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**Executive Board
First Regular Session**

Rome, 10–11 February 2014

EVALUATION REPORTS

Agenda item 5

For consideration



Distribution: GENERAL

WFP/EB.1/2014/5-A/Add.1

8 January 2014

ORIGINAL: ENGLISH

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



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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 points 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).

* Performance Management and Monitoring Division

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BACKGROUND

1. This document presents the management response to recommendations from the evaluation of WFP's 2009 gender policy. The evaluation assessed the quality, implementation and results of the policy and the associated corporate action plan.
2. The evaluation found that the policy had significant limitations from its inception, characterized by gaps in content and limited corporate recognition or commitment. While recognizing some positive developments – such as a growing body of gender-focused work and gender-sensitive programming at the country level – the evaluation noted that these were primarily bottom-up and externally driven, and were not necessarily guided by the central and common framework that the policy should have provided.
3. Management generally concurs that the policy suffered from limited internal quality control in its formulation, especially in clarifying expected results and outcomes, and from a fragmented approach to its implementation. The lack of clear linkages between successful implementation of the policy and increased effectiveness of WFP activities impeded understanding of the policy's relevance. Among other actions, this gap calls for the articulation of a clear theory of change in future gender policy planning. A thorough technical examination during policy development will also ensure greater relevance of objectives and clarity in implementation.
4. Overall, management welcomes the findings and recommendations, particularly the call for more comprehensive operational and business procedures to support gender mainstreaming. The findings will provide a solid foundation for the development of WFP's forthcoming gender policy. As some of the actions proposed will be guided by the new policy, greater detail will be provided in the policy's implementation plan. The following matrix sets out the expected actions and implementation timelines.

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THE WFP GENDER POLICY (2008–2013)**

Recommendations	Action by	Management response and action taken	Implementation deadline
<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>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>Office of the Deputy Executive Director (DED)/Chief Operating Officer (COO);</p> <p>Policy, Programme and Innovation Division (OSZ)</p> <p>Gender Office (OMG)</p>	<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>June 2014</p>



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<p>1 b) Embed gender issues in country strategies and operational plans</p> <p>While the policy is being revised, all country offices should articulate in their country strategies or operational plans “what gender means” to WFP in its operating environments – including in analysis such as vulnerability analysis and mapping; what strategies will be applied; what results linked to the new Strategic Plan and SRF are sought; and how these results will be achieved.</p>	<p>RMP</p> <p>RMP</p>	<p>Agreed.</p> <p>In September 2013, WFP’s country strategy quality standards checklist was amended to enable assessment of a country strategy’s potential to contribute to gender equality, particularly through the inclusion of gender analysis, and whether working toward gender equality is reflected in the strategy’s intended outcomes.</p> <p>Gender indicators are included in the 2014–2017 SRF as cross-cutting indicators and in the 2014–2017 MRF. Annual performance planning guidance will be updated to include the review of those gender indicators.</p>	<p>Implemented</p> <p>March 2014</p>
<p>Recommendation 2: Programming and operations</p> <p>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>OSZ</p> <p>OMG</p> <p>OSZ</p> <p>RMP</p>	<p>Agreed.</p> <p>WFP will develop and apply a set of minimum quality standards, based on the Inter-Agency Standing Committee (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>March 2014</p> <p>Ongoing</p> <p>End 2015</p> <p>Implemented</p> <p>June 2014</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>Office of DED/COO</p> <p>Country offices/regional bureaux</p> <p>Office of DED/COO; Office of the Assistant Executive Director, Partnership and Governance Services Department</p> <p>OMG</p> <p>OMG</p>	<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 Rome-based agencies (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 in seven countries; a retreat on this programme is held annually in Rome. Recently the RBAs undertook a peer review of their first System-Wide Action Plan (SWAP) reports.</p> <p>WFP has developed a strategic relationship with UN-Women, which is supporting WFP's roll-out of the 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>February 2015</p> <p>Ongoing</p> <p>Ongoing</p> <p>Implemented</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>OMG</p> <p>OMG (with support of the Human Resources Division (HRM))</p> <p>HRM</p>	<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>March 2014</p> <p>End 2016</p> <p>End 2016</p>
<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>OMG</p>	<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>June 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>OMG (with support of HRM)</p> <p>OMG</p> <p>RMP</p>	<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>



ACRONYMS USED IN THIS DOCUMENT

DED/COO	Deputy Executive Director/Chief Operating Officer
HRM	Human Resources Division
IASC	Inter-Agency Standing Committee
MRF	Management Results Framework
OMG	Gender Office
OSZ	Policy, Programme and Innovation Division
RBA	Rome-based agencies
RMP	Performance and Accountability Management Division
SPR	Standard Project Report
SRF	Strategic Results Framework
SWAP	System-Wide Action Plan