assessments, data collection processes and analyses support effective integration of GEWE into operations, with clear lines of accountability	% of projects/country strategic plans reporting on cross-cutting gender and protection indicators
		% of food security assessment reports that collect, analyse and use sex-disaggregated data
	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	% of country offices with a functioning complaints and feedback mechanism for affected populations[10]
		% of WFP corporate analytical tools for assessing protection that include gender and age dimensions
		% of projects and country strategic plans with gender marker code 2a or 2b
Organizational Change	3. Human resources: WFP promotes GEWE through its human resources policies and hiring practices	% of women in WFP workforce – national staff, international professionals
		% of respondents in the global staff survey who strongly agree or agree that WFP promotes inclusiveness in its work environment
	4. Capacity development: WFP has technical and professional expertise in GEWE	% of trained staff who report being more able to integrate gender dimensions into their work one month after training
		% of WFP offices with members of the Gender Results Network (GRN)
		Number of senior gender advisers in WFP – P3 level and above

[9] Baselines for these indicators established using 2015 data from the country office monitoring and evaluation tool (COMET) for the regional bureaux in Cairo, Johannesburg and Nairobi. 2016 data will cover all regions following the roll-out of COMET.

[10] This indicator is a proxy for participation. The new CRF will include indicators on accountability to affected populations that are relevant to the GAP.

TABLE B: LAYER 2 – PROGRAMME PROCESSES AND ORGANIZATIONAL CHANGE	
Operational outcome	**Corporate-level indicators**[9]
5. Communications, knowledge and information: WFP systematically documents and shares knowledge on and tools and good practices for GEWE	% of relevant SPRs reporting on gender and protection results and lessons learned
6. Partnerships: WFP partnership agreements include elements on GEWE	Number of partnerships established at Headquarters, regional bureaux and country offices that include GEWE as an area of collaboration
7. Financial resources: Funding is tracked and contributes to GEWE across all operations and functional areas	Planned requirements for GEWE as % of total WFP planned requirements
	Actual expenditures on GEWE as % of WFP actual expenditures
8. Evaluation: WFP evaluations fully integrate GEWE	Score awarded in the annual meta-review of WFP evaluations
9. Oversight: WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE	Regular gender audits undertaken, in line with WFP's risk-based approach
	% achievement of requirements for the 15 UN SWAP performance indicators for GEWE

TABLE C: PROGRAMME PROCESSES – ANALYSIS AND DATA

Check marks indicate years in which actions are implemented but not necessarily completed

Outcome 1: Needs assessments, data collection processes and analyses support effective integration of GEWE into operations, with clear lines of accountability

Indicator	Baseline	Milestones	2020 target
% of projects/country strategic plans reporting on cross-cutting gender and protection indicators	Gender indicators: 74.5% (2014) Protection indicators: 86% (2014)		100%
% of food security assessment reports that collect, analyse and use sex-disaggregated data	% in 2015	Increase from previous year	100%

Action area	Lead units	Support units	2016	2017	2018	2019	2020
1.1 Systematically collect, analyse and use sex- and age-disaggregated data and gender indicators. Where the collection of sex- and age-disaggregated data poses considerable challenges, estimates are provided. Alternatives such as sample monitoring should be considered, depending on circumstances	Regional bureaux; country offices		✓	✓	✓	✓	✓
1.2 Review context-specific food security assessment tools – household/community questionnaires – to capture the vulnerability and capacity levels of women and men more accurately	Regional bureaux; country offices	GEN	✓	✓	✓	✓	✓
1.3 Systematically incorporate gender and age analysis into broader analyses of the context and nutrition situation to gain better insights into the specific needs, roles, vulnerabilities, risks, 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	Regional bureaux; country offices	OSZ; GEN; Nutrition Division (OSN)	✓	✓	✓	✓	✓
1.4 Findings from gender analyses are integrated into the programme cycle, quality control systems, central planning documents and country strategic plans	Regional bureaux; country offices	OSZ; GEN; Operations Management Support Unit (OMS); OSN	✓	✓	✓	✓	✓

