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Agenda Item 5

WFP/EB.A/2016/5-F*

Policy Issues

For information

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Update on the Gender Policy

Executive Summary

This document updates the implementation of the Gender Policy 2015–2020 requested by the Board when it approved the policy in May 2015. Annex III provides an update on the Gender Mainstreaming Accountability Framework, which was developed in 2012 to facilitate WFP's implementation of the contributions to the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women.

Significant progress on the policy has been made in these areas: i) a comprehensive Gender Action Plan established actions and accountabilities for implementing the policy; ii) a regional gender implementation strategy for each WFP regional bureau, and a theory of change for gender equality programming, are bringing the policy to the field level; iii) WFP's achievement and performance on the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women is being strengthened; and iv) a Gender Results Network in every country office and regional bureau has been launched to facilitate and advise on gender-related activities.

The new policy includes four objectives, which aim to integrate gender equality and women's empowerment into all of WFP's work and activities to ensure that the different food security and nutrition needs of women, men, girls and boys are met:

- I. Food assistance adapted to different needs
- II. Equal participation
- III. Decision-making by women and girls
- IV. Gender and protection

Regional gender strategies are essential to the success of the Gender Policy: they bring the policy to the field level, and link it to the contexts in which WFP works. Each regional strategy, aligned with the Gender Action Plan, addresses: i) collection, analysis and use of sex- and age-disaggregated data and systematic use of gender and age analysis; ii) integration of information and knowledge management and communication for gender equality and women's empowerment; iii) strategic involvement of men and boys in WFP programmes; iv) financial resource tracking and allocation for gender equality and women's empowerment activities; v) capacity development; vi) partnerships; vii) active and effective utilization of the Gender Results Network; and

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viii) staff accountability and oversight for results.¹ In addition, five of the six regional strategies have explicit nutrition-related outputs.

The goals and aims of the six regional strategies are summarized below.

<i>Asia and the Pacific (Bangkok)</i>	To empower staff to recognize, manage and address the gender and age aspects of food security and nutrition so that WFP's operational effectiveness is increased. To inspire, inform, guide, support and reward staff for effectively implementing WFP's gender equality and women's empowerment aspirations. To understand the value of gender equality and women's empowerment, and have either the capacity to incorporate gender and age considerations into programme and operations activities themselves, or access to expertise.
<i>Middle East, North Africa, Eastern Europe and Central Asia (Cairo)</i>	To make gender equality considerations an inherent part of the project cycle. To make WFP's work on gender equality more visible and credible. To address the major changes that the regional bureau and country offices will need to make to mainstream gender considerations.
<i>West Africa (Dakar)</i>	To promote discussion and deepen understanding at all levels around how gender norms influence the challenges and opportunities of men, women, girls and boys in the region, for staff and beneficiaries alike. To make staff at all levels in all countries and across all functional units empowered and accountable for driving forward gender equality programming and organizational change.
<i>Southern Africa (Johannesburg)</i>	Programmes and technical assistance in southern Africa are informed by greater gender analysis and aim to increase enrolment and retention in school, improve food and nutrition security and learning outcomes for girls, and improve access to economic and livelihood opportunities for women and men.
<i>East and Central Africa (Nairobi)</i>	To contribute to gender equality and equity in countries assisted by WFP in East and Central Africa at the household, local and national levels through the integration of gender equality, equity and empowerment of disadvantaged population groups into all aspects of its activities. To better integrate gender and protection considerations into existing programmes, leverage best practices, promote sharing of experiences and knowledge, and define and replicate the investments and factors that can produce the most significant outcomes.
<i>Latin America and the Caribbean (Panama)</i>	To enhance the evidence-based link between gender equality and food security and nutrition in countries where WFP works through the provision of technical assistance and capacity strengthening of governments, and the design and implementation of programmes that respond appropriately to the food and nutritional security needs of men and women, boys and girls, thus contributing to achieving the Zero Hunger Challenge.

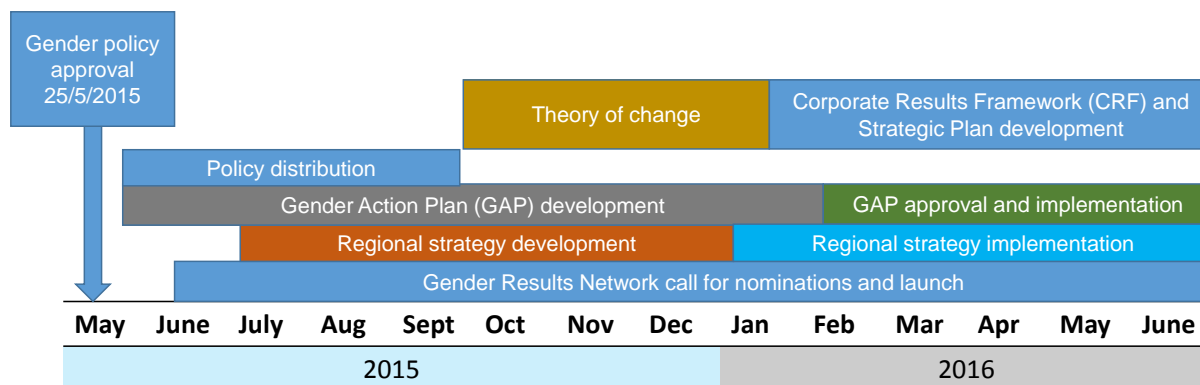
Working with its partners and focusing at the field level, WFP will continue to contribute to the Sustainable Development Goals, with robust gender considerations in all WFP programming, activities and operations.

¹ Accountability and oversight includes ensuring ethical standards of conduct and conditions for every man, woman and child to live in dignity and freedom, including respect of fundamental human rights and the equal rights of women and men.

Introduction

1. The last update on the WFP Gender Policy was presented at the Board's Second Regular Session in 2014 and reported on implementation of the WFP Gender Policy 2009 and the Corporate Action Plan (2010–2011). The update also covered the findings and recommendations of an evaluation of the policy, which recommended developing a new corporate Gender Policy. The Board approved the new Gender Policy 2015–2020² in May 2015 and a Gender Action Plan (GAP)³ in February 2016.

Figure 1: Timeline for implementation of the new Gender Policy (May 2015–June 2016)

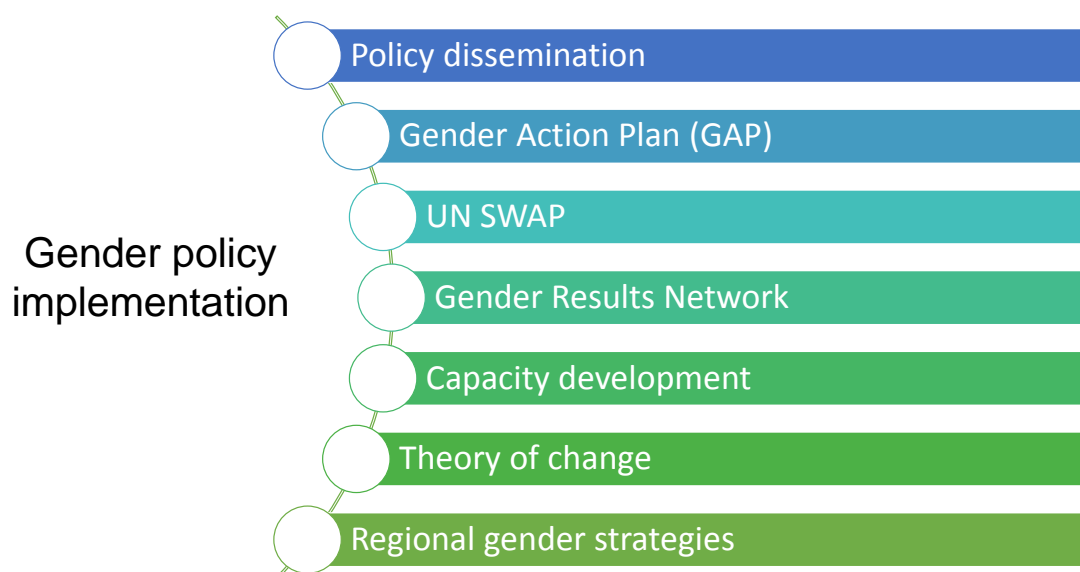


2. At the Board's 2015 Annual Session, WFP provided the fourth update on implementation of the Gender Mainstreaming Accountability Framework (GMAF), which was developed in 2012 to facilitate WFP's implementation of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP). An update on implementation of the GMAF in 2015 is included as Annex III of this document.

Actions to Date

3. The main actions following approval of the new Gender Policy are shown in Figure 2. These actions and the progress made are detailed in the following sections.

