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GENDER POLICY (2015–2020)

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

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for approval.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the focal point indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

This gender policy builds on WFP's many successes in the field, where its gender-transformative approach to food assistance programmes and policies helps bridge the gender gap in food security and nutrition. As the product of broad consultations with WFP stakeholders, the policy reflects the collective voice of WFP.

WFP's ability to achieve its Strategic Objectives depends on its capacity to deliver food assistance that addresses the different needs and priorities of the women, men, girls and boys whom it serves. A world with zero hunger can be achieved only when everyone has equal opportunities, equal access to resources, and equal voice in the decisions that shape their households, communities and societies.

The goal of this policy is to enable WFP to integrate gender equality and women's empowerment into all of its work and activities, to ensure that the different food security and nutrition needs of women, men, girls and boys are met. To achieve this goal, the policy establishes four objectives:

- 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.
- 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.

The policy uses a twin-track strategy and establishes minimum standards for achieving its objectives. Collecting, analysing and using sex- and age-disaggregated data is the first step in designing sound food assistance programmes and policies. Gender considerations can then be mainstreamed into all phases of the programme cycle, from the initial needs assessment to the final evaluation. When gender and age analysis indicates that one population group is particularly vulnerable or at risk, actions targeting that group can be promoted.

Gender equality and women's empowerment are everybody's business. All WFP employees are responsible and accountable for implementing the gender policy and working towards its objectives. This document details the changes that need to take place in human resources, capacity development, communications, knowledge and information, partnerships, financial resources, evaluation and oversight throughout WFP.

A senior-level management mechanism will be established to monitor progress towards achievement of the policy's goal and objectives. Success of the gender policy will be measured by the changes it brings to the lives of the women, men, girls and boys served by WFP.

DRAFT DECISION*

The Board approves "Gender Policy (2015–2020)" (WFP/EB.A/2015/5-A).

* 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.

INTRODUCTION

1. For WFP, the pursuit of gender equality and women's empowerment is central to fulfilling its dual mandate to end global hunger and save lives. To achieve its Strategic Objectives and meet the United Nations Secretary-General's Zero Hunger Challenge, WFP must systematically address the different needs and capacities of women, men, girls and boys in all of its work.
2. WFP is unequivocally committed to delivering on the intergovernmental mandates of the United Nations system to promote and protect human rights and gender equality, as declared in the 1945 [United Nations Charter](#), the post-2015 development agenda and Sustainable Development Goals and other [declarations and agreements](#). WFP pledges to meet the requirements of the standards incorporated in the eight gender-related indicators of the [Quadrennial Comprehensive Policy Review](#) and to exceed requirements for all 15 indicators of the [United Nations System-wide Action Plan on Gender Equality and Empowerment of Women](#) (UN SWAP).
3. As the world commemorates Beijing+20, WFP looks back on 20 years of its own policies and programmes for promoting gender equality and women's empowerment in food assistance. WFP's [2009 gender policy](#) introduced a shift from a women-centred approach⁴ to a broader analysis of the challenges and opportunities in the lives of the women, men, girls and boys whom WFP assists. The policy emphasized men's roles in change, and highlighted the importance of understanding gender relations. Current WFP programmes provide strong evidence of a gender- rather than a woman-focused approach, especially Purchase for Progress and school feeding initiatives. This gender policy (2015–2020) builds on these developments, highlighting good practices from the field and innovative gender-transformative approaches⁵ that respond to local contexts, and encouraging the sharing of these practices.
4. A significant shift in gear is still needed for WFP “to meet its global and institutional commitments to addressing gender issues, and implement its mandate fully and equitably.”⁶ Gender equality and women's empowerment are preconditions for effective and sustainable development and the enjoyment of universal human rights. All programme guidance and policy decisions must therefore be designed to support women, men, girls and boys in reaching their

Box 1. Definitions

Gender refers to socially constructed roles, behaviours and expectations; sex refers to anatomical and biological characteristics defining males and females. Awareness of gender is important for WFP's work because gender roles can vary among cultures and change over time, and WFP food assistance can support positive changes.¹

Gender equality is the state in which women and men enjoy equal rights, opportunities and entitlements. For WFP, promoting gender equality means providing food assistance in ways that assign equal value to women and men while respecting their differences. The treatment of women and men should be impartial and relevant to their respective needs.²

Women's empowerment is the process through which women achieve choice, power, options, control and agency in their own lives. It is a goal in its own right. To be empowered, women must have not only equal capabilities and equal access to resources and opportunities to those of men, but also the ability to use these rights and opportunities to make choices and decisions as full and equal members of society. For WFP, this means that food assistance policies and programmes must create conditions that facilitate, and do not undermine, the possibilities for women's empowerment.³

¹ Definition adapted from: Food and Agriculture Organization of the United Nations (FAO). 2014. [Gender in Food and Nutrition Security E-Learning Course](#).