Action area	Lead units	Support units	2016	2017	2018	2019	2020
1.5 Actions targeting a specific gender and/or age group are based on a comprehensive gender and age analysis, demonstrating that they respond to the needs identified	Regional bureaux; country offices	OSZ; OSN	✓	✓	✓	✓	✓
1.6 Include GEWE as an essential element of the Food Security and Nutrition Framework	OSZ	GEN	✓	✓			
1.7 Identify and use innovative products/processes to support gender-sensitive needs assessments and programming throughout WFP	Regional bureaux; country offices		✓	✓	✓	✓	✓

TABLE D: PROGRAMME PROCESSES – STRATEGY, GUIDANCE AND THE PROGRAMME CYCLE

Check marks indicate years in which actions are implemented but not necessarily completed

Outcome 2: WFP planning processes and standardized guidance support effective integration of GEWE into WFP operations, with clear lines of accountability

Indicator		Baseline	Milestones	2020 target
% of country offices with a functioning complaints and feedback mechanism for affected populations		49% (2014)	20% increase from previous year (2016)	100%
% of WFP corporate analytical tools for assessing protection that include gender and age dimensions		100%	100% (2016)	100%
% of projects and country strategic plans with gender marker code 2a or 2b		79% (2014)	100% (2016)	100%

Action area	Lead units	Support units	2016	2017	2018	2019	2020
2.1 Develop and/or update guidelines for participatory approaches that involve women and men, girls and boys equally in WFP projects and programmes	OSZ	GEN	✓	✓	✓	✓	✓
2.2 Adapt to WFP's needs the Inter-Agency Standing Committee (IASC) guidelines on integrating interventions for preventing gender-based violence into humanitarian action	OSZ	GEN	✓	✓	✓	✓	✓
2.3 Ensure that all WFP manuals, programme guidance, policies and other guiding documents for activities include consideration of GEWE	Operational Services Department (OS); Resource Management Department (RM)	GEN	✓	✓	✓	✓	✓
2.4 Ensure that WFP programmes and projects adhere to the IASC gender marker at all stages of the project cycle. Decentralize the coding of the gender marker to regional bureaux	Regional bureaux; country offices	OSN; OSZ; GEN; OMS	✓	✓	✓	✓	✓

Action area	Lead units	Support units	2016	2017	2018	2019	2020
2.5 Involve different sex and age groups in decisions about assessment, design, implementation, monitoring and evaluation	Country offices	OSZ; RMP; GEN; regional bureaux; OSN	✓	✓	✓	✓	✓
2.6 Base all country strategic plans on gender analysis and ensure that they build on the strengths and address the weaknesses identified in all areas of WFP's mandate	Regional bureaux; country offices	OSZ; GEN; OMS; OSN	✓	✓	✓	✓	✓
2.7 Update WFP's Strategic Plan and Corporate Results Framework to incorporate the requirements of the Gender Policy (2015–2020) and the GAP	OSZ; RMP	GEN	✓	✓	✓	✓	✓
2.8 With other stakeholders, implement a comprehensive action plan for preventing sexual exploitation and abuse	Corporate focal point	GEN; Humanitarian Crises and Transitions Unit (OSZPH); Communications Division (PGM); Human Resources Division (HRM); Ethics Office (ETO); Office of Inspections and Investigations (OIGI)	✓	✓	✓	✓	✓
2.9 Advocate for GEWE in policy dialogue with governments involved in the SDG 2 agenda	Regional bureaux; country offices	GEN	✓	✓	✓	✓	✓
2.10 Develop a WFP gender toolkit, including guidance on incorporating gender dimensions into the programme cycle and on gender analysis	GEN	Regional bureaux	✓				

