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UPDATE ON THE WFP GENDER POLICY



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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

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

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Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645).

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EXECUTIVE SUMMARY

Work on the formulation of a new WFP gender policy has begun. The 2009 policy and corresponding action plan continue to be implemented, taking into account the recommendations of the 2013 evaluation. Gender sensitivity is being promoted across WFP with a view to better serving beneficiaries; with the roll-out of the United Nations System-Wide Action Plan on Gender Equality and Empowerment of Women, efforts are being made to strengthen the capacity of WFP country offices in gender mainstreaming.

This document includes an update on implementation of the recommendations of the evaluation of the current gender policy.

DRAFT DECISION*

The Board takes note of “Update on the WFP Gender Policy” (WFP/EB.2/2014/4-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. The last update on the WFP gender policy, submitted for information at EB.A/2012, reported on implementation of the WFP gender policy corporate action plan (2010–2011), identifying achievements and gaps. This paper updates implementation of the action plan – which was extended indefinitely – and provides information on formulation of the new gender policy and on implementation of the recommendations of the 2014 evaluation of the policy.¹
2. In March 2014, the Executive Director approved a USD 2.2 million special account for gender, through which the Gender Office (OMG) provides financial support to the Gender Mainstreaming Accountability Framework (GMAF) business owners. The special account also funded the launch of the pilot phase of the Gender Certification programme, and includes a provision for developing the new WFP gender policy, including consultations with the membership.

MAIN ACTIONS TO DATE

Institutional Support Measures

3. The 2009 WFP gender policy established four institutional support measures to mainstream gender into WFP operations:
 - capacity development: ensure that staff members develop the capacity to mainstream gender in their work, including carrying out gender analysis;
 - accountability: incorporate a gender perspective in accountability tools and strengthen monitoring and evaluation (M&E) tools;
 - partnerships, advocacy and research: raise awareness of the importance of promoting gender equality and empowering women to achieve sustainable food and nutrition security; and
 - gender mainstreaming in operations: incorporate a gender perspective into operations at all stages of a project cycle.

Capacity Development

4. While training on the Inter-Agency Standing Committee (IASC) gender marker has been extended to all regional bureaux, much work remains to be done. In September 2014, OMG launched a gender capacity assessment survey throughout WFP to establish the level of skills and knowledge of staff members on gender analysis and to identify the gaps. This baseline will be used to develop a capacity development plan for staff on how to use gender analysis to deliver more effective and efficient services. OMG worked with the UN-Women Training Centre in Santo Domingo to develop the survey, along with training on Understanding Masculinity and Violence against Women and Girls.² WFP continues to work very closely with the training centre to finalize the United Nations system-wide basic training e-learning course.

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

² See <http://gtcop.unwomen.org/>

5. The 2014 Annual Session was the first time that operations documents included the IASC gender marker code on the cover page. At the time of this writing 76 percent of operations had achieved a gender marker code of 2A – Gender Mainstreaming.³ OMG is working with country offices and regional bureaux to ensure that this percentage improves and that WFP staff automatically mainstream gender in project documentation.

Accountability

6. WFP continues to roll out the Gender Mainstreaming Accountability Framework across all business areas. Early in 2014 the eight Quadrennial Comprehensive Policy Review (QCPR) gender indicators were elevated to “corporate priority” level. To become more accountable, WFP will need, for example, to expand use of the United Nations country team (UNCT) gender scorecard in all the countries where it operates.

Partnerships, Advocacy and Research

7. WFP is working with the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) on gender-related matters. With UN-Women, they have continued to implement their Joint Programme for Rural Women’s Economic Empowerment; Norway made the first contribution – USD 1.7 million – to the programme in 2014, which will allow the seven participating countries to continue their activities on a limited scale. The Rome-based agencies (RBAs) and UN-Women also jointly drafted a General Recommendation on Article 14 of the Convention on the Elimination of All Forms of Discrimination against Women, on the rights of rural women, for approval by the Committee. International Women’s Day continues to be commemorated jointly by the RBAs.
8. Since mid-2013, WFP has worked with the Institute of Development Studies on a research project called “Innovations from the field: gender mainstreaming from the ground up”. The action-learning and knowledge-sharing programme works with local staff and communities to document and share successes in mainstreaming gender equality and promoting women’s empowerment through WFP operations in Guatemala, Kenya, Lesotho, Malawi and Senegal.