² Definition adapted from UN Women Glossary:

<https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36>

³ Definition adapted from: Van den Bold, M., Quisumbing, A.R. & Gillespie, S. 2013. [Women's Empowerment and Nutrition: an Evidence Review](#). Washington, DC. International Food Policy Research Institute (IPFRI).

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

⁵ Brody, A., Hossain, N., Oswald, K. & Smith, S. 2014. *Innovations from the Field: Gender Mainstreaming from the Ground Up for the World Food Programme*. Rome. WFP and the Institute of Development Studies (IDS).

⁶ “Summary Evaluation Report of the WFP Gender Policy (2008–2013)” (WFP/EB.1/2014/5-A*)

potential. Operations that are not based on sound gender analysis are likely to be less effective because they risk failing to reach a large part of the population, often the most vulnerable, or not responding appropriately to specific needs. Such operations can even expose beneficiaries to additional risks, including life-threatening gender-based violence (GBV).

5. This policy lays out the strategic direction for all of WFP, defining the necessary changes and minimum standards for ensuring gender equality and women's empowerment in all types of intervention, from emergency to safety net and recovery programmes. It foresees programming and actions that are based on national and local contexts and led by people working in the field – for WFP, the promotion of gender equality and women's empowerment must be context-specific and based on an understanding of the local situation. The policy will therefore be complemented by:
 - a framework for developing regional, country and subnational implementation strategies adapted to different contexts and WFP activities/programmes. The strategies – expected to be completed by 31 December 2015 and shared with the Board at its first 2016 session – will include country- or region-specific results with associated targets and indicators for tracking progress;
 - a gender toolkit providing technical guidance on mainstreaming gender in all WFP programmes; and
 - a plan for disseminating the policy to employees, partners, beneficiaries and other stakeholders.
6. Development of the policy was guided by recommendations from the evaluation of the 2009 gender policy, which called for: i) adequate time for broad and deep consultations; ii) a review of partnerships; iii) guidance from high-level steering groups; and iv) scrutiny from the Board. This policy document is based on consultations with WFP employees in all categories and geographical regions, and a comprehensive review of research into the links between gender and food security and nutrition. Its formulation has benefited from the inputs of an external and internal reference group and three consultations with the Board. This bottom-up and participatory approach helps to ensure that the policy reflects WFP's collective voice.
7. The policy is addressed to all WFP employees, to ensure that they: i) understand their own roles in and responsibilities for its implementation; and ii) have the skills and confidence to address gender equality and women's empowerment issues across WFP's work.
8. The gender policy is connected to all of WFP's other policies and programmes. Within its mandate, WFP will use food assistance to promote gender equality and women's empowerment while delivering results for the women, men, girls and boys it serves.

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

9. Worldwide, women generally have the main responsibility for household food security and nutrition.⁸ However, women and girls continue to face discrimination in access to and control over food – from production to consumption – improved livelihoods, education and health. Women and girls are also more exposed to GBV than men and boys. There is evidence that expanding the opportunities available to women and girls decreases gender inequality and improves nutrition status,³ while ignoring men in the design and implementation of gender-transformative programmes and policies may not only limit the effectiveness of the programmes and policies but also exacerbate existing disparities.

10. The lack of gender equality and women's empowerment in the contexts where WFP works has direct and indirect effects on the **underlying causes of food insecurity and malnutrition** – poor access to nutritious food, inadequate mother-and-child care practices, and poor access to health, water and sanitation services – which affect the lives of women, men, girls and boys differently. For example:

- Food preferences, taboos and consumption patterns have different impacts on the nutrition status of family members according to their sex and age, with boys being given preference in some contexts and girls in others.⁹
- For women affected by food insecurity, lack of macro- and micronutrients, such as iron, during pregnancy leads to low birthweights and other health problems for their babies and themselves.¹⁰
- Every year 15 million girls are married before the age of 18, with devastating impacts on their education, health and development.¹¹ Child brides are most likely to be from poor families. In many countries, young married girls are most often from the poorest quintile of the income bracket.¹²
- In some regions, surveys find that stunting is more pronounced among boys under 5 years of age than among girls, suggesting that in some places boys may be more vulnerable to health inequalities than girls.¹³