Figure 2: Main actions in implementing the new Gender Policy



² WFP/EB.A/2015/5-A

³ WFP/EB.1/2016/4-B

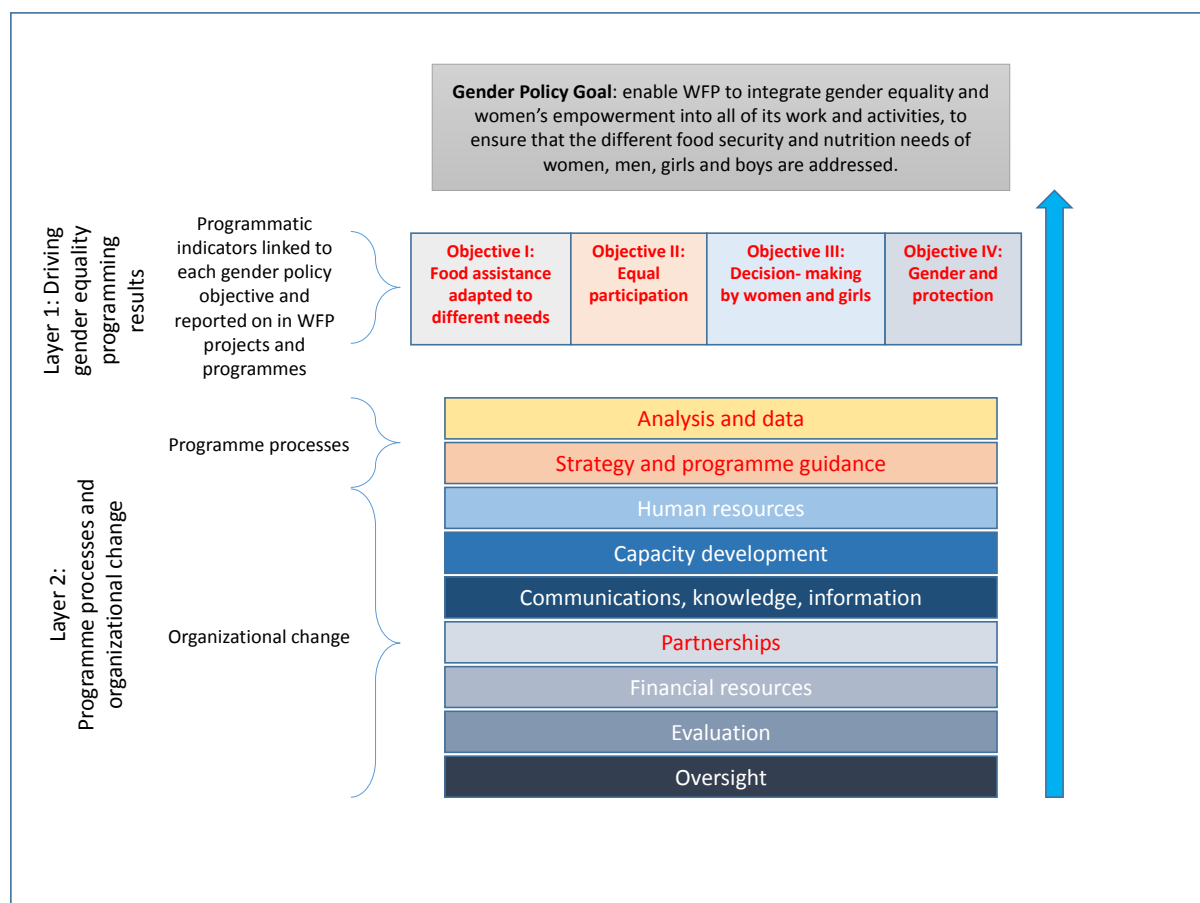
Policy Dissemination

- All country offices, regional bureaux and WFP offices have received a dissemination package containing the Gender Policy 2015–2020, policy briefs, guidance on the gender marker system, a tool for gender analysis in emergencies, and graphics and talking points for communication and advocacy. These materials are available in Arabic, English, French and Spanish.

Gender Action Plan

- The GAP translates the goal of the new Gender Policy into concrete and measurable actions and accountabilities to be implemented between 2015 and 2020 in two “layers”.

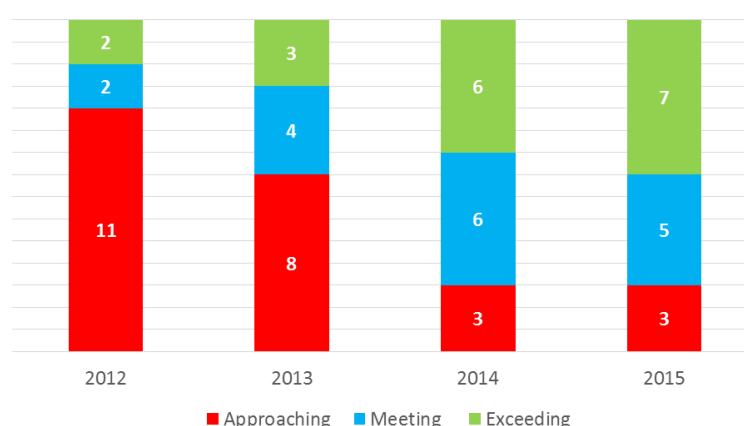
Figure 3: Implementation of the Gender Action Plan



- The Gender Office (GEN) is working with the lead units identified in the GAP to develop action plans in their respective action areas. WFP will use the indicators established in the GAP to measure progress in these action areas for its annual reporting to the Board on implementation of the Gender Policy.

United Nations System-Wide Action Plan

- Figure 4 shows the status of implementation of the UN SWAP since 2012. Details can be found in Annex III.

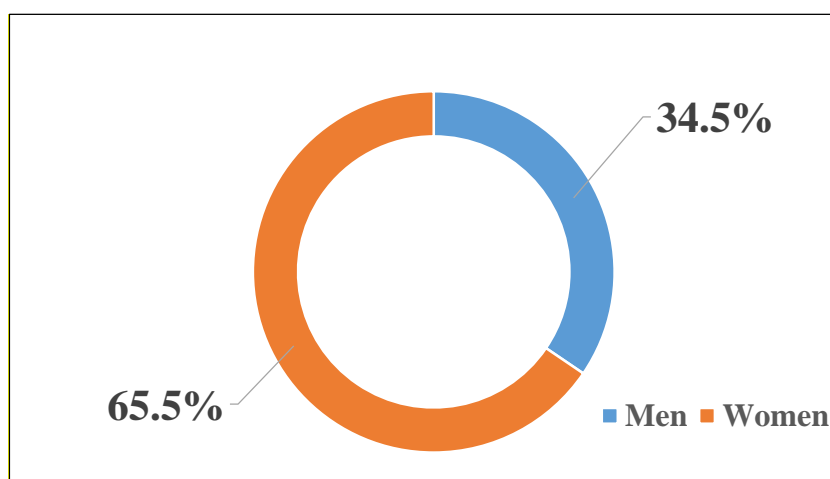
Figure 4: WFP's Implementation of the UN SWAP, 2012–2015

Gender Results Network

8. The Gender Advocates Network has been relaunched as the Gender Results Network (GRN), which aids WFP in integrating gender equality and women's empowerment (GEWE) into all of its work. GRN members serve as facilitators, catalysts and advisers. Their terms of reference assign them to GRN teams, and they spend at least 20 percent of their working time on gender-related activities. Each team has members from a variety of functions, with the aim of balanced representation of women and men (Figure 5), national and international staff, and different professional levels. Table 1 provides an analysis of GRN membership by region.

TABLE 1: GENDER RESULTS NETWORK MEMBERS BY REGION*	
Region	Number of members
Global Headquarters offices	34
Asia and the Pacific (RBB)	67
Middle East, North Africa, Eastern Europe and Central Asia (RBC)	42
West Africa (RBD)	74
Southern Africa (RBJ)	58
East and Central Africa (RBN)	25
Latin America and the Caribbean (RBP)	34
TOTAL	334

* The target number of GRN members in each regional bureau depends on the sizes of the country offices in the region: very small and small country offices each have one GRN member plus an alternate; medium-sized offices have three members; large offices have four; and very large offices have five

Figure 5: Gender Results Network Members by Sex

Capacity Development

9. Capacity development on gender empowers employees and institutions through activities such as analysis of policy contexts, awareness-building, institutional adjustments, and research:
 - WFP is strengthening a corporate capacity development plan based on results from the 2014 WFP-wide gender capacity assessment.
 - In partnership with UN-Women,⁴ WFP has incorporated four modules of the “I Know Gender” e-learning course into the Learning Management System (LMS) available to all WFP employees.
 - WFP is continuing to explore avenues of collaboration to strengthen the evidence-base of its programming, such as with the Gender Equality Studies and Training Programme of the United Nations University.
 - A capacity development module on gender in emergencies has been incorporated into WFP’s Functional and Support Training for Emergency Response (FASTER), and gender considerations were included in a review of the “Getting Ready for Emergencies” course for all employees deployed in emergencies.
 - WFP has established terms of reference for gender advisers to be deployed in regional bureaux and very large country offices⁵ through standby partnerships.⁶
 - Since 2013, WFP has provided the INSPIRE women’s leadership and career development programme for 165 women to help increase the number of women leaders and achieve gender parity at senior management levels. The programme has been delivered in Cairo, Dakar, Johannesburg and Rome.

The Gender Marker System

10. Of the 22 new operations, projects and programmes reviewed in 2015, 19 (86 percent) received a gender marker code of 2a or 2b, meaning that they contribute significantly to GEWE. In 2012, when WFP adopted the Inter-Agency Standing Committee (IASC) gender marker system, this

⁴ United Nations Entity for Gender Equality and the Empowerment of Women.

⁵ In 2016, these very large country offices are in Afghanistan, Bangladesh, Chad, the Democratic Republic of the Congo, Ethiopia, Iraq, Kenya, Nepal, the Niger, Pakistan, Somalia, South Sudan, the State of Palestine, the Sudan, the Syrian Arab Republic, Uganda, Ukraine and Yemen.