Gender Mainstreaming in Operations

9. To promote country office innovations, WFP created the Gender Innovations Fund (GIF), which supported 42 projects with USD 2.9 million before it concluded at the end of 2013. As pointed out in the gender policy evaluation, the GIF provided some valuable individual initiatives, but it was focused mostly on outputs separated from WFP’s mainstream activities, and its projects were not necessarily sustainable. Recognizing these limitations, WFP has moved towards a corporate approach in mainstreaming gender in its programmes.

Programming Priorities

10. The 2009 gender policy established five new programming priorities:
- i) addressing gender-related protection challenges;
 - ii) integrating a gender perspective into HIV and AIDS programmes;
 - iii) improving mother-and-child health and nutrition programmes;
 - iv) improving gender equality through WFP-supported school feeding; and
 - v) promoting positive gender relations and supporting sustainable livelihoods.

³ This includes protracted relief and recovery operations (PRROs), emergency operations (EMOPs), country programmes and development projects.

11. *Protection challenges.* The WFP humanitarian protection policy approved by the Executive Board at EB.1/2012 set out WFP's role in ensuring that its food and livelihood assistance activities do not increase the protection risks faced by crisis-affected populations receiving assistance, but instead contribute to safeguarding the safety, dignity and integrity of vulnerable people. The Policy, Programme and Innovation Division (OSZ) and the Gender Office collaborate on gender-related protection challenges. Since 2012, Standard Project Reports include a mandatory sexual and gender-based violence (SGBV) indicator. The Strategic Results Framework (2014–2017) includes a cross-cutting protection indicator and an indicator on accountability to affected populations, providing better documentation of country office actions to address gender-related protection challenges. Actions in 2013 included those in Pakistan, where separate entrances, waiting areas and counters for women, staffed by women, were established at all distribution points; and in Haiti, where WFP provided food assistance to nine safe houses that provide victims of domestic violence with a transitional space to escape violence and regain control over their lives.
12. *HIV and AIDS.* In 2011 women constituted 58 percent of people living with HIV in southern Africa, 92 percent of pregnant women living with HIV resided in sub-Saharan Africa and more than 90 percent of children who acquired HIV were living in sub-Saharan Africa.⁴ The gender policy evaluation noted that WFP's gender focus in HIV and AIDS programmes was to target women as beneficiaries, but some country offices have gone further. In the Democratic Republic of the Congo in 2013, food assistance for assets (FFA) projects helped women recover livelihoods after they had completed anti-retroviral treatment. In Djibouti in 2012, WFP conducted a study to identify gender-related causes for the low enrolment in the prevention of mother-to-child transmission programme, and considered how food assistance could play a role in addressing the issue.
13. *Mother-and-child health and nutrition.* The gender policy evaluation found that WFP's nutrition activities were predominantly focused on women and children, with only "limited evidence of the inclusion of men in nutrition training or activities". Increasing numbers of country offices are engaging both men and women in nutrition interventions. In Bangladesh, nutrition education targeted husbands and other relatives; in the Plurinational State of Bolivia, men received nutrition education and their responsibilities for the nutrition and health of their families were stressed. The Strategic Results Framework (2014–2017) includes three new output indicators to monitor men and women's involvement in nutrition messaging and counselling.
14. *School feeding.* School meals and take-home rations are powerful means to close gender gaps in education. In 2013 WFP provided take-home rations to 1 million schoolgirls in 23 countries and to 300,000 schoolboys in 7 countries, with the largest take-home ration activity in Afghanistan for 289,000 girls. The Bhutan country office included gender awareness in its training for schoolteachers and cooks, while in Côte d'Ivoire, women farmers were supported so that they could contribute food to the government-run school feeding programme.