Box 2. Definition

Gender-transformative refers to transforming unequal gender relations to promote shared power, control of resources and decision-making between women and men, and support for gender equality and women's empowerment. For WFP, gender-transformative food assistance involves designing and implementing policies and programmes that recognize the importance of gender equality and women's empowerment in achieving positive development outcomes and promoting universal human rights.⁷

⁷ Definition adapted from UN-Women Glossary:

<https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36>

⁸ According to the Food and Agriculture Organization of the United Nations (FAO), if women farmers had the same access to resources and services as men farmers have, they could produce 20 to 30 percent more, thereby increasing overall agricultural production. See FAO. 2011. *The State of Food and Agriculture 2010–2011: Women in Agriculture: Closing the Gender Gap for Development*. Rome.

⁹ Latham, Michael C. 1997. *Human Nutrition in the Developing World*. Rome. FAO.

¹⁰ Sen, A. 2001. Many Faces of Gender Inequality. *Frontline, India's National Magazine*, 18(22): 1–17.

¹¹ Plan International. 2014. *Because I am a Girl. The State of the World's Girls 2013 – In Double Jeopardy: Adolescent Girls and Disasters*. London; Plan International. 2015. *Girls Not Brides. Theory of Change*. London.

¹² Council on Foreign Relations. 2013. *Child Marriage*. A CFR InfoGuide presentation available at: http://www.cfr.org/peace-conflict-and-human-rights/child-marriage/p32096#!/?cid=otr_marketing_use-child_marriage_infoguide#!%2F

¹³ Wamani, H., Nordrehaug Astrom, A., Peterson, S., Tumwine, J.K. & Tylleskar, T. 2007. Boys are more stunted than girls in sub-Saharan Africa: a meta-analysis of 16 demographic and health surveys. *BMC Pediatrics*, 7:17. Available at www.biomedcentral.com/1471-2431/7/17.

- Engaging men and boys in childcare can help reduce women’s burden of unpaid care work, promoting more equal sharing of responsibilities and resources in homes.¹⁴
11. Humanitarian crises, whether human-made or natural hazards, almost always aggravate food insecurity and undernutrition, exacerbate gender inequalities, and have different impacts on women, men, girls and boys, with the potential to reverse hard-won development gains.¹⁵ Applying a gender lens in a crisis increases the effectiveness of targeting and the efficiency of programme delivery to the people whose lives are most at risk.
 12. Examining WFP’s work from the viewpoint of gender equality shows that women and men do not constitute two homogeneous groups. Instead, gender issues intersect with other important social dimensions – age, sexual orientation, disability status, religion, ethnicity, socio-economic status, geographic area, migratory status, forced displacement, HIV/AIDS status, etc. – to create and reinforce inequalities or privileges, not only between women and men, but also among women and among men.
 13. This policy therefore adopts a people-centred approach derived from the Fit for Purpose initiative on which WFP’s [People Strategy](#) is also based. The approach reflects WFP’s commitments to accountability to affected populations, highlighting beneficiaries as the main stakeholders in WFP’s work and underscoring beneficiaries’ right to participate in processes and decisions that affect their lives. Gender equality and women’s empowerment are thus promoted throughout WFP, delivering results for all stakeholders – employees, partners and beneficiaries.

POLICY GOAL AND OBJECTIVES

The goal of this policy is to enable WFP to integrate gender equality and women’s empowerment 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.

