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UPDATE ON THE IMPLEMENTATION OF THE WFP GENDER MAINSTREAMING ACCOUNTABILITY FRAMEWORK

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for information.

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.: 066513-2645/2558).

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INTRODUCTION

1. At the 2012 Annual Session of the Executive Board, WFP provided an update on the implementation of the WFP gender policy corporate action plan and the new WFP Gender Mainstreaming Accountability Framework (GMAF).¹ The Board commended the focus on accountability for gender mainstreaming and requested WFP to report annually on implementation of the framework.
2. WFP informed the Board that successful gender mainstreaming would require sustained investment in developing the capacities of staff and partners to carry out gender analysis and integrate gender perspectives into every aspect of WFP's work to enhance food and nutrition security. The Board voiced concerns regarding the lack of resources to support implementation of the corporate action plan and asked WFP to invest more human and financial resources to promote gender equality goals in its programming, including by developing gender equality results and indicators across all programming areas.
3. WFP noted that it would address the funding gap for the action plan and implement institutional support measures, including gender-related capacity development and roll-out of the GMAF. This update reports on implementation of the corporate action plan and the GMAF since the Board's 2012 Annual Session.

MAIN ACTIONS TO DATE

4. Several actions for improving implementation of the action plan have been completed or are under way. Preparations for the evaluation of the gender policy began in early 2013; its report will be presented to the First Regular Session of the Board in February 2014. A revised WFP gender policy will be formulated based on the results of the evaluation and aligned with the new Strategic Plan for 2014–2017.
5. The Gender Office (OMG) is participating in the preparation of the new Strategic Plan, to ensure that gender is mainstreamed across WFP and that the Strategic Results Framework facilitates reporting on the use of sex-disaggregated data and associated results. The GMAF is based on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP),² and will be aligned with the Strategic Plan for 2014–2017 and the Management Plan.
6. Capacity development activities for staff were launched in 2012 and will continue in 2013 as part of the corporate roll-out of the Inter-Agency Standing Committee (IASC) gender marker. WFP has adopted the gender marker to assess the gender sensitivity of all project documents and grant proposals, including the resources they allocate to gender equality and the empowerment of women.
7. By March 2013, more than 150 staff members in the Dakar, Johannesburg and Panama regional bureaux and the Afghanistan country office had been trained to use the gender

¹ "Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010–2011)" (WFP/EB.A/2012/5-F).

² The action plan was developed to implement the United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact (CEB/2006/2), which has six main elements: a) accountability; b) results-based management for gender equality; c) oversight through monitoring, evaluation, audit and reporting; d) human and financial resources; e) capacity development; and f) coherence, coordination, and knowledge and information management. Reporting on the UN SWAP was informal in 2012, and will be on a formal basis from 2013.

marker. All projects and activities implemented in 2012 – except special operations and immediate-response emergency operations – were marked. OMG will complete gender marker training at the Nairobi, Cairo and Bangkok regional bureaux and for senior management at Headquarters by the end of 2013. WFP will then be able to guarantee that at a minimum all new projects include gender analysis and that plans are in place to ensure that regional bureaux can provide gender expertise for country offices. Training initiatives for senior management at Headquarters will ensure familiarity with the UN SWAP and the GMAF to support and facilitate corporate roll-out and reporting.

8. Over the past year, OMG supported the annual standardized project report (SPR) exercise with a gender analysis of WFP projects and programmes. Three conclusions can be drawn from this summary review:
 - i) There was little reporting on gender indicators in the SPRs, especially on the four new indicators introduced in 2012.
 - ii) Women do not yet participate equally with men in the leadership of food management committees, food monitoring and food-for-work activities.
 - iii) The analysis of participation in food-for-work activities based on the gender marker validates the marker as an effective tool in mainstreaming gender.
9. Another useful result of this analysis was the documentation of good practices. This will enable OMG to identify the actions that best address gender concerns, particularly the strategic and practical needs of women, men, boys and girls. Examples of good practice include nutrition training that involved men and boys, as well as women and girls; initiatives on sexual and gender-based violence, to reduce risk and exposure to violence; and awareness raising on the impact of gender inequality on food security. A project's gender marker score provides corporate information on how effectively the project design supports gender mainstreaming, and links this to results. Examples of good practice in a project do not necessarily mean that gender has been successfully mainstreamed throughout all project activities, but they do provide information about field-level activities that should be incorporated into future projects.
10. Gender Office activities to enhance gender mainstreaming in WFP include, in partnership with the Institute of Development Studies (IDS), a three-year research programme called "Innovations from the field: gender mainstreaming from the ground up for WFP". This programme is expected to equip and orient WFP to mainstream gender equality in the delivery of its Millennium Development Goal commitments by establishing systems that facilitate learning from, and adoption of, innovations in gender equality. The procedures for engaging IDS were completed in April 2013; the research countries identified are Guatemala, Kenya, Lesotho, Malawi and Senegal. A workshop to launch the partnership and associated research is planned for May 2013.
11. The Gender Innovation Fund (GIF) continues to provide support for country offices to design and implement context-led projects based on gender analysis. The GIF helps to enhance WFP's overall corporate knowledge base and results on gender. GIF projects have been implemented in 40 countries.
12. One example of a GIF project is in Nepal, where educational materials are being developed to sensitize girls and boys on the importance of including both men and women in local agricultural work. This project responds to the challenge of changing gender roles, with men increasingly abandoning rural areas for higher-income opportunities in urban areas, leaving women to work on farms. A GIF project in Lesotho focuses on the gendered roles defined since childhood and how these hinder men's involvement in child nutrition

and caring activities. The project uses the positive deviance behavioural change approach to encourage men and boys to play active roles in child nutrition and care. A GIF project in Burundi focuses on analysing gender inequality, such as low education enrolment rates for girls, early marriage and gender-based violence, in communities of Batwa, a minority group. The project aims to raise gender awareness in these communities and provide livelihood support to women.