⁶ <http://go.wfp.org/web/standbypartners/cross-cutting>

figure was 24 percent (Table 2). WFP's corporate target for gender mainstreaming is for 100 percent of new projects to be coded 2a or 2b.⁷

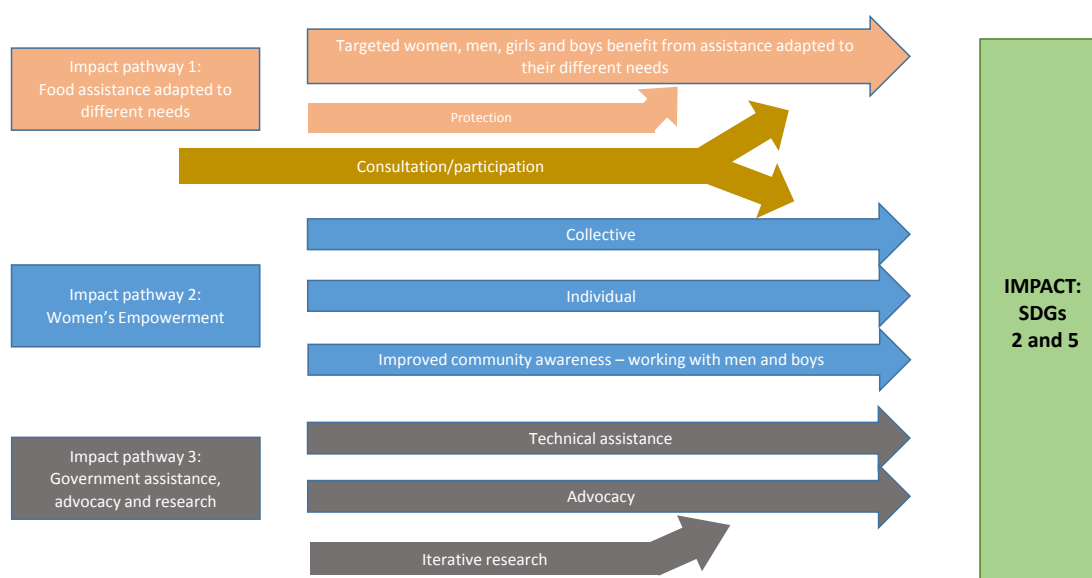
	2016	2015	2014	2013	2012
Target	100	100	75	50	50
Achievement	–	86	79	50	24

11. During 2016, WFP will transfer the responsibility for gender marker coding to regional bureaux, increasing accountability for gender at the field level. This transfer will be accompanied by training and capacity development for regional bureau and country office staff and will enable WFP to ensure that gender is adequately included at all stages of the project cycle.

Theory of Change for Gender Equality Programming

12. WFP has developed a theory of change that explains how programme results contribute to GEWE, food security and nutrition. The theory of change defines three impact pathways that show how WFP contributes to GEWE through its activities, outputs, immediate and intermediate outcomes, and impacts. The gender equality theory of change is a useful tool for informing development of the Corporate Results Framework (CRF), programmes and project activities. The theory of change has undergone extensive internal review and is being tested at the country level.

Figure 6: Summary of the Theory of Change for WFP's Gender Equality Programming⁸



Regional Gender Strategies for Implementation of the Gender Policy

13. Central to WFP's commitments to GEWE is the understanding that "context is everything". Contexts and programmes vary widely across the countries and regions where WFP operates.
14. WFP's Gender Policy calls for regional gender strategies to guide policy implementation. While WFP's global goals and objectives for GEWE apply to all of its operations, individual actions and programmatic direction should reflect the different local, national and regional contexts in which WFP works. In June 2015, following approval of the Gender Policy 2015–2020, the

⁷ Gender marker definitions: 2b = principal purpose is to advance gender equality and women's empowerment (GEWE); 2a = contributes significantly to GEWE; 1 = contributes in a limited way to GEWE; 0 = gender-blind.

⁸ The full theory of change for gender equality programming details the logic behind WFP's programmatic approach to GEWE and describes the results chain, assumptions, risks and available evidence.

six regional bureaux were called upon to develop regional gender strategies for 2016–2020. Funds (USD 50,000) were made available to each regional bureau for this work. The regional strategies bring the Gender Policy to the field level and provide strong linkages to the daily work of country offices.

15. Together with the GAP and the Gender Policy, the Regional Gender Strategies define clear results, accountabilities and responsibilities, responding to recommendation 1B of the evaluation of the 2009 Gender Policy.⁹
16. Adoption of a common approach to develop these regional strategies ensures that they have uniform structural elements and methodology, as well as feed into existing reporting mechanisms (notably the GAP and the UN SWAP). The statements in each Strategy respond to the findings of the regional gender analysis and institutional review that each regional bureau carried out.
17. *Rationale.* Each Regional Gender Strategy stresses the global importance of GEWE while explaining why a context-specific approach is essential for WFP to deliver on gender-transformative results. The strategies complement the corporate Gender Policy by pushing WFP to focus on context-specific gender dimensions of food security and nutrition. For instance, RBP's Regional Gender Strategy describes how most of WFP's activities in the region are in capacity development and technical assistance for governments. In RBC's Strategy, the high levels of conflict, crisis, refugees and internal displacement call for gender equality programming that focuses on emergency contexts, and inform the strategic direction for WFP operations. These contrasting operational environments emphasize the relevance of WFP's context-specific regional gender strategies.
18. *Methodology.* The regional bureaux developed their strategies through the consultative, consensus-building and evidence-based approach used to develop the WFP Gender Policy 2015–2020. As well as inputs from country offices, comparator organizations, other United Nations agencies and Headquarters units, the development of each strategy was also guided by peer review and feedback panels, the use of external reference groups, and partnerships and information-sharing among the six regional bureaux. Validation workshops, field visits and extensive engagement of country offices and partners helped ensure that the strategies are embraced by all staff in the areas where WFP operates.
19. *Regional analysis.* Each regional bureau prepared an overview of major GEWE issues and gaps in the region, and examined food security and nutrition laws, policies, regulations and institutional practices that influence how men and women act and make decisions; cultural norms and beliefs around food and nutrition; gender roles, responsibilities and time use in activities related to food and nutrition; access to and control over assets and resources; and patterns of power and decision-making. Given the wide geographic and cultural scope of these analyses, they provide a general overview based on secondary information.
20. The regional analyses were essential in guiding the design of the strategies and providing evidence that each strategy is informed by context-specific gender analysis. They will remain crucial as WFP continues to stress the importance of gender analysis for all programming and activities.
21. *Lesson learning and mapping.* Regional bureaux also reviewed programmes, projects, activities, good practices and challenges in gender equality programming by:
 - a) analysing WFP's experience of working on GEWE in the region;
 - b) identifying gaps in WFP's contribution to the achievement of GEWE, along with time-bound actions for closing the identified gaps and creating opportunities for change;
 - c) mapping partnerships with other stakeholders in the local context, in line with corporate principles and priorities for partnership; and

⁹ Evaluation of WFP's 2009 Gender Policy ([OEV/2013/008](#))

- d) analysing capacities at the regional bureau and in country offices to inform decisions regarding the appointment of regional gender advisers to ensure field-oriented implementation of gender equality programming, in line with the findings of evaluations of previous gender policies in 2008 and 2013.¹⁰
22. *Implementation.* Based on the analyses and lessons learned, the regional strategies detail specific goals, objectives or outcomes, outputs and activities, with clear timelines for implementation; and the roles and responsibilities of senior management in leading implementation of the gender policy at the regional bureau and in country offices. Each regional bureau prepared a detailed budget covering the costs of implementing activities, staff, training and other elements.
 23. The strategies respond to evaluation findings and recommendations and to the working contexts of the regional bureaux and country offices; are in line with WFP's corporate commitments; and reflect the six elements of the UN SWAP (Annex III), thus feeding into WFP's corporate reporting requirements. In spite of the many differences among regions, there are also many commonalities among the findings.
 24. *Next steps.* Each of the Regional Gender Strategies will be incorporated into country office action plans and country strategies. The action plans will define results and how they are to be achieved and measured through country office results frameworks. Through this iterative contextualization, from corporate to regional to country level, WFP's gender equality programming will be tailored to the diverse contexts in which WFP works. The regional bureaux are ensuring that their gender strategies are translated into the working languages in each region, to facilitate meaningful adoption and review with stakeholders.
 25. The regional bureaux are disseminating their strategies through the GRN to promote ownership and buy-in by country offices. Regional bureaux will also use newsletters, sharing platforms and other knowledge management tools for dissemination. Elements of the region's strategy will be incorporated into regional training, workshops and meetings to ensure that all staff are aware of how the strategies can be implemented.
 26. Summaries of the strategic goals, outcomes, outputs and priority areas of each Regional Gender Strategy are provided in Annex I. Summaries of their budgets are in Annex II.

Accountability and Engagement

27. In WFP, gender is everybody's business. This principle is reflected in the [Gender Action Plan](#) which establishes specific actions across WFP, from Headquarters to the field. Headquarters units are responsible for mainstreaming GEWE into their technical areas, including in programme guidance, project design, other technical functions, and staffing. For example, the Nutrition Division (OSN) joined the GRN in 2015 and outlined actions for enhancing attention to gender in WFP's work in nutrition. OSN and GEN held a briefing at Headquarters to improve understanding of how the Gender Policy applies to nutrition. In 2016, OSN will recruit an expert to enhance the integration of gender-responsive elements and analysis into its nutrition work, and will support an assessment of the contribution of food assistance for assets to women's socio-economic empowerment and improved nutrition, led by the Resilience and Prevention Unit. GEN has joined OSN's nutrition-sensitive working group to assist gender mainstreaming in nutrition programmes and approaches.
28. Regional bureaux coordinate GEWE initiatives among the country offices in their respective regions, providing technical support and ensuring that the Regional Gender Strategy is implemented and that country offices deliver on their action plans and GEWE commitments. Country offices are responsible for ensuring that WFP projects and programmes deliver gender equality results to the people WFP serves. GEN is responsible for coordinating WFP corporate efforts to mainstream gender; providing technical back-stopping and oversight to regional bureaux, country offices and Headquarters units; generating commitment to gender mainstreaming by engaging with staff and sharing successes; coordinating knowledge-sharing

¹⁰ OEDE/2008/4; WFP/EB.1/2014/5-A* and management response.

and information exchange; and representing WFP in communities of practice and other international and inter-agency fora. The Executive Management Group provides oversight on implementation of the GAP and the Gender Policy.

What Next for 2016?