TABLE E: ORGANIZATIONAL CHANGE – HUMAN RESOURCES

Check marks indicate years in which actions are implemented but not necessarily completed

Outcome 3: WFP promotes GEWE through its human resources policies and hiring practices

Indicator	Baseline	Milestones	2020 target
% of women in WFP workforce – national staff, international professionals	P4 = 44% P5 = 38% D1 = 38% D2 = 29% USG/ASG = 43% [11] NOD = 100% [12] NOC = 37%[12]	Improvement from previous year	Improvement from previous years
% of respondents in the global staff survey who strongly agree or agree that WFP promotes inclusiveness in its work environment	68% (2012) 72% (2015)	Increase from previous year	Increase from previous years

Action area	Lead units	Support units	2016	2017	2018	2019	2020
3.1 Work towards equal representation of women and men employees in WFP, especially at P4 level and above or the equivalent national employee levels. Where lack of parity persists, hiring units are encouraged to implement innovative corrective actions	Hiring units	HRM; EMG	✓	✓	✓	✓	✓
3.2 Assess the core values and/or competencies in GEWE of all employees	HRM	GEN		✓			✓
3.3 Ensure that the Executive Director's Letter of Entrustment is sufficiently clear on accountabilities related to GEWE	Office of the Executive Director (OED)	HRM	✓				
3.4 Senior managers demonstrate leadership in and advocacy for equal representation of women and men. Include accountabilities for GEWE in senior management performance evaluations	EMG	OED	✓	✓	✓	✓	✓

[11] Under-Secretary-General/Assistant Secretary-General

[12] National Officers

Action area	Lead units	Support units	2016	2017	2018	2019	2020
3.5 Pilot a corporate certification process that recognizes good performance and delivery of results in GEWE	GEN		✓	✓			
3.6 Develop, implement and track gender-aware and family-friendly policies for WFP's workforce	HRM; country offices; regional bureaux	OED	✓	✓	✓	✓	✓
3.7 Ensure that WFP policies take into account the impact of mobility issues on daily life inside and outside the office, for all employees, 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		✓	✓	✓	✓	✓
3.8 Work towards equal representation of women and men employees at P3 and NOC levels and below. Country offices to set targets and define balanced representation for their local contexts	Country offices	Regional bureaux; HRM	✓	✓	✓	✓	✓
3.9 Support women's involvement in WFP decision-making at all levels. Track human resource indicators that capture women's involvement in decision-making, and report through WFP reporting processes including the Performance and Competency Enhancement system. HRM to provide regular reviews of gender statistics covering divisional leadership teams and regional bureaux	EMG; senior leadership in organizational units; Country Directors	HRM	✓	✓	✓	✓	✓

TABLE F: ORGANIZATIONAL CHANGE: CAPACITY DEVELOPMENT

Check marks indicate years in which actions are implemented but not necessarily completed

Outcome 4: WFP has technical and professional expertise in GEWE

Indicator	Baseline	Milestones	2020 target
% of trained staff who report being more able to integrate gender dimensions into their work one month after training	% in 2015	Increase from previous years	Increase from previous years
% of WFP offices with members of the GRN	48.6% (2015)	60% (2016) 100% (2017)	100%
No. of senior gender advisers in WFP – P3 level or above	1 P5 at Headquarters (2015)	1 P5 at HQ; 1 P4 or above – or national equivalent – at each regional bureau; 1 P3 or above – or national equivalent – at each very large country office	1 P5 at Headquarters; 1 P4 or above – or national equivalent – at each regional bureau; 1 P3 or above – or national equivalent – at each very large country office