13. WFP uses partnerships to improve its work and results on gender. A partnership involving the Rome-based agencies and the United Nations Entity for Gender Equality and the Empowerment of Women (UNW) has resulted in the five-year, US\$35-million joint programme Accelerating Progress toward the Economic Empowerment of Rural Women, to be implemented initially in seven countries.³ The programme was officially launched in 2012; the Memorandum of Understanding for implementation among the four agencies is expected to be signed in early 2013.

THE WAY FORWARD

14. This is a year of transition for OMG. While implementation of ongoing programmes and projects continues, much of the focus is on identifying measures and work streams for full implementation of the UN SWAP and the GMAF.
15. WFP developed the GMAF in 2012 to facilitate implementation of its gender policy and action plan, and to ensure senior managers' accountability for and leadership of gender mainstreaming.
16. The purpose of the GMAF is to:
 - establish minimum standards – aligned with the UN SWAP performance indicators – for each WFP unit, to create an operational environment conducive to gender mainstreaming;
 - provide clear guidelines on the accountability and reporting requirements of senior management;
 - support senior managers to enhance leadership on gender mainstreaming;
 - clarify the Board's oversight functions regarding gender mainstreaming; and
 - identify trends over time and note areas where further resources and support – financial and technical – are needed.

³ Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda.

ACCOUNTABILITY FUNCTIONS	
Executive Board	Provide oversight for the Executive Director's annual report on the GMAF. Ensure adequate funding for implementation of the GMAF. Ensure that individual staff accountability frameworks are completed and followed up.
Executive Director	Report yearly to the Board on progress in meeting the GMAF standards. Implement the gender policy and its corporate action plan. Meet the minimum standards set in the GMAF. Provide oversight for the synthesis report of individual senior managers' accountability frameworks.
Deputy Executive Director and Chief Operating Officer (COO)	Complete annual accountability frameworks for the Country Directors by 1 December, Regional Directors by 15 February, and the Deputy Executive Director and COO by 15 April. Complete an annual synthesis of findings and upload it on to the WFP Intranet by June.

17. A first WFP baseline for UN SWAP minimum standards will be established by June 2013, with the first baseline for the GMAF scheduled for completion by September 2013. Results of a corporate self-assessment included in the evaluation of the gender policy will be used to establish the baseline for UN SWAP minimum standards. Current plans are to have Country Directors complete annual reports on the minimum standards by 1 December, Regional Directors by 15 February, and the Deputy Executive Director and COO by 15 April of each year.
18. The Gender Office will coordinate the production of an annual report on corporate achievement of the minimum standards for submission to the Board's Annual Session. This report will form the basis for WFP's contributions to the Secretary-General's report to the Economic and Social Council of the United Nations *Mainstreaming a gender perspective into all policies and programmes in the United Nations system*.
19. The Gender Office was allocated two P-4 staff posts and one G-5 post in the 2013–2014 budget. The three posts will provide substantial support to OMG, which previously functioned with only one professional position – that of the Chief/Director. The two professional staff members will assume their new positions in mid-2013; the G-5 staff member took up the new post in April 2013. It will be necessary, at a minimum, to equip the regional bureaux with capacity to provide country offices with expertise on gender and – to the extent possible – protection, along with programming support. Recent evaluation reports highlighted the need for stronger gender support to country offices, so it would be highly desirable to establish a gender adviser position at each regional bureau.⁴
20. Last year's update stressed the need for resources to implement the corporate action plan and activities for sustained gender mainstreaming in WFP, including capacity development of staff and partners. It is therefore necessary not only to maintain at least the current level of resources for roll-out of the GMAF, but also to support the launch and development of new initiatives and corporate processes, such as gender-based budgeting and gender audits, which will require further capacity development and training. It would be beneficial for OMG to have the support of full-time, technical gender and capacity development expertise rather than the current temporary support.

⁴ Currently, there is a temporarily funded position at the Dakar Regional Bureau.

21. Another major objective for OMG this year will be the implementation of the Protection from Sexual Exploitation and Abuse work plan, in collaboration with the Humanitarian Crisis and Transition Unit. Related to this, the IASC Task Force commissioned a film, *To Serve with Pride*, as a corporate awareness-raising tool for United Nations personnel and cooperating partners.
22. As noted in last year's report,¹ the regular and frequent turnover of staff in WFP means that far more than a single training session will be required to build functional and sustainable corporate gender analysis capacity and gender-focused processes. Gender mainstreaming will only be possible if gender is fully incorporated into corporate and associated work streams, and integrated into the overall corporate culture, training programmes and associated business processes, to produce measureable and demonstrable results.

ACRONYMS USED IN THE DOCUMENT

COO	Chief Operating Officer
GIF	Gender Innovation Fund
GMAF	Gender Mainstreaming Accountability Framework
IASC	Inter-Agency Standing Committee
IDS	Institute of Development Studies
OMG	Gender Office
SPR	standardized project report
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women