29. In the year since approval of the Gender Policy 2015–2020 WFP has made considerable progress in its implementation. Actions planned for 2016 include:
 - a) incorporating gender dimensions fully and robustly into the Strategic Plan (2017–2021) and the CRF;
 - b) as part of the Financial Framework Review, identifying ways of tracking resources and results related to GEWE in the new CRF;
 - c) recruiting regional gender advisers to support implementation of the regional strategies;
 - d) supporting gender training and capacity development initiatives led by regional bureaux;
 - e) coordinating training for GRN members, including through regional workshops;
 - f) rolling out e-learning modules on gender, diversity and inclusion for all staff;
 - g) decentralizing use of the gender marker tool, with training;
 - h) developing a corporate gender handbook to provide guidance on gender analysis, project design, sex and age disaggregation of data, gender indicators and other essential elements of gender equality programming, to be issued in 2017;
 - i) holding webinars and panel discussions on topics such as Gender Equality and the 2030 Agenda for Sustainable Development and the Agenda 2063 of the African Union, gender in emergencies; WFP's WFP Men Stand for Gender Equality Movement; and the gender marker system;
 - j) delivering the inclusive leadership training course to targeted teams and country offices where there are challenges to diversity, inclusion and gender equality – the course is offered by the Human Resources Division and will focus on inclusion, unconscious bias and the leadership behaviours required to create high-performing teams; and
 - k) developing an introductory e-learning resource on diversity, inclusion and gender, including a guide to encourage team discussions, for release by June 2016 in English and French and by the end of 2016 in Spanish and Arabic.

Resources

30. WFP will continue to integrate gender dimensions into management plans for 2017–2021 and seek multilateral and direct contributions to further support full and effective implementation of the Gender Policy 2015–2020.
31. All regional bureaux have strengthened gender-related expertise by deploying gender experts from standby partners or contracting gender specialists to support the formulation of their regional gender strategies. The Regional Gender Advisers under recruitment will be responsible for providing programme advice; leading gender training and capacity development initiatives; coordinating the GRN in the region; calculating gender marker scores; and providing gender-related programme guidance and leadership. Funding has been allocated for Regional Gender Advisers in all regional bureaux until the end of 2016, to strengthen the implementation of regional strategies.
32. Among the 19 very large country offices listed in the Management Plan (2016–2018), Mali, the Sudan, the Syrian Arab Republic and Uganda have recruited or are recruiting gender advisers. Management is exploring options for supporting other countries, based on need. Further provisions will be made in the management plans for 2017–2021.

ANNEX I

Regional Strategy Excerpts

ASIA AND THE PACIFIC (BANGKOK)

Main aims of the strategy: To empower staff to recognize, manage and address the gender and age aspects of food security and nutrition so that WFP's operational effectiveness is increased. To inspire, inform, guide, support and reward staff for effectively implementing WFP's GEWE aspirations. To understand the value of GEWE, and have either the capacity to incorporate gender and age considerations into programme and operations activities themselves, or access to expertise.

Outcome 1: Country offices and RBB sensitized to WFP's gender environment

Outputs:

- 1.1 All corporate gender-related initiatives and the regional implementation strategy are received and understood by all regional bureau and country office staff.
- 1.2 All staff are aware of gender analysis, monitoring and reporting requirements.
- 1.3 A calendar of "key gender activities" is developed and consistently updated.

Outcome 2: The capacity and confidence of staff to work on GEWE enhanced

Outputs:

- 2.1 Staff recognized, rewarded and provided with incentives to continue employing gender analysis and promoting GEWE.
- 2.2 Strengths and weaknesses in country offices' capacities and interest in working on GEWE identified.
- 2.3 Country offices effectively apply the "buy, borrow and build" approach to increase their gender capacity.
- 2.4 At least 80 percent of staff receive gender sensitivity training.
- 2.5 Relationships developed with GRN members in other regions.
- 2.6 Gender balance achieved in all country offices.
- 2.7 All staff understand the linkages between GEWE and WFP programmes.
- 2.8 Staff participate in professional fora/workshops/accredited gender training courses

Outcome 3: Communication and information flows on issues of GEWE increased

Outputs:

- 3.1 All staff have increased access to and awareness of existing GEWE resources.
- 3.2 Innovative gender information platforms created and used.
- 3.3 Eighty percent of staff meet corporate requirements on gender training by mid-2017.

Outcome 4: Improved partnerships that enhance WFP's effectiveness in gender

Outputs:

- 4.1 At least three country offices complete a mapping exercises of partners' gender capacity each year.
- 4.2 At least two new partnerships developed by country offices include GEWE as an area of collaboration, each year.
- 4.3 A peer advisory group formed to provide guidance and advice to RBB's GRN.

Outcome 5: Additional resources to support GEWE activities identified and mobilized

Outputs:

- 5.1 Increased resources mobilized for regional and country office GEWE activities.
- 5.2 Increased number of gender activities explicitly elaborated in project planning documents and budgets.

Outcome 6: WFP staff better understand gender mainstreaming responsibilities and the structure, roles and responsibilities of the GRN

Outputs:

- 6.1 GRN has access to relevant and timely technical support.
- 6.2 Work plans, Performance and Competency Enhancement (PACE) processes and Personal Development Plans of network members include GRN responsibilities.
- 6.3 All country offices maintain and update country office gender analysis.

As country offices embark on realizing their obligations under the Gender Policy and the GAP, the RBB Gender Strategy details the following priority areas that have potential to significantly improve WFP practice, and RBB will provide support to country offices as required:

- sex- and age-disaggregated data;
- gender and age analyses;
- the IASC gender marker;
- work with boys and men;
- assisting single-headed households;
- ensuring education;
- recognizing gender-differentiated impacts of crises; and
- disaster risk reduction.

MIDDLE EAST, NORTH AFRICA, EASTERN EUROPE AND CENTRAL ASIA (CAIRO)

Main aims of the strategy: *To make gender equality considerations an inherent part of the project cycle. To make WFP's work on gender equality more visible and credible. To address the major changes that the regional bureau and country offices will need to make to mainstream gender considerations.*

Work will focus on the following areas to ensure that GEWE gaps are addressed and that the four objectives of the Gender Policy are achieved:

- adapting nutrition interventions to different needs;
- ensuring equal participation of men and women in food assistance and nutrition projects, engaging men, as “agents” or “champions” of change where appropriate;
- building resilience in protracted crisis situations and integrating gender into disaster risk reduction and climate change programmes; and
- improving protection and accountability to affected populations.

Outcome 1: Age and gender analysis to improve gender mainstreaming and better target interventions

Outputs:

- 1.1 Age and gender analyses and formulation of country office Gender Action Plans and Gender Equality Strategies that identify GEWE issues and opportunities.
- 1.2 Country office projects and programmes that integrate gender considerations systematically and include budget lines for gender-related costs.
- 1.3 Country office projects that respond to gender equality gaps.
- 1.4 Emergency operations that are informed by age and gender analysis and take into consideration gender inequalities and the potential different impacts of the crisis on women, men, girls and boys.
- 1.5 All projects achieve IASC gender marker codes 2A or 2B.

Outcome 2: Improved design, implementation and monitoring and evaluation of GEWE outcomes with the participation of intended beneficiaries

Outputs: *2.a Development of GEWE programming guidance and tools in conjunction with the Regional Bureau*

- 2.a.1 Development of age and gender analysis tools and guidance.
 - 2.a.2 Enhancement of capacities of vulnerability analysis and mapping (VAM) and monitoring and evaluation (M&E) staff to incorporate gender considerations into assessment and monitoring tools, including for remote settings.
 - 2.a.3 Provision of gender and protection training to WFP staff.
- 2.b Increased participation of different sex and age groups in the design, implementation and monitoring of WFP projects*
- 2.b.1 Use of participatory approaches in order to involve different groups in baselines, design, implementation, monitoring and evaluation, with particular attention paid to integrating beneficiary participation in remote contexts.
 - 2.b.2 Gender-balanced field teams with the capacity to support the participation of different sex and age groups in WFP's work.

2.c Developing the capacity of cooperating partners on GEWE

2.c.1 Training modules on GEWE that take account of different country contexts.

2.c.2 Field-level agreements (FLAs) tailored to incorporate context-specific GEWE considerations and that include concrete actions.

Outcome 3: WFP improves information-sharing and learning and builds knowledge in order to bolster the credibility and visibility of its gender equality work in the region

Outputs:

- 3.1 Identification of opportunities to advance gender equality in the region, building on WFP's comparative advantage of analytical work in food security and partnerships with a range of stakeholders.
- 3.2 Establishment of annual regional meetings and a virtual network for real-time exchanges to discuss gender equality work and to share good practices on GEWE interventions.
- 3.3 Development of GEWE project database and consolidation of country office gender-related documents.
- 3.4 Research and evaluations on gender equality and food security and related publications.
- 3.5 Regional bureau and country office communication pieces on gender equality and food security.
- 3.6 Contributions to the Gender Unit newsletter.

Outcome 4: WFP builds knowledge and policy and governance partnerships in order to advance its role in promoting GEWE

Outputs:

- 4.1 Country office partnership mapping exercises that identify plans and potential partnerships with national governments, United Nations partners, non-governmental organizations (NGOs) and civil society groups or networks to further GEWE as a way to improve food security and nutrition in the region.
- 4.2 Identification of and support for government ministries/institutions requiring technical assistance and/or for policy influence.
- 4.3 In humanitarian contexts using the cluster system, identification of opportunities for joint programmes on GEWE and protection and for training of WFP staff and partners on protection and gender equality.
- 4.4 Increased WFP involvement in consultative groups and country-level initiatives such as Gender Theme Groups and United Nations country team (UNCT) Gender Action Plans.
- 4.5 Active engagement by RBC in the Europe and Central Asia Regional Working Group on Gender and the Regional Gender Theme Group for the Arab States.
- 4.6 Expansion of partnerships with academic institutions to support the achievement of Outcome 3 and the production of robust evidence on which to base advocacy and technical assistance initiatives.
- 4.7 Tapping of thematic funds from donors that include GEWE.