⁴ Joint United Nations Programme on HIV/AIDS (UNAIDS) Regional Fact Sheet, 2012.

15. *Gender relations and sustainable livelihoods.* Evaluations of the impact of food assistance for assets on resilience in six countries found that FFA was an effective tool in improving women's status.⁵ In Bangladesh, 37 percent of women FFA participants reported "taking a lot more decisions on household finances", compared with only 11 percent of women non-participants. Standard Project Reports show that the global ratio of men to women FFA participants went from 1.8:1 in 2011 to 1.4:1 in 2012 and 1:1 in 2013.
16. In 2013, WFP's Humanitarian Crises and Transitions Unit published a collection of good practices relating to cash and vouchers from the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP in "Examining Protection and Gender in Cash and Voucher Transfers".⁶ The document encourages a more gender-inclusive approach than targeting women as the sole recipients of cash or vouchers, and advocates empowering women while recognizing the roles of men in providing income for the family.
17. Purchase for Progress was designed to increase the productivity and income of smallholder farmers, with a focus on women. Women's membership in farmers' organizations has increased in the 20 pilot countries, from a baseline of 19 percent in 2009 to 29 percent in 2013; the percentage of women as leaders in farmers' organizations has increased to 35 percent. A number of good practices have also been documented: in Mali in 2013, Purchase for Progress helped women farmers improve yields and provided nutrition education to mothers to enrich children's diets. The ongoing evaluation of the Purchase for Progress pilot is expected to provide further information on achievements and lessons learned relative to gender empowerment in agriculture.

TOWARDS A NEW GENDER POLICY FOR WFP

18. Work has begun on a new gender policy for 2015–2020. The framework takes into account the full range of WFP's development and humanitarian response activities, and covers such aspects of gender equality programming as: i) using sex- and age-disaggregated data and gender analysis as a basis for programming; ii) mainstreaming gender along with using targeted actions such as those for pregnant and lactating women or single male caregivers; and iii) establishing measurable gender outcomes and impacts with a view to achieving gender equality.
19. Developing the gender policy and action plan will involve:
 - i) reviewing internal documents, external references on gender in relation to nutrition, food security and livelihoods, and the gender policies of other organizations;
 - ii) discussing in Headquarters and at the regional level expectations for the gender policy and gender mainstreaming, collecting best practices, challenges and recommendations, and consulting with the Board;
 - iii) drafting the policy; and
 - iv) drawing up a detailed and realistic action plan for the policy.
20. An external reference group has been established to support formulation of the policy; it includes the Women Representatives' Gender Network. An informal consultation with the Board is scheduled for 9 December 2014.

⁵ See "Synthesis Report of the Evaluation Series on the Impact of Food for Assets (2002–2011) (WFP/EB.A/2014/7-B*).

⁶ <http://documents.wfp.org/stellent/groups/public/documents/communications/wfp260028.pdf>

**UPDATE ON THE MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE
SUMMARY EVALUATION REPORT OF THE WFP GENDER POLICY (2008–2013)⁷**

Recommendations	Management response and action taken	Implementation deadline	Follow-up and actions to date
<p>Recommendation 1: Policy development, strategizing and planning</p> <p>1 a) Renew the gender policy over a year</p> <p>The current policy is no longer fit for purpose in a changing institutional and global environment of accountability for gender-related results. It should be renewed. The new policy must be clearly connected to the 2014–2017 Strategic Results Framework (SRF) and Management Results Framework (MRF) and should provide a:</p> <ul style="list-style-type: none"> ➤ clear vision on the gender-related results to which WFP will contribute, and a statement of “what gender means for WFP”; ➤ strong evidence-based narrative linking gender issues to WFP’s mandate, and stating WFP’s comparative advantage in addressing gender issues; ➤ a theory of change with expected results for beneficiaries, including under each Strategic Objective; and ➤ a credible framework for action. 	<p>Agreed.</p> <p>WFP will reformulate the policy through a participatory consultative process encompassing the elements described in this recommendation. The new policy should clearly demonstrate alignment with the external context in which WFP operates, adherence to the United Nations Accountability Framework for Gender, and coherence with WFP’s SRF and MRF.</p> <p>WFP will convene a technical review group to support the formulation and validation of the new gender policy, focusing on the guidelines for policy development.</p>	<p>February 2015</p> <p>Implemented</p>	<p>A consultant began work 1 August 2014. Document to be submitted for approval at EB.A/2015.</p> <p>Internal and external review groups have been established.</p>