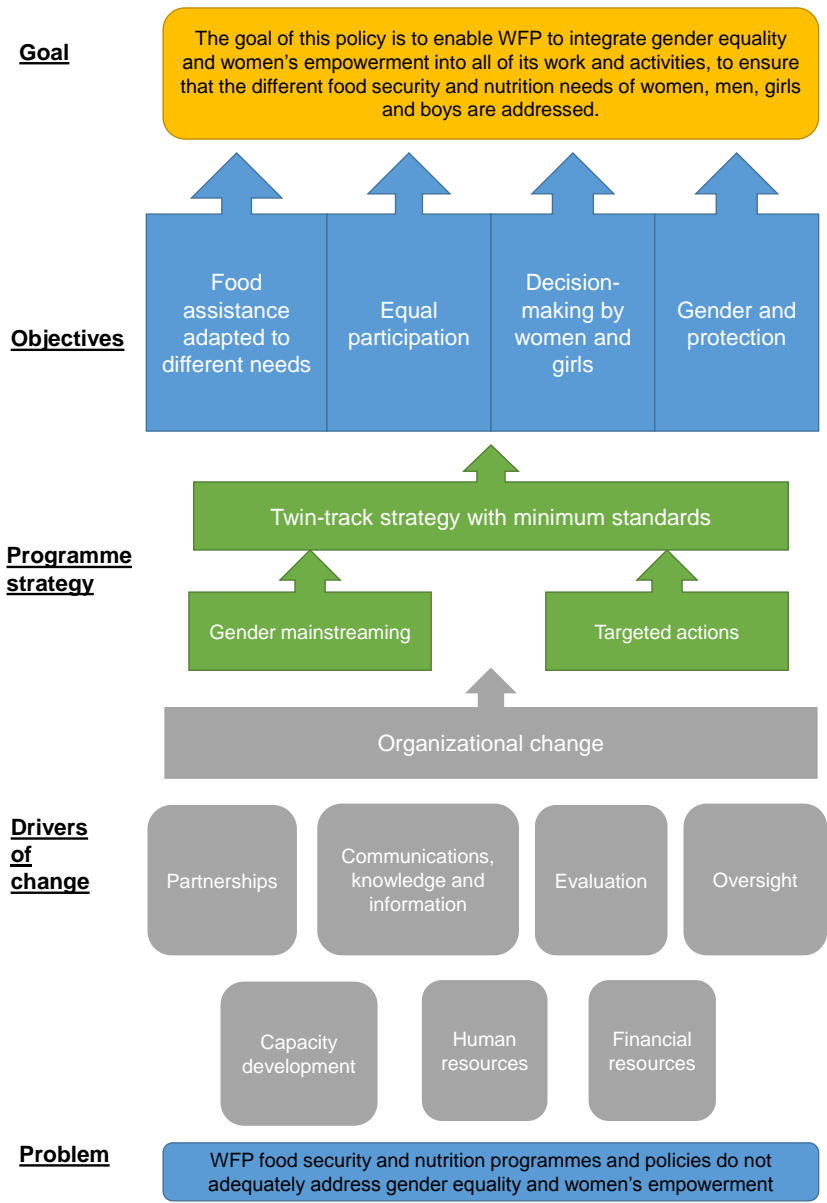
14. The goal of the 2015–2020 gender policy is based on WFP’s long-term vision, national and international commitments to gender equality and women’s empowerment, and WFP’s commitments to working for gender-transformative results with its beneficiaries. The policy follows a theory of change that outlines the chain of reasoning underlying its intended results, why these results are chosen and how they will be achieved (Figure 1). The theory of change works backwards from the policy goal to identify the necessary preconditions for achieving the goal: objectives, minimum standards and the organizational changes needed for implementing the policy.
15. WFP is well positioned to implement this policy and achieve its goal. The policy assumes that the following conditions and resources are in place:
 - support for gender-transformative initiatives from all stakeholders;

¹⁴ See Brody, A., Hossain, N., Oswald, K. and Smith, S. 2014. *Innovations from the Field: Gender Mainstreaming from the Ground Up for the World Food Programme*. Rome. WFP and the Institute of Development Studies (IDS); and *Engendering Men: Evidence on Routes to Gender Equality (EMERGE): Care, Unpaid Care Work, Fatherhood and Care Economy* document library, available at: <http://menandboys.ids.ac.uk/library>

¹⁵ Neumayer, E. & Plümper, T. 2007. “[The Gendered Nature of Natural Disasters: The Impact of Catastrophic Events on the Gender Gap in Life Expectancy, 1981–2002.](#)” *Annals of the Association of American Geographers*, 97(3): 551–566.

- support from senior management;
 - funding for implementation of the policy;
 - technical expertise and tools that can be hired or adapted from WFP's existing toolbox;
 - global support and momentum for gender-transformative work; and
 - accountability for contributing to real change within the households, communities and societies where WFP works.
16. The theory of change, goal and objectives of the policy are aligned with the Strategic Objectives of WFP's Strategic Plan (2014–2017) and the pillars of the Zero Hunger Challenge. They are set for the general level, but specific results with associated targets and indicators for tracking progress are set during planning and project design at the regional, country or subnational level.
17. WFP will continue to work towards the policy's objectives with governments, other United Nations agencies, civil society organizations including women's groups, academia, research organizations, the private sector including women-led businesses, beneficiary women, men, girls and boys, local and subnational decision-making bodies including men and women, informal and formal leaders, and other partners.