Action area	Lead units	Support units	2016	2017	2018	2019	2020
4.1 Ensure that the GRN has strong managerial oversight and gender balance through the inclusion of senior women and men from all functional areas	GEN	All WFP offices	✓	✓	✓	✓	✓
4.2 Develop and implement a comprehensive capacity development plan. Update it at least every 3 years	GEN	HRM	✓			✓	
4.3 Develop and implement capacity development activities for the GRN	GEN: regional bureaux	Country offices	✓	✓	✓	✓	✓
4.4 Develop and implement participatory learning activities for WFP, partners and technical experts	GEN		✓	✓	✓	✓	✓
4.5 Develop and deliver tailored refresher courses on gender considerations for senior management	GEN	HRM	✓	✓	✓	✓	✓

Action area	Lead units	Support units	2016	2017	2018	2019	2020
4.6 Develop and deliver basic gender training for all levels of WFP employee in all offices and sub-offices. Tailor training to specific contexts and thematic areas. Track results annually and make training available to partners' staff	GEN; regional bureaux; country offices	HRM	✓	✓	✓	✓	✓
4.7 Deliver training on basic gender and food security issues by 2016 and 2017, with particular attention to the inclusion of gender dimensions in WFP guidance and tools, data collection and analysis, project appraisal and design, partner selection and resource management	GEN; regional bureaux; country offices		✓	✓			

TABLE G: ORGANIZATIONAL CHANGE: COMMUNICATIONS, KNOWLEDGE AND INFORMATION

Check marks indicate years in which actions are implemented but not necessarily completed

Outcome 5: WFP systematically documents and shares knowledge on and tools and good practices for GEWE

Indicator	Baseline	Milestones	2020 target
% of relevant SPRs reporting on specific gender and protection results and lessons learned	RMP to generate 2015 data from COMET		

Action area	Lead units	Support units	2016	2017	2018	2019	2020
5.1 Systematically share and document knowledge on and tools and good practices for GEWE, with internal and external audiences	GEN	PGM	✓	✓	✓	✓	✓
5.2 Develop a GAP scorecard system – or equivalent – for country offices, linked to implementation of the gender policy and supported by examples of good practice	GEN		✓	✓			
5.3 Include GEWE in communication plans ensuring that it is an integral component of the information disseminated internally and publicly	PGM	GEN	✓	✓	✓	✓	✓
5.4 Consistently share evidence of the relationship between gender and food security and of WFP's contribution to GEWE, with internal and external audiences	PGM; RMP	GEN	✓	✓	✓	✓	✓
5.5 Participate in inter-agency communities of practice on GEWE	GEN	PGM	✓	✓	✓	✓	✓

TABLE H: ORGANIZATIONAL CHANGE: PARTNERSHIPS

Check marks indicate years in which actions are implemented but not necessarily completed

Outcome 6: WFP partnership agreements include elements on GEWE

Indicator	Baseline	Milestones	2020 target
Number of partnerships established at Headquarters, regional bureaux and country offices that include GEWE as an area of collaboration	38 at Headquarters/ regional bureaux (2014) Number in 2015 for country offices	Increase from previous year	Increase from previous years

Action area	Lead units	Support units	2016	2017	2018	2019	2020
6.1 Engage in partnerships with other United Nations agencies and other entities, and use external capacities such as gender experts and advisers from the Gender Standby Capacity Project	GEN		✓	✓	✓	✓	✓
6.2 Work with partners at the regional, national and local levels, identifying areas for improvement and mutual accountability for integrating GEWE into WFP food assistance	Regional bureaux; country offices	Partnership and Advocacy Coordination Division (PGC); GEN	✓	✓	✓	✓	✓
6.3 Partner academic institutions to work on advocacy, research and capacity development	GEN; regional bureaux; country offices	PGC	✓	✓	✓	✓	✓
6.4 Systematically consider GEWE in field-level agreements by incorporating standards, tracking, monitoring and reporting	Country offices; regional bureaux	Project Budget and Programming Service (RMBP); PGC Non-governmental organization (NGO) Unit	✓	✓	✓	✓	✓
6.5 Review standard contract templates and include a gender clause where appropriate	GEN	Legal Office (LEG)	✓	✓	✓		