⁷ The original management response is WFP/EB.1/2014/5-A/Add.1.

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<p>Policy development will require:</p> <ul style="list-style-type: none"> ➤ adequate time for a rigorous process; broad and deep consultation, particularly at the field level; a review of partnerships; and dissemination; ➤ resourcing – seed funding for the first two years, to which both donors and WFP should contribute; the volume of resourcing should be clearly stated in advance, to facilitate planning and prioritization; ➤ guidance from a WFP-wide, high-level steering group that can draw on the resources of a technical advisory group comprising internal and external expertise; and ➤ intensive scrutiny, including by the Board during the approval process. 			<p>OMG was allocated USD 2.2 million by the Strategic Resource Allocation Committee (SRAC) to support WFP in achieving its United Nations System-Wide Action Plan on Gender Equality and Empowerment of Women (UN SWAP) requirements by 2016.</p> <p>WFP reports to the Board on progress in gender mainstreaming three times in 2014.</p>



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<p>Recommendation 2: Programming and operations 2 a) Integrate gender issues into WFP's programme cycle</p> <p>It is through programmes and operations that WFP generates results for the people it serves. Gender issues must be embedded in operational instruments and procedures to become an integrated part of WFP's business by:</p> <ul style="list-style-type: none"> ➤ embedding gender into the <i>Programme Guidance Manual</i> and the Programme Review Committees terms of reference to ensure that new programme designs are explicit on their intentions for addressing gender issues, including in objectives, strategies, anticipated risks and reporting; and ➤ integrating gender issues into all levels of programme logical frameworks, results frameworks and monitoring and reporting processes as a requirement for approval. 	<p>Agreed.</p> <p>WFP will develop and apply a set of minimum quality standards, based on the IASC Gender Marker, to assess the extent to which gender analysis is incorporated in the design of documents submitted to the Programme Review Committee, and will recommend changes to documents to comply with these standards.</p> <p>WFP will continue to support programme advisers in understanding how gender analysis assists WFP's delivery of more efficient and effective services.</p> <p>The <i>Programme Guidance Manual</i> will be reviewed and amended in line with the forthcoming gender policy.</p> <p>The gender indicators included in the 2014–2017 SRF and MRF require tracking at the project level. Standard operating procedures for project-level monitoring and evaluation and minimal monitoring requirements are being prepared.</p>	<p>Implemented</p> <p>Ongoing</p> <p>End 2015</p> <p>Implemented</p>	<p>OMG developed WFP gender marker guidelines that were posted in the <i>Programme Guidance Manual</i> in March 2014, and the minimum quality standards were integrated into project document templates. The gender marker code is now included on the front page of all project documents.</p> <p>The gender assessment study carried out in Chad in March 2014 was an example of good practice for the country offices in the Sahel.</p> <p>A gender consultant to OSZ began work on 1 July 2014 to mainstream gender in the <i>Programme Guidance Manual</i>.</p> <p>In April 2014, OMG revised the gender section of the SPR Report to incorporate indicators from the SRF (2014–2017).</p>