Outcome 5: WFP carries out the necessary organizational change and ensures the necessary resources are in place to support GEWE programming

Outputs:

- 5.1 Recruitment of RBC Gender Adviser to guide the overall implementation of the Regional Strategy with the support of senior management in the regional bureau and heads of units.
- 5.2 Activation of regional bureau and country office Gender Results Networks.
- 5.3 Promotion of a gender transformative culture within WFP:
 - workforce analytics with the aim of improving gender balance in WFP staffing;
 - where necessary, adoption of gender-aware and family-friendly policies responding to the needs and circumstances of staff; and
 - targeting of women-only training institutions during recruitment.
- 5.4 Staff resources and capacity development on GEWE
 - functional and technical training in relation to GEWE provided to WFP staff; and
 - GEWE learning solutions based on the 70-20-10 model are developed.
- 5.5 Gender expenditure analysis to ensure that funding contributes to the implementation strategy.

WEST AFRICA (DAKAR)

Main aims of the strategy: *To promote discussion and deepen understanding at all levels around how gender norms influence the challenges and opportunities of men, women, girls and boys in the region, for staff and beneficiaries alike. To make staff at all levels, in all countries, and across all functional units empowered and accountable for driving forward gender equality programming and organizational change.*

Outcome 1: WFP data collection tools and analysis are strengthened to capture gender-informed data on the different vulnerabilities and opportunities of men, women, girls and boys, in turn contributing to the design, implementation and monitoring of programmes with the highest possible impact. (Linked to Gender Policy Objective I)

Outputs:

- 1.1 Technical guidance is developed and disseminated to country offices with sample questionnaires, which can be adapted to country context and type of data collection tool (e.g. post-distribution monitoring, market study, nationwide food security assessments, mVAM, cash-based transfer feasibility studies).
- 1.2 Mixed methodology, multi-country case studies are implemented across the region to collect gender-informed data, focus learning around gaps in current WFP monitoring and assessment tools, and identify programmatic solutions to address the gaps.
- 1.3 Dedicated capacity is reinforced at the regional level to guide country offices in drawing on the gender-informed analysis to revise programming. A Senior Gender Adviser, a National Gender Adviser and a Regional Humanitarian Policy and Protection Adviser are recruited to work with dedicated gender advisers to ensure gender-sensitive and do-no-harm approaches are used.

Outcome 2: Women members of the community participate equally in the design of programmes and ensure that women’s interests are adequately reflected. (Linked to Gender Policy Objective II)

RBD will work to include women community members in community-based and seasonal livelihoods planning, to ensure that the interests of women and households headed by women are reflected in programme design.

Outputs:

- 2.1 Women participate in the design of gender-sensitive programmes, projects and activities.
- 2.2 Women and men and their household members benefit equally from activities.

Outcome 3: All staff understand what gender is and why it matters, and are committed to integrating a gender-informed approach into the specific work they do.

RBD’s information and communication campaign invites all staff to “look behind the fence” and pay attention to the specific vulnerabilities, challenges and opportunities of individuals. Interactive communication based on social media allows all colleagues to discuss how gender norms influence the opportunities and needs of both staff and vulnerable populations.

Outputs:

- 3.1 Visual representations such as comics, graphic stories and “myth-busters” are made available to staff in various languages to provide vivid examples of ways in which men, women, girls and boys may experience the world differently.
- 3.2 Interactive social media forums foster discussion and provide a moderated platform – with the option of anonymity – for sharing experiences and observations and for documenting lessons learned from using, or failing to use, a gender-aware approach.
- 3.3 In-person training and panel discussions bring expert guests to speak about gender issues relevant to the various contexts in which staff work.

Outcome 4: WFP processes for recruiting and retaining staff are sensitive to the different opportunities and challenges for men and women to access and thrive in the workplace.

Outputs:

- 4.1 Recruitment processes and vacancy advertising are adjusted to ensure that women in particular are aware of opportunities for work with WFP.
- 4.2 Retention approaches recognize that work challenges and demands are different for men than for women. A regional database of technical staff available by internet is created; opportunities for short-term deployments are increased that offer career development while favouring work–life balance.
- 4.3 Men and women are empowered to work confidently in their environment through new initiatives that strengthen gender sensitivity in security awareness training – including modules about security awareness for women – and promote staff wellness – including increased outreach and availability of the staff counsellor in the region and review of living and working conditions in remote and conflict-affected duty stations.

Outcome 5: Enhanced participation of women in decision-making in households, communities and societies. (Linked to Gender Policy Objective III)**Outputs:**

- 5.1 Balanced participation of women and men in community decision-making bodies.
- 5.2 Establishment of women’s groups and cooperatives to enhance participation of women and the benefits of marketing locally produced food.
- 5.3 Participation of men in activities traditionally dominated by women such as nutrition and school feeding, and equal involvement of men in behaviour change communication on nutrition, childcare practices, hygiene, etc.

Outcome 6: All beneficiaries receive their assistance in safety and dignity, irrespective of their gender. (Linked to Gender Policy Objective IV)**Outputs:**

- 6.1 Staff knowledge of gender and protection, especially in emergencies, is enhanced.
- 6.2 Partner knowledge of gender, protection and “do-no-harm” principles is enhanced.

Two cross-cutting regional priorities are:

- knowledge management and sharing of good practices (both within WFP and externally with partners and governments); and
- accountability of all employees for advancing the regional strategy’s goals.

SOUTHERN AFRICA (JOHANNESBURG)

Main aim of the strategy: Programmes and technical assistance in southern Africa are informed by greater gender analysis and aim to increase enrolment and retention in school, improve food and nutrition security and learning outcomes for girls, and improve access to economic and livelihood opportunities for women and men.

The region will contribute to GEWE and implement two transformative and innovative approaches:

- Ensure that no WFP programme in the region adds to the already heavy labour demands on women but rather that programmes employ strategies to *reduce, recognize and redistribute* burdens of unpaid work.
- Incorporate social behaviour change approaches that recognize women's contribution and are aimed at inclusion and participation of men and boys as well as women and girls in nutrition and food security initiatives.

The strategy is underpinned by three core drivers for change: i) leadership and oversight; ii) sufficient professional capacity; and iii) sufficient human and financial resources. These drivers have also been identified as risks; RBJ has prioritized them as preconditions required to implement the strategy in line with its theory of change (see figure).

Results Area 1: Oversight mechanisms enhance accountability for the implementation of corporate commitments to GEWE.

Actions:

- 1.1 PACE forms of senior management to be revised to be gender-responsive and include key performance indicators (KPIs) on gender.
- 1.2 Country office and regional bureau annual work plans on GEWE are available.
- 1.3 GEWE is integrated into programme planning and design and monitored in review processes.
- 1.4 Country office projects include clear gender equality targets with baselines.

Results Area 2: Technical and professional expertise on GEWE programming is in place.

Actions:

- 2.1 A dedicated gender adviser at RBJ is appointed.
- 2.2 A baseline gender capacity study for RBJ and country offices informs training and technical support needs.
- 2.3 GEWE awareness training with RBJ and country office staff is conducted;
- 2.4 Annual regional workshop for GRN coordinators to strengthen capacity, coordination and information-sharing is conducted.
- 2.5 Technical support and training is provided to country office staff including sub-office staff, VAM officers and data collectors.
- 2.6 Induction training/briefing for new staff includes gender awareness.
- 2.7 Regional gender and protection quarterly newsletter is distributed.

Results Area 3: Funding is mobilized and tracked and contributes to GEWE in all operations and functional areas.

Actions:

- 3.1 Budget lines for gender-related activities are included in documents at the time they are approved.
- 3.2 RBJ and country office fundraising strategy that supports GEWE is in place.
- 3.3 Gender expenditure tracking system is in place and informs budgeting.

Results Area 4: All WFP partnerships adequately include elements on GEWE.

Actions:

- 4.1 A partnership mapping exercise to identify strategic partners (stakeholder analysis) is completed.
- 4.2 Gender indicators are captured in all field-level agreements with partners.
- 4.3 Engagement and collaboration with FAO and IFAD – and with UN-Women, the United Nations Children’s Fund (UNICEF), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Population Fund (UNFPA), UNAIDS and the United Nations Educational, Scientific and Cultural Organization (UNESCO) – is strengthened.
- 4.4 Partnerships with national governments and international NGOs include a focus on women’s rights and men’s involvement.

Results Area 5: Needs assessments, data collection processes and analyses support effective and accountable integration of GEWE into operations.

Actions:

- 5.1 WFP assessment tools are adjusted so that they include deeper gender analysis.
- 5.2 Analysis and programme planning is informed by research that explores links between GEWE, food security and nutrition.
- 5.3 Data collectors are trained.
- 5.4 Gender analysis informs programme planning, design and review of Country Strategic Plans (CSPs).
- 5.5 Each country office identifies at least two activities that promote GEWE in its CSP.
- 5.6 Women and girls are included in data collection that incorporates mobile technology.

Results Area 6: Planning processes and tools support effective integration of GEWE into WFP operations with clear accountability for concrete results.