Action area	Lead units	Support units	2016	2017	2018	2019	2020
6.6 Systematically participate and promote GEWE in inter-agency coordination mechanisms at multiple levels, especially with other Rome-based agencies (RBAs)	Deputy Executive Director (DED)	GEN; RBAs and Committee for World Food Security (CFS) Unit (PGR)	✓	✓	✓	✓	✓
6.7 WFP cluster leads to promote GEWE in inter-agency forums and among partners	Emergency Preparedness and Support Response Division (OSE)	Global Food Security, Logistics and Emergency Telecommunications clusters; GEN	✓	✓	✓	✓	✓
6.8 Participate in the UN SWAP peer review process with the other RBAs	GEN		✓	✓			

TABLE I: ORGANIZATIONAL CHANGE – FINANCIAL RESOURCES

Check marks indicate years in which actions are implemented but not necessarily completed

Outcome 7: Funding is tracked and contributes to GEWE across all operations and functional areas

Indicator	Baseline	Milestones	2020 target
Planned requirements for GEWE as % of total WFP planned requirements	11%	Increase of at least 1 percentage point from previous year	15%
Actual expenditures on GEWE as % of WFP actual expenditures	11%	Increase of at least 1 percentage point from previous year	15%

Action area	Lead units	Support units	2016	2017	2018	2019	2020
7.1 Ensure corporate funding is made available to implement WFP's gender policy	OED	Budget and Programming Division (RMB)	✓	✓	✓	✓	✓
7.2 Use existing systems for tracking funding and contributions to GEWE. Avoid major changes until the CRF and operational budget structure have been reviewed by the Board in November 2016	GEN	RMB; RMP; regional bureaux; country offices	✓	✓			
7.3 Consider GEWE reporting requirements during design of the new CRF and operational budget structure	RMP; Resource Management Integration and Support Division (RMX)	GEN; OMS	✓	✓			

Action area	Lead units	Support units	2016	2017	2018	2019	2020
7.4 Develop and implement a system for tracking GEWE-related resources and results in the new CRF. Monitor GEWE-related resources as a percentage of total resources against a baseline of 11% and a target of at least 15% by 2020	GEN; RMP	Leadership Group			✓	✓	✓
7.5 Use the Inter-Agency Standing Committee (IASC) gender marker code or equivalent in all project documents, country strategic plans and budget revisions	Regional bureaux; GEN	OMS	✓	✓	✓	✓	✓
7.6 Allocate a percentage of PSA funding to gender activities, using the gender marker system	RMB	Leadership Group	✓	✓	✓	✓	✓
7.7 Ensure that a fully resourced GEN focuses on the integration of GEWE into all organizational procedures	OED		✓	✓	✓	✓	✓
7.8 Develop a strategy for supporting country offices in mobilizing resources for activities that promote GEWE	Government Partnerships Division (PGG); regional bureaux	EMG; country offices; GEN	✓	✓	✓	✓	✓

TABLE J: ORGANIZATIONAL CHANGE – EVALUATION

Check marks indicate years in which actions are implemented but not necessarily completed

Outcome 8: All WFP evaluations consider results related to GEWE

Indicator	Baseline	Milestones	2020 target
Score awarded in the annual meta-review of WFP evaluations	7.51–10.50	7.51–10.50 (2017) 10.51–12.00 (2018)	10.51–12.00 – exceeding requirements

Action area	Lead units	Support units	2016	2017	2018	2019	2020
8.1 Evaluate the gender policy five years after its approval. Use evaluation findings to inform the formulation of policy updates and/or new policies	Office of Evaluation (OEV)	OSZ; GEN; other units based on evaluation findings				✓	✓
8.2 Conduct an interim check on metrics 2.5 years after approval of the GAP	RMP		✓			✓	✓
8.3 Continue work towards UN SWAP requirements related to evaluations, with OEV's evaluations achieving an "exceeding" score in the annual meta-review by 2018, and decentralized evaluations achieving one by 2021[13]	OEV		✓	✓	✓	✓	✓

[13] Evaluation processes take about a year to complete, so the results of actions for mainstreaming gender in evaluations will emerge the year after they are started.