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<p>2 b) Apply the IASC Gender Marker as an instrument for supporting gender-sensitive programme/project design</p> <p>The Gender Marker has considerable potential to support greater gender sensitivity in design and enable corporate-wide analysis of gender sensitivity in WFP operations.</p> <ul style="list-style-type: none"> ➤ Build on current application of the Gender Marker by ensuring that ranking is conducted by internal country resources such as GenCap advisers, regional bureaux, or OMG. Country offices will require further training. ➤ Establish transparent assessment procedures, and conduct annual analysis, validation and quality checking of ratings (OMG) to support corporate reporting and more robust application of the Gender Marker. ➤ Review the scope of the Gender Marker for use beyond design, in implementation and as a monitoring and evaluation tool. 	<p>Agreed.</p> <p>Measures will continue to be taken to enhance systematic application of the IASC Gender Marker in reviewing the situation analysis, project activities and outcomes of all projects submitted to the Programme Review Committee.</p> <p>In collaboration with the GenCap project, WFP is analysing the potential of the IASC Gender Marker as a monitoring and evaluation tool. This, combined with a review of the United Nations Development Group Gender Equality Marker Guidance Note, is expected to result in a clearer iteration of a WFP-specific Gender Marker.</p>	<p>Ongoing</p> <p>End 2014</p>	<p>OMG ensures that the gender marker is systematically applied in project design. In June 2014, 76 percent of newly approved operations had a gender marker code of 2A.</p> <p>Starting in May 2014, OMG renewed work with the GenCap support team in Geneva. In July WFP became a member of the GenCap Steering Committee.</p> <p>OMG will coordinate adaptation of the gender marker so that it contributes to improving gender mainstreaming in all aspects of WFP programming. UN-Women has offered to help refine the scope of work and identify a consultant.</p>



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<p>2 c) Review partnerships for addressing gender issues</p> <p>WFP cannot and should not attempt to do everything alone. While developing its own capabilities to address gender issues, it is even more important that WFP seek partners to maximize results.</p> <p>At the country level:</p> <ul style="list-style-type: none"> ➤ clarify the national government's expectations from WFP in terms of gender issues and food security/nutrition, and identify relevant plans and partnerships; ➤ in work with other United Nations agencies and on Delivering as One, the Transformative Agenda and the cluster approach align with agencies that promote devoting attention to gender dimensions, seek opportunities for joint programmes that incorporate gender and food security/nutrition dimensions, and connect with related training opportunities where feasible; ➤ seek strategic rather than purely delivery relationships with partners that have gender expertise in food security/nutrition/livelihoods activities; and ➤ assess current partnerships for addressing gender issues to clarify the scope for improvement and enhanced mutual accountability; embed gender considerations systematically into field-level agreements with cooperating partners, including minimum standards, and ensure that compliance is tracked and reported. 	<p>Agreed.</p> <p>Where possible, while developing the new gender policy, WFP will engage in partnerships to maximize its gender-related outputs and achievements.</p> <p>To clarify expectations, WFP country offices and regional bureaux will strengthen in-country partnerships and alliances for addressing gender issues in food and nutrition security programmes and activities.</p> <p>WFP attends and participates in all relevant inter-agency fora, and maintains especially close relationships with the other RBAs in all gender-related areas. Together with UN-Women, the RBAs are implementing a five-year, USD 35 million Joint Programme for Rural Women's Economic Empowerment (RWEE) in seven countries; a retreat on this programme is held annually in Rome. Recently the RBAs undertook a peer review of their first UN SWAP reports.</p>	<p>February 2015</p> <p>Ongoing</p> <p>Ongoing</p>	<p>OMG collaborates with the other RBAs and has enhanced its partnership with UN-Women.</p> <p>In March 2014, OMG attended the annual Inter-Agency Network on Women and Gender Equality meeting in New York. The WFP office in New York follows the work of the Commission on the Status of Women (CSW) and monitors discussions at the UN-Women Executive Board to note issues of interest to WFP. The RBAs improved resource mobilization for RWEE. Since July 2014, WFP is a co-chair of the IASC Gender Reference Group. At the request of the global cluster coordinators, WFP is working with the Office for the Coordination of Humanitarian Affairs (OCHA) and other stakeholders to refine joint messages and guidance on cross-cutting issues for all clusters, with specific emphasis on gender. The 2014 RBA annual peer review of UN SWAP reports took place in May.</p>