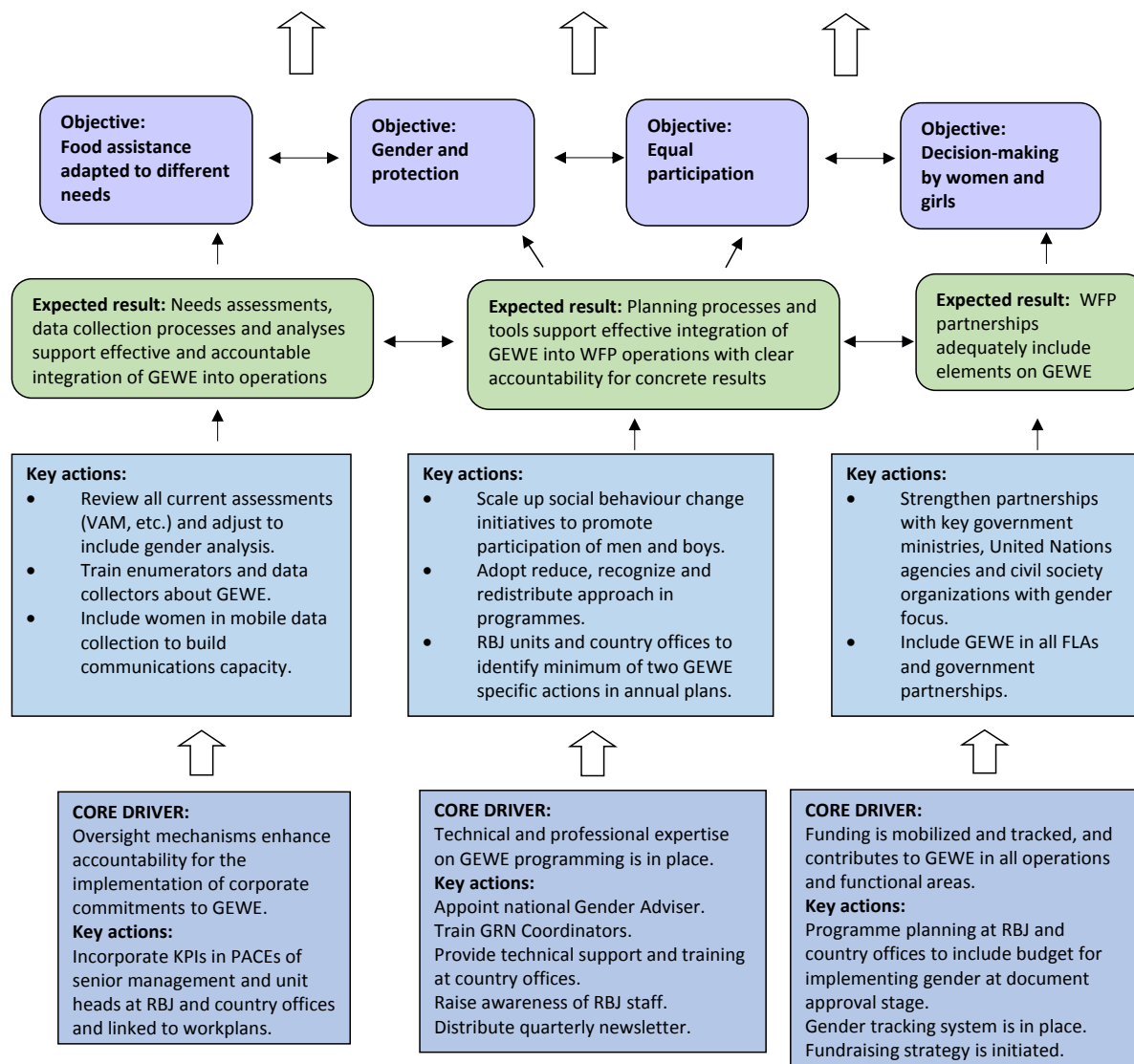
Actions:

- 6.1 All Terms of Reference (TORs) for evaluations and other reporting processes include a gender analysis and indicators to measure change.
- 6.2 Annual work plans include a minimum of two activities that aim specifically to contribute to GEWE.
- 6.3 Social and behaviour change communication incorporating participation of men and boys in food security and nutrition are scaled up.
- 6.4 Equal participation of women in economic and livelihood opportunities is promoted.
- 6.5 “Reduce, recognize and redistribute” approach and analysis is incorporated into programmes.

Theory of change for the RBJ Regional Gender Strategy

Gender policy goal: 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.

Main aim of the southern Africa strategy: Programmes and technical assistance in southern Africa are informed by greater gender analysis and aimed to increase enrolment and retention in school, improve food and nutrition security and learning outcomes for girls, and improve access to economic and livelihood opportunities for women and men.



Problem statement: High levels of secondary school drop-out among girls, teenage pregnancies, micronutrient deficiencies, vulnerability to HIV and sexual and gender-based violence (SGBV) are key drivers of ongoing poverty and gender inequality in southern Africa.

EAST AND CENTRAL AFRICA (NAIROBI)

***Main aims of the strategy:** To contribute to gender equality and equity in countries assisted by WFP in East and Central Africa, at the household, local and national levels, through the integration of gender equality, equity and empowerment of disadvantaged population groups into all aspects of its activities. To better integrate gender and protection considerations into existing programmes, leverage best practices, promote sharing of experiences and knowledge, and define and replicate the investments and factors that can produce the most significant outcomes.*

Outcome 1: Improved quality of gender analysis and reporting related to WFP's areas of intervention, to better adapt food assistance to the needs and capacities of women, men, girls and boys.

Outputs:

- 1.1 Gender and age analysis systematically incorporated into broader analyses of the context, food security and nutrition situation to gain more insight into the specific needs, roles, vulnerabilities, access to resources, coping strategies and capacities of women, men, girls and boys.
- 1.2 Existing quantitative and qualitative information processed, analysed and presented in a way that allows programme officers to make informed programme decisions, bridging the gap between data collection and data use.
- 1.3 Programme and operational design, including preparation of CSPs, benefits from external gender expertise from NGOs, research institutions/universities, government and other partners in the region to complement WFP's own expertise.

Outcome 2: Strengthened beneficiary and government engagement and support to incorporate a gender perspective and promote equal participation in food and nutrition security programmes.

Outputs:

- 2.1 Enhanced engagement with affected populations, especially women, girls and disadvantaged groups, through cooperating partners and local government representatives, to embed issues of gender equality throughout the programme cycle.
- 2.2 Enhanced capacities of partner governments to incorporate a gender perspective in their own programmes.

Outcome 3: Increased decision-making by women and girls.

Outputs:

- 3.1 The impact of current programmes on different kinds of decision-making and their impact on food and nutrition security is documented.
- 3.2 Based on successful experiences from country offices, support provided by RBN to replicate and expand successful initiatives that promote equal access to education, women's access to farming and market opportunities, insurance and saving schemes, and productive livelihood initiatives.

Outcome 4: Gender and protection considerations mainstreamed into existing modalities and innovations.

Outputs:

- 4.1 Systematic review and documentation of the implications of programmes in the region on gender and protection.
- 4.2 Protection and gender considerations systematically analysed, and informed decision-making where there were operational challenges (pipeline breaks, limited access, operational constraints).

- 4.3 Complaint and feedback mechanisms expanded based on best practices, and communication technologies better used, with a specific focus on the most vulnerable and disadvantaged groups.
- 4.4 When introducing or expanding innovations (for instance cash-based transfers, SCOPE, biometrics, new monitoring and evaluation systems), benefits and risks for gender and protection were explicitly considered.

The RBN strategy emphasizes three transformative actions that will be prioritized to ensure substantial progress in achieving outcomes:

- increased evidence-based programming, including better use of analysis and information to deliver more effective interventions;
- strengthened accountability to affected populations, including increasing participation of women, men, girls and boys in programme planning and implementation; and
- enhanced nutrition-sensitive programming in the areas of agriculture, social protection and gender empowerment, where education and sensitization of men and women will be mainstreamed.

LATIN AMERICA AND THE CARIBBEAN (PANAMA)

Main aim of the strategy: To enhance the evidence-based link between gender equality and food security and nutrition in countries where WFP works through the provision of technical assistance and capacity strengthening of governments, and the design and implementation of programmes that respond appropriately to the food and nutritional security needs of men and women, boys and girls, thus contributing to achieving the Zero Hunger Challenge.

Outcome 1: High-quality information on gender issues related to food security and nutrition to inform national programmes and policies and/or WFP direct programmes produced.

By 2020, WFP systematically collects information on the social, economic and political issues and conditions of men and women, boys and girls in the countries where it works, and consistently produces evidence of the linkages between gender equality and food security and nutrition.

Outputs:

- 1.1 Enhanced knowledge and awareness of gender and the impact of gender inequalities on food security and nutrition, at the national, regional and local levels.
- 1.2 Strengthened partnership on gender and advocate for gender equality as a means to enhanced food and nutrition security.
- 1.3 Qualitative reports and operation-based studies produced on gender and food security issues related to WFP areas of work.
- 1.4 Knowledge-sharing fostered on gender within and between/among country offices.

Outcome 2: Gender mainstreaming in programme and policies enhanced.

By 2020, gender is systematically mainstreamed in every programme designed and supported by WFP; sex-disaggregated data and information on the needs and interests of women and men, girls and boys regularly inform programme design, implementation, monitoring and evaluation. When gender gaps exist, WFP puts in place or supports targeted actions to close the gap.

Outputs:

- 2.1 Gender is mainstreamed in VAM and M&E.
- 2.2 Findings from gender analysis are incorporated into every step of the programme cycle and the capacity of WFP country offices to mainstream gender in their programmes or in the technical assistance they provide to governments is improved.
- 2.3 Where WFP implements programmes directly, adequate participatory planning is carried out, consulting women and men, boys and girls separately.
- 2.4 Targeted actions are implemented for reducing gender inequalities in WFP-supported programme activities.

Outcome 3: Equal participation in decision-making enhanced.

By 2020, women participate equally in committees at all levels and are equally represented in leadership positions.

Output:

- 3.1 Equal participation of men and women in decision-making bodies is promoted; if necessary, establishment of women-only groups, cooperatives and committees is fostered; participation of men in nutrition and school feeding activities is fostered.

Objective 4: Gender and protection principles implemented in WFP-supported interventions.

By 2020, WFP has strong knowledge of the impact of its interventions on beneficiaries' safety, dignity and integrity, ensures that the interventions do not overburden women and responds adequately to gender and protection issues.

Output:

4.1 Knowledge of gender and protection is enhanced internally and externally.

The following are identified in the regional strategy as priority sectors for action by WFP in the region:

- capacity strengthening and technical assistance for gender-sensitive national social programmes;
- work with boys and men; and
- addressing violence and migration related to food security.