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



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*

18. The collection, analysis and use of sex- and age-disaggregated data generate an understanding of who is affected by food insecurity and malnutrition and of why and how they are affected. These data are necessary for the design, implementation, monitoring and evaluation of food security and nutrition programmes and policies that differentiate by sex and age in their targeting and selection of activities, in line with the goal of this policy. Gender and age analysis informs the design of WFP regional and country strategies and programmes, enabling regional bureaux and country offices to understand and address gender inequalities in food insecurity and malnutrition in each context. WFP uses sex- and age-disaggregated data and analysis in all its publications, including documents submitted to the Board, and in all food assistance programmes and policies, ensuring that they reflect awareness of gender equality and women's empowerment as determinants of food security and nutrition.

19. Disaggregated data collection and analysis are crucial but challenging in sudden-onset and acute emergencies. To maximize early and effective impact and overcome these challenges, at the outset of a crisis WFP and partner organizations: i) provide gender- and age-disaggregated estimates; ii) identify the main vulnerabilities, needs and capacities of women and men of all ages and backgrounds; and iii) undertake more detailed analysis as soon as possible.

Box 3. Definitions

Sex- and age-disaggregated data are data that are broken down according to each person's sex and age or age group. These data can be collected using quantitative and/or qualitative methods. They enable the examination of power dynamics and how these might shape gender roles, access to resources and the relative constraints different people face.¹⁶

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

Objective II: Equal participation

⇒ *Women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition policies and programmes*

20. In line with [WFP's nutrition policy](#),¹⁷ this gender policy calls for food assistance that goes beyond addressing the symptoms of food insecurity and malnutrition to generate sustainable impacts. It is therefore necessary to improve WFP's understanding of the gender inequalities that affect people's opportunities, visibility and voice, as a first step in ensuring effective and efficient food security and nutrition programmes and policies.

21. Within WFP, generating sustainable impacts requires participatory project design, implementation, monitoring and evaluation that are informed by field employees, partner organizations and local communities, including women and men of different ages and backgrounds. In host countries, this process often requires supporting governments in developing food security and nutrition policies and programmes that bring equal benefits to women, men, girls and boys. In partnership with other agencies, WFP takes a systematic approach, with activities that help to develop and/or augment country and regional capacities

¹⁶ Mazurana, D., Benelli, P., Gupta, H. & Walker, P. 2011. [Sex and Age Matter: Improving Humanitarian Response in Emergencies](#). Medford, Massachusetts. Feinstein International Center, Tufts University. p. 8.

¹⁷ WFP. 2012. "[WFP Nutrition Policy](#)" (WFP/EB.1/2012/5-A).

to address hunger and malnutrition, especially among the poorest and most vulnerable individuals and communities.¹⁸

Objective III: Decision-making by women and girls

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

22. In contexts where WFP operates, women and girls are often more affected than men and boys by poverty, discrimination, violence and reduced or lack of access to food assistance. The gender policy aims to strengthen the decision-making power of women and girls as an important factor in improving food security and nutrition. This calls for targeted actions at the household, community and societal levels, while ensuring the continuing involvement of men and boys as agents of change. Education beyond primary school for women and girls is encouraged because it contributes to desirable outcomes such as later marriage, wider spacing of childbirths and fewer undesired pregnancies. Education also increases the voice of women and girls in decision-making at all levels and has valuable nutrition benefits.¹⁹
23. Gender equality and the empowerment of women and girls cannot be achieved without taking into account the socio-cultural context. It will often be necessary to increase the knowledge of men and women decision-makers at the national, subnational and local levels regarding the links between gender equality and nutrition and food security. Targeted activities for men and boys – including nutrition training – that increase their understanding of women’s essential role in food security and nutrition and the importance of girls’ education, for example, are fundamental to bringing about sustainable and transformative social change. Targeted interventions are also necessary where men and boys have specific vulnerabilities or face rigid definitions of masculinity that prevent them from engaging in roles such as carer, cook, cleaner, etc.

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*

24. This gender policy complements WFP’s [policy on humanitarian protection](#)²¹ by highlighting gender and protection as cross-cutting issues that must be integrated into all aspects of WFP’s work and activities. Gender and protection concerns are linked determinants of the levels and types of risk to which people of different sexes and ages are exposed. In accordance with the “do no harm” approach, WFP programmes and interventions must not create, exacerbate or contribute to gender inequalities or

Box 4. Definition

Gender-based violence refers to any act of violence directed at an individual based on her or his biological sex, gender identity or perceived adherence to socially defined norms of femininity and masculinity.²⁰

¹⁸ WFP. 2014. *Guidelines for Technical Assistance and Capacity Strengthening to End Hunger*. Rome. (Forthcoming).