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	<p>WFP has developed a strategic relationship with UN-Women, which is supporting WFP's roll-out of the UN SWAP.</p> <p>WFP has already integrated accountability for sexual exploitation and abuse into its field-level agreements, and will integrate other gender concerns, ensuring that more rigorous compliance mechanisms are in place.</p>	<p>Implemented</p> <p>Ongoing</p>	<p>Ongoing</p>



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<p>Recommendation 3: Capacity development and knowledge management</p> <p>3 a) Develop technical gender expertise at all organizational levels</p> <ul style="list-style-type: none"> ➤ Undertake the gender capacity assessment required by the SWAP and use it to inform future recruitment and staff development planning and strategies. ➤ Develop and implement a clear strategy to expand the pool of gender competent policy and programme staff. ➤ Make a strong case and communicate the demand for gender expertise – technical and mainstreaming – at Headquarters and regional bureaux. ➤ Expand the roll-out of Gender Marker training to all staff, tailored to their respective functions. ➤ Develop a proactive and systematic approach to knowledge management/sharing/learning on gender (OMG). ➤ Include specific strategies, targets and actions in the new Human Resource Strategy to increase the pace towards gender parity in staffing. 	<p>Agreed.</p> <p>WFP will take immediate action to augment its technical capacity in gender issues, especially to support formulation of the new policy in 2014. At least two gender experts will be added through external recruitment.</p> <p>WFP will develop its technical gender expertise through a results-driven process that enables identification of the capabilities required to achieve intended results. These capacities will be acquired through capability/awareness development and/or recruitment, and measured through the performance management process.</p> <p>WFP will develop and implement a diversity and inclusion strategy to ensure a holistic approach that sets clear targets, leadership accountability and human resource competence, systems and policies, which will be integrated into people-management processes to achieve gender parity in staffing, for example by setting recruitment targets for managers that measure efforts to recruit qualified women.</p>	<p>Ongoing</p> <p>End 2016</p> <p>End 2016</p>	<p>A senior gender specialist is advising OMG; the Management Plan (2015–2017) proposes external recruitment of a P-5 senior gender expert. Management is seeking to augment OMG gender expertise and to develop technical capacity in gender throughout WFP.</p> <p>The Human Resources Division (HRM) and OMG are developing a global capacity assessment survey on gender knowledge and skills that will provide a baseline for capacity development, with support from the UN-Women Training Centre in Santo Domingo.</p> <p>OMG developed a training module on gender in emergencies with financial support from UN-Women.</p> <p>In May 2014, gender marker training was conducted for UN SWAP business owners.</p> <p>HRM has developed a diversity and inclusion strategy that includes recruitment targets, leadership development and accountability on gender issues, and gender training programmes.</p> <p>New processes for reassignment and talent acquisition and retention are being developed to address issues pertaining to women staff.</p> <p>HRM has rolled out a women’s leadership and career development programme, INSPIRE, to identify and train women staff – international and national – with high</p>



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			leadership potential. Two pilots have been conducted for 50 women in Headquarters and the Johannesburg Regional Bureau.
<p>3 b) Expand and sharpen the Gender Advocate Network</p> <p>The network should adopt a team approach and become a sharpened resource for WFP as follows:</p> <ul style="list-style-type: none"> ➤ Each division, regional bureau, country office and sub-office should have a mixed team of gender advocates – at the international and national levels, etc. – following corporately developed terms of reference. ➤ The network requires review and a clear rationale for selection, including seniority, dedicated time, at least modest resources, and clear, measurable and deliverable results in staff performance compacts. ➤ The network also requires time to meet, at least annually, to review progress and set objectives and deliverables for the year ahead. 	<p>Agreed.</p> <p>WFP has reviewed the terms of reference of gender advocates. In early 2014, as part of the new policy development process, it will focus on establishing appropriate representation in the Gender Advocate Network, as identified in the recommendation. OMG will work with all levels of WFP to build consensus on the definition of corporate terms of reference. Agreements will then be reached on milestones and on potential global or regional meetings.</p>	<p>Implemented</p>	<p>In August 2014 terms of reference for a Gender Advocate Network were finalized, incorporating inputs from UN SWAP business owners.</p>