ANNEX II**Summary Budget Estimates for the Regional Gender Strategies**

In its Regional Gender Strategy, each regional bureau included a five-year estimated budget broken down by activity area and strategy objective. As estimates, the budgetary figures are liable to adjustment, pending final decisions.

SUMMARY BUDGET ESTIMATES FOR REGIONAL GENDER STRATEGIES (USD)						
Regional bureau	2016	2017	2018	2019	2020	Total 2016–2020
RBB	255 600	197 600	255 200	197 600	255 200	1 161 200
RBC	585 998	1 069 758	809 838	691 595	628 662	3 785 851
RBD	563 995	548 995	526 995	498 595	505 795	2 644 375
RBJ	187 969	208 950	214 804	230 266	257 476	1 099 465
RBN	482 115	468 615	482 115	468 615	482 115	2 383 575
RBP	305 500	290 500	305 500	295 500	295 500	1 492 500
Subtotal	2 381 177	2 784 418	2 594 452	2 382 171	2 424 748	12 566 966

ANNEX III**Update on Implementation of the WFP Gender Mainstreaming Accountability Framework**

1. The United Nations System-wide Action Plan on Gender Equality (UN SWAP) provides a benchmark for WFP's Gender Policy, with 15 key performance indicators used to measure progress in the six elements of the UN SWAP. Annual UN SWAP exercises have built strong internal consensus and provided WFP with enhanced mechanisms and tools for ensuring that the pursuit of gender equality and women's empowerment (GEWE) remains central to WFP. Progress in implementing the WFP Gender Mainstreaming Accountability Framework (GMAF) is improving WFP's ability to address the different needs and capabilities of women, men, girls and boys in all of its work.

WFP'S ACHIEVEMENT OF THE UN SWAP INDICATORS, 2012–2015				
UN SWAP indicator	2012	2013	2014	2015
Strengthening accountability				
1. Policy and planning	Meets	Meets	Exceeds	Exceeds
2. Gender-responsive performance management	Approaches	Approaches	Meets	Exceeds
Enhancing results-based management				
3. Strategic planning	Approaches	Exceeds	Exceeds	Exceeds
4. Monitoring and reporting	Approaches	Meets	Exceeds	Exceeds
Establishing oversight through monitoring, evaluation and reporting				
5. Evaluation	Approaches	Approaches	Meets	Meets
6. Gender-responsive auditing	Approaches	Approaches	Meets	Meets
7. Programme review	Approaches	Meets	Meets	Meets
Allocating sufficient human and financial resources				
8. Financial resource tracking	Approaches	Approaches	Meets	Meets
9. Financial resource allocation	Approaches	Approaches	Meets	Meets
10. Gender architecture	Approaches	Approaches	Approaches	Approaches
11. Organizational culture	Meets	Exceeds	Exceeds	Exceeds
Developing and/or strengthening staff capacity and competency in gender mainstreaming				
12. Capacity assessment	Approaches	Approaches	Approaches	Approaches
13. Capacity development	Approaches	Approaches	Approaches	Approaches
Ensuring coherence/coordination and knowledge/information management at the global, regional and national levels				
14. Knowledge generation and communication	Meets	Meets	Exceeds	Exceeds
15. Coherence	Meets	Exceeds	Exceeds	Exceeds

Accountability

Policy and planning

Business owner: Office of the Deputy Executive Director

Rating: Exceeds requirements

2. WFP's Gender Policy is in line with UN SWAP guidance and reinforces a gender rather than a women-focused approach, accounting for other social dimensions that can have impacts on food security and nutrition.
3. The Gender Action Plan (GAP) recognizes that an essential component of implementing the Gender Policy is the adoption of a transformative approach in WFP operations and programmes and includes indicators of programmatic and organizational change linked to each of the objectives of the policy.
4. The Executive Management Group provides oversight on implementation of the GAP and the Gender Policy.

Gender-responsive performance management

Business owner: Human Resources Division

Rating: Exceeds requirements

5. In January 2015, WFP incorporated a component on diversity, gender equality and inclusion into the capability model for assessing and managing the performance of all staff at P3 level and above. Following a review of job descriptions and the development of a new career framework, a new capability model was integrated into the performance management framework at the end of 2015.
6. In 2016, a study will be carried out on how to integrate GEWE into the core values and competencies of all staff members, particularly those at P4 level and above.
7. From 2016, the performance management system will make it mandatory for Country Directors to include a key performance indicator on gender mainstreaming in their planning and biannual reporting. This will ensure that all Country Directors, all Regional Directors, the Chief of Staff and the Executive Director have access to up-to-date data on gender mainstreaming.
8. Since 2014, WFP and the United Nations Development Programme (UNDP) have been piloting the WFP Gender Award certification programme, which recognizes excellence in promoting GEWE across WFP. The pilot programme in Myanmar, Peru and South Sudan country offices will culminate in an award ceremony in the third quarter of 2016.

Results-Based Management

Strategic planning

Business owner: Performance Management and Monitoring Division

Rating: Exceeds requirements

9. WFP's country-level engagement and implementation of the Strategic Plan will be driven by country strategic plans (CSPs). CSPs for Indonesia and Zimbabwe were endorsed in 2015, and others are being developed. The strategic reviews that inform the development of CSPs include gender analysis as an element of food and nutrition situation analysis.
10. WFP continued to plan, implement and monitor its activities using a two-layer performance management framework of strategic and management results. Both layers include specific gender results, which are measured by performance indicators and presented in WFP's Annual Performance Report.
11. WFP will ensure that attention is paid to strengthening results related to GEWE in the 2017-2021 Strategic Plan and its results framework.

Monitoring and reporting

Business owner: Performance Management and Monitoring Division

Rating: Exceeds requirements

12. WFP improved its reporting on gender results, in line with commitments to and business rules for monitoring and reporting, and the Strategic and Management Results Frameworks for 2014-2017.
13. In their Standard Project Reports:
 - all projects with food assistance activities included a section on progress towards objectives related to gender equality, protection and accountability to affected populations; and
 - all projects that provided transfers to beneficiaries – food or cash-based – provided sex- and age-disaggregated data.

More projects now monitor and report sex-disaggregated outcome results.
14. The 2014 Annual Performance Report approved by the Board in mid-2015 included:
 - a section on cross-cutting results, including progress on gender indicators;
 - enhanced sex- and age-disaggregation of data on beneficiaries at the global level; and
 - results on gender-related indicators, particularly regarding women's representation in the workforce and the percentage achievement of the 15 GMAF performance indicators.
15. In 2016, WFP will improve its gender-sensitive reporting for future performance monitoring/reporting cycles and accommodate any developments or modifications of its results frameworks.

Oversight

Evaluation

Business owner: Office of Evaluation

Rating: Meets requirements

16. In 2015, the Office of Evaluation (OEV) continued implementing its Evaluation Quality Assurance System for integrating gender into all phases of the evaluation process, in accordance with OEV's *Integrating Gender in Evaluation Technical Note*,¹¹ the revised United Nations Evaluation Group (UNEG) UN SWAP Evaluation Performance Indicator (EPI), and technical guidance.
17. OEV commissioned an independent meta-assessment of its evaluations against revised UNEG guidance and scoring standards. The assessment found evidence that OEV-commissioned evaluations have made significant progress and met UN SWAP EPI requirements, with an aggregate average score of 8.19; UNEG's minimum score for meeting requirements is 7.51. Of the 21 evaluations covered in 2015, 3 exceeded, 12 met and 6 approached requirements.
18. In 2016, OEV plans to commission another independent meta-assessment of its evaluations and to conduct follow-up training for its staff on the integration of gender into WFP evaluations. Through OEV's current programme of work, WFP will exceed the annual UN SWAP EPI for OEV-commissioned evaluations by 2018 and for decentralized evaluations by 2021.

¹¹ <http://documents.wfp.org/stellent/groups/public/documents/reports/wfp266403.pdf>

Gender-responsive auditing

Business owner: Office of Internal Audit

Rating: Meets requirements

19. In 2015, the Office of Internal Audit (OIGA) included consideration of gender as a key process in its audit procedures and consulted GEN and WFP's senior management during the annual risk assessment exercise to identify major risks related to gender in all WFP operations and processes. Gender-responsive auditing was strengthened through the GAP's inclusion of measurable actions for auditing.
20. A participatory gender audit has been included in OIGA's yearly plan for 2016, enabling WFP to exceed the UN SWAP standard by the end of 2016.

Programme review

Business owners: Policy and Programme Division; Gender Office

Rating: Meets requirements

21. Since 2012, WFP has applied the IASC gender marker to all new projects to ensure that gender analysis is fully integrated into programme design. WFP uses an integrated programme review process to assess all the gender elements of new and revised project documents.
22. The WFP Programme Guidance Manual provides guidance on gender mainstreaming for all staff. The manual includes best practices and suggestions for developing gender-focused indicators that are in line with the IASC gender marker and the UN SWAP framework, along with guidance on using gender indicators to improve programme design.
23. In 2016, regional bureaux will be provided with enhanced guidance and best practice examples for improved design and planning of projects. Examples for dissemination will be selected from all the projects awarded a gender marker code of 2A in each project category. Staff at regional bureaux and country offices will be trained and guided on application of the gender marker code.
24. Guidance will also be provided on the mainstreaming of gender in CSP design and implementation, based on the criteria and review processes of the IASC gender marker system.
25. To exceed the standard in 2016, a system for recognizing innovative programmes that excel in enhancing GEWE will be put in place.