¹⁹ Cross-country studies demonstrate that improvements in women’s education were responsible for almost 43 percent of the total reduction in underweight levels among children between 1970 and 1995. Smith, L.C. & Haddad, L. 2000. [Explaining Child Malnutrition in Developing Countries. A Cross-Country Analysis](#). Washington, DC, IFPRI. For a follow up study, see Smith, L.C. & Haddad, L. 2015. “[Reducing Child Undernutrition: Past Drivers and Priorities for the Post-MDG Era](#).” *World Dev.*, 68: 180–204.

²⁰ Definition adapted from: Inter-Agency Standing Committee (IASC). 2015. *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing Risk, Promoting Resilience, and Aiding Recovery*. Geneva. (forthcoming).

²¹ “[WFP Humanitarian Protection Policy](#)” (WFP.EB.1/2012/5-B/Rev.1).

discrimination, and must mitigate risks of GBV. These are the minimum requirements when planning short- and medium-term emergency responses; longer-term planning requires a more concerted approach to promoting gender equality and women's empowerment.

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

TWIN-TRACK STRATEGY AND MINIMUM STANDARDS

26. The goal and objectives for gender equality and women's empowerment outlined in this document are based on the minimum standards for implementing a twin-track strategy of gender mainstreaming and targeted actions in WFP programmes:
- *Gender mainstreaming* means systematically integrating a gender perspective into the needs assessment, design, implementation, monitoring and evaluation of food assistance policies and programmes.
 - *Targeted actions* are special measures responding to a clear need that is identified through gender analysis and cannot be addressed through gender mainstreaming.²³ Where the gap in gender equality makes one group of people clearly more vulnerable than others in terms of access to food assistance, targeted actions for that group will be necessary.
27. While some of these actions are already being implemented, this policy maps out a systematic approach to the implementation of all of them. The policy uses the UN SWAP accountability framework as a benchmark for gender mainstreaming in WFP. WFP is committed to exceeding requirements in all 15 indicators of the UN SWAP by 2016. This policy sets additional goals for gender equality and women's empowerment that match WFP's mandate and mission. Items identified by an asterisk (*) in the following minimum standards are in line with indicators from the UN SWAP; each standard is linked to at least one policy objective.

²² Definition adapted from: IASC. 2015. *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing Risk, Promoting Resilience, and Aiding Recovery*. Geneva. (Forthcoming). p. 2.

²³ Definition adapted from: European Commission Humanitarian Aid Department (ECHO). 2013. [Gender: Different Needs, Adapted Assistance – Thematic Policy Document 6](#). Brussels.

Minimum Standards for Gender Mainstreaming

	Lead units
a) Regional bureaux and country offices systematically collect, analyse and use sex- and age-disaggregated data and gender indicators – including in emergencies – which are incorporated into all major data sources.* Where the collection of sex- and age-disaggregated data poses considerable challenges, estimates are provided. <i>(Objective I)</i>	Regional bureaux, country offices
b) Gender and age analysis is systematically incorporated into broader analyses of the context and nutrition situation to gain better insights into the specific needs, roles, vulnerabilities, risks – such as GBV and sexual exploitation and abuse – access to resources, coping strategies and capacities of women, men, girls and boys. In crises, rapid gender and age analysis takes into consideration pre-existing inequalities as well as the impact of the crisis on these parameters. <i>(All objectives)</i>	Policy and Programme Division (OSZ), regional bureaux, country offices
c) Findings from gender analysis are an integral element of the programme cycle and quality control systems and inform central planning documents and major regional and country programme documents.* <i>(Objective I)</i>	OSZ, regional bureaux, country offices, with Gender Office (GEN) support
d) All country strategies are based on a country gender analysis and respond to strengths and weaknesses identified in WFP's mandated areas of responsibility. <i>(Objective I)</i>	OSZ, regional bureaux, country offices, with GEN support
e) Outcomes and indicators of WFP's Strategic Plan are updated to stimulate and track gender outcomes.* <i>(Objective I)</i>	Performance Management and Monitoring Division (RMP), OSZ
f) WFP food assistance policies and programmes involve different sex and age groups in decisions about assessment, design, implementation, monitoring and evaluation. Inclusion is facilitated when assessment teams and community-level focus group discussions involve women, men or both as appropriate. <i>(Objective II)</i>	Regional bureaux, country offices