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	<p>A quality assurance process for the preparation of SPRs monitors reporting on all the indicators relevant for the specific project. From 2014, all projects will incorporate the three cross-cutting gender indicators in their logical frameworks; the SRF business rules state that indicators should be monitored at least twice a year. The Performance Management and Monitoring Division (RMP) will update the SPR guidance for 2014 to reflect these changes. With these systems and processes in place, the 2014 SPRs – to be issued by March 2015 – will be able to report on all gender-related indicators.</p> <p>The 2014 Annual Performance Report will report on the gender-related indicators included in the SRF, the MRF and SPRs under its sections on performance results by Strategic Objective and Management Result Dimension.</p>	<p>June 2015</p>	<p>OMG provided reporting and an update on the GMAF for EB.A/2014.</p> <p>As per UN SWAP requirements, the Office of Evaluation carried out a meta evaluation in December 2013, to be repeated in October–November 2014.</p>



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<p>4 b) Clarify the Roles and Responsibilities for Addressing Gender Concerns across WFP</p> <p>Adopt the ethos that gender issues are “everybody’s business” and clarify the responsibilities of units, functions and individuals, from oversight bodies to field staff, possibly in the form of a gender mainstreaming accountability organigram. Examples include:</p> <ul style="list-style-type: none"> ➤ building gender expertise into directors’ competencies, as part of their requirement to practice in their posts, and embedding gender issues into all senior management performance compacts; ➤ focusing OMG’s role on technical advice, coordination, knowledge management and advocacy; a clear vision, objectives and work plan are needed, commensurate with this role and OMG’s current resourcing; and ➤ integrating gender considerations into WFP’s internal risk management process, with awareness-raising and training for auditors. 	<p>Agreed.</p> <p>Gender-related targets for director-level positions will be identified, and will be measured through the performance management process.</p> <p>Appointment of the new Director of OMG, changes in WFP’s institutional arrangements for gender considerations, and the renewed commitment to gender mainstreaming and women’s empowerment for food and nutrition security will enable WFP to deliver better results in gender-related areas from 2014. OMG’s 2013 work plan was revised following a mid-year review.</p> <p>WFP acknowledges the need for a clearer and more operational vision of what gender mainstreaming means for its work; in 2014, it will engage in comprehensive internal dialogue to clarify its vision and enhance existing synergies.</p> <p>Within WFP’s Enterprise Risk Management framework, every issue and operation incorporates risk analysis. Risk management is therefore mainstreamed throughout WFP project documents. The risk registers produced by every country office, regional bureau and division take into account contextual, programmatic and institutional risks, including those related to gender.</p>	<p>End 2014</p> <p>Implemented</p> <p>End 2014</p> <p>Implemented</p>	<p>HRM is developing gender targets for directors, to be included in performance management assessments.</p> <p>The work plan for formulating the gender policy ensures that an operational vision and definition of what gender mainstreaming means to WFP will be articulated clearly.</p>



ACRONYMS USED IN THE DOCUMENT

APP	annual performance plan
FFA	food assistance for assets
GIF	Gender Innovations Fund
GMAF	Gender Mainstreaming Accountability Framework
HRM	Human Resources Division
IASC	Inter-Agency Standing Committee
MRF	Management Results Framework
OMG	Gender Office
OSZ	Policy, Programme and Innovation Division
RBAs	Rome-based agencies
RWEE	Joint Programme for Rural Women's Economic Empowerment
SGBV	sexual and gender-based violence
SPR	Standard Project Report
SRF	Strategic Results Framework
UN SWAP	United Nations System-Wide Action Plan on Gender Equality and Empowerment of Women
VAM	vulnerability analysis and mapping