TABLE K: ORGANIZATIONAL CHANGE – OVERSIGHT

Check marks indicate years in which actions are implemented but not necessarily completed

Outcome 9: WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE

Indicator	Baseline	Milestones	2020 target
Percentage achievement of requirements for the 15 UN SWAP performance indicators for GEWE	80% (2014)	100% meeting or exceeding (2016)	100% exceeding
Regular gender audits undertaken, in line with WFP's risk-based approach	Gender audit in 2016	Audit completed (2016) Gender mainstreamed in all risk assessments (2016)	2016 audit completed Gender mainstreamed in all risk assessments

Action area	Lead units	Support units	2016	2017	2018	2019	2020
9.1 Establish a senior-level mechanism for monitoring delivery on WFP's commitments to GEWE	EMG	GEN	✓	✓	✓	✓	✓
9.2 Involve management in consultations on risks related to GEWE, as part of the annual planning cycle for risk-based audits	Inspector General and Oversight Office (OIG)	GEN	✓	✓	✓	✓	✓
9.3 Carry out a gender audit or review gender mainstreaming in regular audit engagements, in line with the risk-based audit approach of the Office of Internal Audit (OIGA)	OIG	GEN	✓	✓	✓	✓	✓

ANNEX I

Indicator Descriptions

Programme Processes – Analysis and Data

Indicator	Percentage of projects/country strategic plans reporting on cross-cutting gender and protection indicators
Data source	COMET
Measurement frequency	Annual
Responsible for measurement	RMP at Headquarters provides the aggregated value of this indicator. GEN, OSZ, regional bureaux and country offices carry out monitoring and reporting
Methodology	"Number of projects in the regional bureau/country office measuring all corporate gender and protection indicators on the approved project logical frameworks" divided by "total number of projects in the regional bureau/country office" multiplied by 100 In some cases, cross-cutting indicators are not applicable. These cases will be identified during analysis of this indicator.

Baseline	2016	2017	2018	2019	2020
Reporting on gender indicators: 74.5% (2014) **Reporting on protection indicators: 86% (2014)**	TBD				100%

Indicator	Percentage of food security assessment reports that collect, analyse and use sex-disaggregated data
Data source	OSZ
Measurement frequency	Annual
Responsible for measurement	VAM unit
Methodology	"Number of assessments that involved the collection, analysis, use/reporting of sex-disaggregated data" divided by "total number of assessments undertaken during the year" multiplied by 100 The assessments considered for this indicator are those that are reviewed by the VAM unit at the regional bureau or Headquarters that meet quality control requirements, and that are circulated/published via WFP's public website.

Baseline	2016	2017	2018	2019	2020
Establish baseline 2015	Increase from previous year				100%

Programme Processes – Strategy, Guidance and the Programme Cycle

Indicator	Percentage of WFP corporate analytical tools for assessing protection that include gender and age dimensions
Data source	Annual review of corporate analytical tools for assessing protection conducted by OSZ
Measurement frequency	Annual
Responsible for measurement	OSZ
Methodology	"Number of corporate analytical tools for assessing protection that include gender and age dimensions" divided by "total number of corporate analytical tools for assessing protection" multiplied by 100

Baseline	2016	2017	2018	2019	2020
100%					100%

Indicator	% of country offices with a functioning complaints and feedback mechanism for affected populations
Data source	SPRs
Measurement frequency	Annual
Responsible for measurement	RMP provides the aggregate value for this indicator. OSZ and the OSZPH carry out monitoring and reporting
Methodology	"Number of country offices with a complaints and feedback mechanism" divided by "total number of country offices" multiplied by 100

Baseline	2016	2017	2018	2019	2020
49% (2014)	20% increase from previous year	30% increase from previous year	Increase from previous year		100%