- | | |
|--|--|
| g) WFP regularly works with partners at the regional, national and local levels to identify areas for improvement and mutual accountability for integrating gender equality and women's empowerment into WFP food assistance. (<i>All objectives</i>) | Partnership,
Governance
and Advocacy
Department
(PG) |
| h) As the main support to WFP's field activities, the Operations Services Department (OS) ensures that gender equality and women's empowerment are included in all manuals, guidance, policies and other guiding documents for activities and clusters, including the logistics, food security and emergency telecommunications clusters. (<i>All objectives</i>) | OS |
| i) All programme budgets and budget templates used for the preparation of field-level agreements include specific lines for gender-related costs under each programme activity (i.e. as a cross-cutting theme). Gender equality and women's empowerment activities are given priority in resource allocation, even when resources are limited. (<i>All objectives</i>) | Budget and
Programming
Division
(RMB),
regional
bureaux,
country offices |
| j) WFP food assistance policies and programmes adhere to the IASC gender marker and minimum standards for prevention and mitigation of GBV, adapted by WFP for the nutrition and food security sectors. (<i>Objective IV</i>) | OSZ, regional
bureaux,
country offices |

Minimum Standards for Targeted Interventions

- | | |
|--|--|
| k) 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. (<i>Objectives I, III</i>) | Lead units

Regional
bureaux,
country offices |
| l) WFP food assistance policies and programmes facilitate women's participation in group initiatives – where appropriate – that build women's knowledge, skills and self-confidence and support social networks on which women can draw in times of need. (<i>Objective III</i>) | Regional
bureaux,
country offices |
| m) WFP uses technologies, services and infrastructure that help to reduce women's unpaid workloads linked to WFP food assistance. (<i>Objective III</i>) | Regional
bureaux,
country offices |

- | | |
|---|--|
| <p>n) Context-specific initiatives are designed to promote the involvement in gender work of men and boys: increased understanding of gender equality and nutrition among men and boys can lead to positive behaviour change in families while equipping more community members with knowledge and tools for ensuring food security. (<i>Objective III</i>)</p> | <p>Regional bureaux, country offices</p> |
| <p>o) Where persistent gaps exist, WFP invests in community and school-based strategies and partnerships for school feeding that generate more sustainable incentives for parents to continue girls' education beyond primary school. (<i>Objectives II, III</i>)</p> | <p>Regional bureaux, country offices</p> |
28. These minimum standards have been developed to assist country offices in closing gender gaps. Country offices should also continue using tried and tested entry points for promoting gender equality and women's empowerment – including targeted activities for women and/or men – that arise, expectedly or unexpectedly, from WFP programme interventions, even if they do not lead to direct engagement in the food security and nutrition aspects of a programme.

ORGANIZATIONAL CHANGE

29. This section describes measures for ensuring that WFP's senior-level management and employees have clear understanding of their own accountabilities and responsibilities and of the institutional mechanisms for achieving organizational change towards gender equality and women's empowerment. Again, items marked with an asterisk (*) are in line with indicators of the UN SWAP.

Human Resources

WFP has equal representation of women and men employees at P4 level and above or the equivalent national employee levels – including senior levels of field offices, committees and funds – irrespective of funding source.* Analysis of constraints and good practices at all levels, from Headquarters to the field level, leads to corrective action.

The core values and/or competencies in gender equality and women's empowerment of all employees are assessed, particularly of employees at P4 level, or equivalent, and above and including employees in decision-making positions in committees, missions and advisory bodies.*

The Executive Director's Letter of Entrustment sent to every Country Director on appointment is sufficiently clear on accountabilities related to gender equality and women's empowerment.

Lead units

Decentralized hiring units, supported by the Human Resources Division (HRM)

HRM/GEN

HRM

Senior managers demonstrate leadership in and advocacy of equal representation of women and men.*

Executive Management Group (EMG), Office of the Executive Director (OED)

A system for recognizing excellent work in promoting gender equality and women's empowerment is in place.* WFP implements a corporate certification process that recognizes good performance and delivery of results in gender equality and women's empowerment by regional bureaux, country offices and Headquarters departments and divisions.

GEN

Implementation and tracking of gender-aware and family-friendly policies for the WFP workforce are enhanced, including flexible work arrangements, breastfeeding and infant feeding provisions, maternity, paternity and adoption leave, and prevention of abuse and harassment, including sexual harassment.

OED, HRM

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,²⁴ those with disabilities and those who are HIV positive or have other chronic medical conditions.

HRM

All employees are made aware of the United Nations Secretary-General's Bulletin on [Special Measures for Protection from Sexual Exploitation and Abuse](#) and WFP's [Special Measures for Protection from Sexual Exploitation and Abuse](#) policy.