Human and Financial Resources**Resource tracking**

Business owner: Budget and Programming Division

Rating: Meets requirements

26. In 2015, WFP continued to strengthen its capacity in resource tracking. The gender marker system was fully integrated into the planning and resource tracking process, and use of the WFP gender catalogue as the primary tool for identifying and analysing gender equality activities in WFP projects became an operational requirement.
27. WFP successfully piloted a non-programmatic gender marker based on the IASC gender marker for application to the Programme Support and Administrative (PSA) budget.
28. To exceed requirements, WFP will use the results of financial tracking by the Strategic Resource Allocation Committee to ensure that activities promoting gender equality activities are given due priority in the allocation of multilateral contributions.

Resource allocation

Business owner: Budget and Programming Division

Rating: Meets requirements

29. WFP continued to refine financial benchmarks for its work on promoting GEWE. In the 2015-2017 Management Plan, 11 percent has been allocated as the financial benchmark for gender-related activities. The 2015 gender expenditure analysis found that projects allocated 12 percent of their overall resources.
30. WFP identified a benchmark allocation of USD 4.7 million in the PSA budget to support gender mainstreaming across the organization. The 2015 gender expenditure analysis found that expenditure had been in line with this benchmark. Additions have been made to the special account for gender, bringing the total to USD 3.0 million in 2015, which is complemented by PSA and project resources.
31. In line with the Gender Policy 2015–2020, WFP will increase the financial benchmark for promoting gender equality from the current 11 percent of operational requirements to 15 percent by 2020, and is identifying new funding sources to increase the resources for gender-related activities.

Gender architecture

Business owner: Human Resources Division

Rating: Approaches requirements

32. WFP continues to strive for greater gender parity at all staff levels and is committed to closing the gender gap and promoting diversity and inclusion in its workforce. In 2015, progress was made, with women accounting for 55 percent of all new people hired at P4 level and above and 41.5 percent of all staff at these levels.
33. Other initiatives in 2015 included:
 - delivery of the INSPIRE women’s leadership development programme, with six sessions in Rome, Cairo and Dakar – a total of 165 women have participated in INSPIRE training since 2013;
 - implementation of a short-listing process targeting women by the WFP talent acquisition team, which is working with staffing coordinators to enhance diversity in recruitment; and
 - recruitment of a diversity and inclusion specialist to facilitate the achievement of diversity and gender parity objectives in all WFP recruitment.
34. The GRN was overhauled in 2015 with the appointment of new members, an enhanced network architecture, more engaging activities and means of interaction, and a platform for more productive and efficient information-sharing. The GRN is a core mechanism for gender mainstreaming in all of WFP’s work. At the end of 2015, the GRN had more than 334 members serving all business areas and making gender everybody’s business at WFP.

Organizational culture

Business owner: Office of the Executive Director

Rating: Exceeds requirements

35. In 2015, WFP maintained its commitments to its workforce by ensuring that all employees benefit from a conducive working environment. Senior managers continued to consolidate WFP’s agenda for promoting gender equality, in public speeches and through the promotion and implementation of relevant policies.
36. Gender remains a high priority for WFP’s senior leadership. The Executive Director emphasizes the importance of gender-related work in her speeches to both WFP staff and external audiences. Senior leadership’s accountability for gender continues to be enhanced with the inclusion of a strong component on gender equality, diversity and inclusion in the performance compacts of WFP’s Deputy Executive Director, Assistant Executive Directors and Chief of Staff. In 2015,

GEN was placed directly under the Chief of Staff in the reporting line, to help ensure that GEWE stays at the top of management's agenda.

37. Comprehensive policies for the prevention of discrimination and harassment are in place, along with special measures for protection from sexual exploitation and abuse (PSEA).
38. An e-learning course on anti-fraud, anti-corruption and PSEA has been mandatory for all staff since January 2015. WFP maintains a policy of zero tolerance for unethical behaviour and requires all staff to complete a United Nations training course on the prevention of harassment, sexual harassment and abuse of authority.
39. WFP has comprehensive policies that facilitate maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare; and promote work-life balance and staff well-being, including through part-time work, telecommuting, education leave, compressed work schedules, and financial support for parents travelling with children. In 2015, responding to the needs of working parents, WFP fulfilled its promise to establish a childcare facility at Headquarters. The facility is open to the children of all staff, regardless of contractual status.
40. WFP's Global Staff Survey in 2015 sought the views of its workforce on topics such as engagement, job satisfaction, workplace relationships, organizational culture and career opportunities. A record 70 percent of staff – 10,134 people – participated. Despite very challenging external contexts, pride and commitment continue to be very strong in WFP.

Capacity

Capacity assessment

Business owner: Human Resources Division

Rating: Approaches requirements

41. Findings from the WFP-wide assessment of gender awareness conducted with the support of the UN-Women Training Centre are informing the formulation of a corporate capacity development plan that will address gaps and equip WFP's workforce and its partners with adequate capabilities. The plan is expected to drive internally generated, guided and sustained organizational change and deliver systematic capacity development for WFP employees at all levels.
42. The plan will be updated at least every three years, enabling WFP to meet and exceed UN SWAP requirements.

Capacity development

Business owner: Human Resources Division

Rating: Approaches requirements

43. Capacity development is central to the advancement of WFP's gender agenda in equipping WFP's employees with a clear understanding of their own responsibilities and of the institutional mechanisms and organizational changes needed to enhance GEWE.
44. Through a memorandum of understanding with UN-Women, the United Nations e-course "I Know Gender" was incorporated into WFP's Learning Management System (LMS) for all employees; it was launched in April 2016. A separate "Gender Equality in Emergencies" module was jointly developed by WFP and UN-Women in 2015.
45. The gender-related content of thematic learning initiatives such as FASTER and training in nutrition-sensitive programming and resilience is being increased.
46. An introductory e-learning course on diversity, inclusion and gender equality has been developed for delivery in the first half of 2016 in English and French, and by the end of 2016 in Spanish and Arabic, together with a face-to-face inclusive leadership course in offices where there are challenges to inclusion, diversity and gender balance.

47. These programmes will be assessed by the end of 2016 to measure uptake and impact and to inform the development of Learning Journeys in gender, and diversity and inclusion for integration into the LMS.
48. WFP is committed to capitalizing on its strategic partnerships with UN-Women and benefiting from external capacities such as those of research institutions, academia and gender advisers from the Gender Standby Capacity Project.
49. To exceed the capacity development requirement, WFP plans to leverage the outreach of its learning initiatives for staff and partners and to put in place tailored training on GEWE for all senior managers.

Coherence, Knowledge and Information Management

Knowledge generation and communication

Business owner: Communications Division

Rating: Exceeds requirements

50. Launch of the Gender Policy 2015–2020 provided an opportunity to reinforce messages on gender and reach a broader audience within WFP. Talking points, PowerPoint presentations and other materials have been produced in all the official languages, enabling managers to present the policy to staff.
51. The Communications Strategy (2014–2017) emphasizes “Empowering women is the first step towards a world with zero hunger” as one of its core messages. In 2015, an analysis of how WFP presents gender issues in its major publications and websites was shared with the other Rome-based agencies (RBAs).
52. In 2015, WFP’s intranet page on gender carried 17 stories featuring gender issues and women’s empowerment, while the “Focus on Women” section on its external website carried 29. After the 16 Days of Activism to End Violence against Women, an online survey was carried out to assess staff’s increased knowledge of PSEA.
53. WFP works with the RBAs on sharing knowledge and raising awareness of International Women’s Day and other key dates for GEWE. WFP participated at a conference on the Global Alliance on Media and Gender, organized by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Geneva. Through its involvement in inter-agency activities, WFP exceeds the requirements of the UN SWAP.

Coherence

Business owner: Gender Office

Rating: Exceeds requirements

54. In 2015, WFP participated in inter-agency coordination mechanisms on gender, and strengthened its strategic and operational partnerships with other agencies and United Nations coordination bodies.
55. WFP co-chairs the IASC Reference Group on Gender and Humanitarian Action with UN-Women and the Women’s Refugee Commission, and is an active member of the GenCap Steering Committee.
56. Together with the other RBAs and UN-Women, WFP is enhancing advocacy, resource mobilization and coordination for the joint programme on Rural Women’s Economic Empowerment.
57. WFP participated in the third RBA peer review of the three agencies’ UN SWAP performance in 2014, facilitating accountability, learning and networking among the RBAs. Building on experience from previous years, the RBAs enhanced this third review by providing feedback and suggestions on more effective ways of improving their performance, sharing ideas and learning from peers, and tapping into available expertise to refine and develop their own practices and identify mutual learning needs. UN-Women regards the RBA peer review as a model of good

practice from which other funds and programmes can learn. WFP is exploring opportunities to undertake similar processes with other United Nations agencies.

Acronyms Used in the document

CRF	Corporate Results Framework
CSP	Country Strategic Plan
EPI	Evaluation Performance Indicator
FASTER	Functional and Support Training for Emergency Response
GAP	Gender Action Plan
GEN	Gender Office
GEWE	gender equality and women's empowerment
GMAF	Gender Mainstreaming Accountability Framework
GRN	Gender Results Network
IASC	Inter-Agency Standing Committee
LMS	Learning Management System
M&E	monitoring and evaluation
OEV	Office of Evaluation
OIGA	Office of Internal Audit
OSN	Nutrition Division
PACE	Performance and Competency Enhancement
PSA	Programme Support and Administrative (budget)
PSEA	protection from sexual exploitation and abuse
RBA	Rome-based agency
RBB	Asia and the Pacific Regional Bureau (Bangkok)
RBC	Middle East, North Africa, Eastern Europe and Central Asia Regional Bureau (Cairo)
RBD	West Africa Regional Bureau (Dakar)
RBJ	Southern Africa Regional Bureau (Johannesburg)
RBN	East and Central Africa Regional Bureau (Nairobi)
RBP	Latin America and the Caribbean Regional Bureau (Panama)
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN SWAP	United Nations System-Wide Action Plan on Gender Equality and Empowerment of Women
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAM	vulnerability analysis and mapping