Indicator	% of projects and country strategic plans with gender marker code 2a or 2b
Data source	GEN database and project approval system
Measurement frequency	Continuous (1 January–31 December)
Responsible for measurement	GEN
Methodology	"Number of new WFP projects with a gender marker code of 2a and 2b" divided by "total number of new projects submitted to a programme review committee" multiplied by 100

Baseline	2016	2017	2018	2019	2020
79% (2014)					100%

Organizational Change – Human Resources

Indicator	Percentage of respondents in the global staff survey who strongly agree or agree that WFP promotes inclusiveness in its work environment
Data source	Biennial global staff survey conducted by HRM
Measurement frequency	Biennial
Responsible for measurement	HRM
Methodology	"Number of respondents strongly agreeing or agreeing" multiplied by "total number of respondents" multiplied by 100

Baseline	2016	2017	2018	2019	2020
72% (2015)	N/A	N/A	Increase from 2015	N/A	Increase from 2018

Indicator	% of women in WFP workforce – national staff, international professionals
Data source	WFP Information Network and Global System (WINGS)
Measurement frequency	Annual
Responsible for measurement	HRM
Methodology	"Number of women employees at a selected level" divided by "total number of employees at that level" multiplied by 100

Baseline	2016	2017	2018	2019	2020
P4 = 44% (2015)	Improvement from previous year				Improvement from previous years
P5 = 38% (2015)					
D1 = 38% (2015)					
D2 = 29% (2015)					
USG/ASG = 43% (2015)					
NOD = 100% (2015)					
NOC = 37% (2015)					

Organizational Change – Capacity Development

Indicator	Number of senior gender advisers in WFP – P3 level and above
Data source	GEN
Measurement frequency	Annual
Responsible for measurement	GEN
Methodology	Count the number of senior gender advisers

Baseline	2016	2017	2018	2019	2020
1 P5 at Headquarters (2015)	1 P5 at Headquarters; 1 P4 or above – or national equivalent – at each regional bureau		1 P5 at Headquarters; 1 P4 or above – or national equivalent – at each regional bureau; 1 P3 or above – or national equivalent – at each very large country office		

Indicator	Percentage of trained staff who report being more able to integrate gender dimensions into their work one month after training
Data source	GEN survey
Measurement frequency	Annual
Responsible for measurement	GEN
Methodology	"Number of trained staff reporting being more able" divided by "total number of trained staff" multiplied by 100

Baseline	2016	2017	2018	2019	2020
Establish baseline (2015)	Increase from previous year				

Indicator	Percentage of WFP offices with members of the GRN
Data source	GEN
Measurement frequency	Annual
Responsible for measurement	GEN
Methodology	"Number of WFP offices with GRN members" divided by "total number of WFP offices" multiplied by 100 WFP offices at Headquarters, regional bureaux, country offices and liaison offices are considered for this indicator.

Baseline	2016	2017	2018	2019	2020
48.6% (2015)	60%	100%			

Organizational Change – Communications, Knowledge and Information

Indicator	% of relevant SPRs reporting on specific gender and protection results and lessons learned
Data source	Annual SPR review
Measurement frequency	Annual
Responsible for measurement	RMP
Methodology	RMP reviews SPRs and ensures that relevant SPRs have provided gender and protection information

Baseline	2016	2017	2018	2019	2020
100%	100%	100%	100%	100%	100%

Organizational Change – Partnerships

Indicator	Number of partnerships established at Headquarters, regional bureaux and country offices that include GEWE as an area of collaboration
Data source	COMET for country office partnerships; Headquarters/regional bureau databases for Headquarters/regional bureau partnerships
Measurement frequency	Annual
Responsible for measurement	PGC/GEN for Headquarters/regional bureau databases GEN/RMP for COMET
Methodology	Count the number of partnerships that include GEWE as an area of collaboration