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

²⁴ There was consensus of the Executive Board and all members agreed on "Gender Policy (2015–2020)" (WFP/EB.A/2015/5-A), including the principles, activities and operations to which it refers and agreed that WFP does not discriminate on any basis; however, there was not consensus on the formulation of this sentence and some members wanted the words after "including" through "intersex" deleted.

Capacity Development

Lead units

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

GEN

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

GEN, HRM

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

Communications, Knowledge and Information

Lead units

Knowledge on, and tools and good practices for, gender equality and women's empowerment are systematically documented and shared internally and publicly.*

PGM

Communication plans include gender equality and women's empowerment as an integral component of the information disseminated

PGM, GEN

internally and publicly,* and all communication materials are informed by this gender policy.

PGM, GEN

All gender-related communications help to develop the understanding of employees and partners regarding gender and food security and WFP's contribution to gender equality and women's empowerment.

WFP participates in an inter-agency community of practice on gender equality and women's empowerment.*

GEN

Partnerships

Lead units

In line with its [Corporate Partnership Strategy](#), WFP uses advocacy, research and capacity development to mainstream gender and promote gender equality and women's empowerment through its collaboration with academic institutions.

GEN

Gender equality and women's empowerment are systematically considered in field-level agreements, including by incorporating standards and tracking, monitoring and reporting on compliance.

Regional
bureaux

Standard contract templates are reviewed, and a gender clause included where appropriate.

Legal Office
(LEG)

WFP systematically participates at multiple levels in inter-agency coordination mechanisms, especially with the other Rome-based agencies, on gender equality and women's empowerment, including the clusters that it is a member of.* In the clusters it leads, WFP requests other members to report on how they address gender issues and how such work can be enhanced.

PG, Emergency
Preparedness
and Support
Response
Division (OSE)

WFP participates in the UN SWAP peer review process with the other Rome-based agencies.*

GEN

Financial Resources

Corporate funding is made available to implement WFP's policy for gender equality and women's empowerment. The financial benchmark for resource allocation to the policy is exceeded.*

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

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

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

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

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

Lead units

OED, RMB

Regional bureaux,
country offices,
RMB

Leadership Group, Finance and Treasury Division (RMF)

Regional bureaux,
country offices

Leadership Group, RMB

OED

Evaluation

The gender policy is evaluated by the Office of Evaluation (OEV) five years after its approval. Evaluation findings inform the formulation of policy updates and new policies.

Lead units

OEV, OSZ

An interim check on metrics is conducted two and a half years after approval.

RMP

All WFP evaluations exceed the UN SWAP requirements related to evaluation.*

OEV

Oversight

Lead units

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

OED

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

Inspector
General and
Oversight
Office (OIG)

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

OIG

RISKS

30. Promoting a gender-transformative approach has costs and benefits, and incurs tangible and conceptual risks. The tangible risk is related to the financial resources required to implement this policy. Collecting and analysing data, contracting external expertise for capacity development and support, redesigning programmes and making the necessary shifts throughout WFP and its programming will require substantial investments, both initially and into the future. This risk is mitigated by the benefits that targeted, quality programming bring to WFP and its beneficiaries. Understanding who is most affected by food insecurity and malnutrition, and why and how they are affected, helps WFP to target resources accurately, saving more lives and restoring more livelihoods.
31. The second risk is conceptual and relates to relevance and understanding of the policy and its goal. The biggest obstacle is to improve WFP's understanding of why and how gender issues affect people's food security and nutrition so that all employees can systematically apply the minimum standards and implement the changes needed to reach the policy goal. Capacity development, information and knowledge management, partnerships and accountability measures ensure that employees understand their roles and responsibilities.

RESOURCING REQUIREMENTS

32. Full implementation of this policy would require up to USD 25 million over two years. As of April 2015 some USD 9.6 million was already allocated which includes ongoing activities such as implementation of the UN SWAP and the Gender Certification programme.

The bulk of the remainder would be for strengthening capacities, including by establishing P4 gender adviser posts in regional bureaux and very large country offices.

33. Sources of funds for implementation are the PSA budget, direct support costs (DSC) and extra-budgetary sources. To the extent that full mobilization of resources proves unattainable, policy implementation would prioritize delivery of outcomes in the field.
34. This document was prepared before the 2016–2018 Management Plan. Requirements arising from this policy will be mainstreamed into regular budget submissions; regional gender strategies will provide more precise budget figures and timelines.

GENDER POLICY (2015–2020) ESTIMATED RESOURCE REQUIREMENTS FOR 2015 AND 2016

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



ACRONYMS USED IN THE DOCUMENT

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