Baseline	2016	2017	2018	2019	2020
Headquarters/regional bureau databases – 38 (2014)	Increase from previous year				
COMET – number in 2015	Increase from previous year				

Organizational Change – Financial Resources

Indicator	Planned requirements for GEWE as a percentage of total WFP planned requirements
Data source	Planning data for the Management Plan
Measurement frequency	Annual
Responsible for measurement	RMB; Finance and Treasury Division (RMF)
Methodology	"Total planned requirements for GEWE" divided by "total WFP planned requirements" multiplied by 100 This figure will be broken down into PSA funding and project funding.

Baseline	2016	2017	2018	2019	2020
11%	Increase of at least 1 percentage point from previous year				15%

Indicator	Actual expenditures on GEWE as a percentage of WFP actual expenditures
Data source	Gender expenditure analysis
Measurement frequency	Annual
Responsible for measurement	RMB; RMF
Methodology	"Actual expenditures on GEWE" divided by "total actual expenditures" multiplied by 100 This figure will be broken down into PSA expenditures and project expenditures.

Baseline	2016	2017	2018	2019	2020
11%	Increase of at least 1 percentage point from previous year				15%

Organizational Change – Evaluation

Indicator	Score awarded in the annual meta-review of WFP evaluations
Data source	Evaluation reports
Measurement frequency	Annual
Responsible for measurement	OEV
Methodology	Meta-review

Baseline	2016	2017	2018	2019	2020
7.51–10.50	7.51–10.50	7.51–10.50	10.51–12.00	10.51–12.00	10.51–12.00 – exceeding requirements

Organizational Change – Oversight

Indicator	Regular gender audits undertaken, in line with WFP's risk-based approach
Data source	Annual audit plan
Measurement frequency	Annual
Responsible for measurement	OIG
Methodology	N/A

Baseline	2016	2017	2018	2019	2020
Gender audit in 2016	Audit completed	Gender mainstreamed in all risk assessments and reviewed in line with OIGA's risk-based audit methodology			

Indicator	Percentage achievement of requirements for the 15 UN SWAP performance indicators for GEWE
Data source	UN SWAP owners
Measurement frequency	Annual
Responsible for measurement	GEN
Methodology	"Number of UN SWAP performance indicator measurement values on GEWE that meet target performance scores in the year" divided by "total number of UN SWAP indicator measurement values in the year" multiplied by 100

Baseline	2016	2017	2018	2019	2020
80% (2014) **6 indicators exceeding requirements (2014)** **6 indicators meeting requirements (2014)** **3 approaching requirements (2014)**	100% meet or exceed requirements	100% exceed requirements	TBD	TBD	TBD

Acronyms Used in the Document

ASG	Assistant Secretary-General
COMET	country office monitoring and evaluation tool
CRF	Corporate Results Framework
EMG	Executive Management Group
GAP	Gender Action Plan
GMAF	Gender Mainstreaming Accountability Framework
GEN	Gender Office
GEWE	gender equality and women's empowerment
GRN	Gender Results Network
HRM	Human Resources Division
NOC/NOD	National Officer
OED	Office of the Executive Director
OEV	Office of Evaluation
OIG	Inspector General and Oversight Office
OIGA	Office of Internal Audit
OMS	Operations Management Support Unit
OSN	Nutrition Division
OSZ	Policy and Programme Division
OSZPH	Humanitarian Crises and Transitions Unit
PGC	Partnership and Advocacy Coordination Division
PGM	Communications Division
PSA	Programme Support and Administrative (budget)
RBA	Rome-based agency
RMB	Budget and Programming Division
RMBP	Project Budget and Programming Service
RMF	Finance and Treasury Division
RMP	Performance Management and Monitoring Division
SDG	Sustainable Development Goal
SPR	Standard Project Report
SRF	Strategic Results Framework
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
USG	Under-Secretary-General
VAM	vulnerability analysis and mapping