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UPDATE ON 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 focal points indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

In 2014, WFP made steady progress in mainstreaming gender across the organization and promoting gender equality and women's empowerment. It started formulating the new gender policy, continued roll out of the Gender Mainstreaming Accountability Framework, and increased the human and financial resources available for gender work. The two main objectives for 2014 were to: i) develop a road map for formulating the gender policy and start consultations at all levels; and ii) strengthen the Gender Mainstreaming Accountability Framework.

WFP's 2014 report on the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women shows improvements since 2013, with seven indicators exceeding the standards, four meeting them and three approaching them.

Application of the Inter-Agency Standing Committee gender marker to WFP programmes and projects was improved with better guidance, enhanced quality assurance, and greater integration of gender issues into evaluation and audit guidance. A new special account for gender mainstreaming provided resources for accelerating gender-sensitive initiatives; a benchmark was set for allocations of resources to promoting gender equality under the Management Plan; and actual expenditures are being tracked.

WFP will continue to consolidate gender mainstreaming in its operations and to promote a sustainable gender-sensitive culture throughout the organization. The results of these efforts will enable WFP to improve its performance.

INTRODUCTION

1. At the 2014 Annual Session of the Executive Board, WFP provided the third update on implementation of the Gender Mainstreaming Accountability Framework (GMAF), which was developed in 2012 to facilitate implementation of the gender policy and ensure that senior managers take the lead in gender mainstreaming.
2. This update reports on implementation of the GMAF since the Board's 2014 Annual Session.

ACTIONS TO DATE

3. In 2014, more than three times as many new projects had gender marker codes 2A or 2B than in 2012 (Table 1); for the first time, no project was rated 0 (Table 2). This achievement was partly the result of improvements in the *Programme Guidance Manual* and enhanced dialogue with regional bureaux and country offices as part of the quality assurance process.

TABLE 1: PERCENTAGES OF WFP PROJECTS WITH GENDER MARKER CODES 2A OR 2B			
Target for 2015	2014 (target: 75)	2013 (target: 50)	2012 (target: 50)
100	79	50	24

TABLE 2: PERCENTAGES OF PROJECTS WITH GENDER MARKER CODES 2, 1 AND 0			
Gender marker code	2014	2013	2012
2	30	50	24
1	8	43	57
0	0	7	19

PROGRESS IN THE GENDER MAINSTREAMING ACCOUNTABILITY FRAMEWORK

The 2014 Report of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP)

4. WFP now exceeds the minimum standards in UN SWAP performance indicators (PIs) for policy and planning, strategic planning, monitoring and reporting, organizational culture, knowledge generation and communication, and coherence/coordination; and meets the minimum standards in gender-responsive management, evaluation, gender-responsive auditing, programme review, financial resource allocation and financial resource tracking.
5. Gender architecture remains a challenge, particularly as it relates to gender parity. Significant investments and acceleration of cross-functional work at all levels will be necessary to meet the minimum requirements for this PI.

TABLE 3: UN SWAP PERFORMANCE INDICATORS*			
	2012	2013	2014
Strengthening accountability			
Policy and planning	Meets	Meets	Exceeds
Gender-responsive performance management	Approaches	Approaches	Meets
Enhancing results-based management			
Strategic planning	Approaches	Exceeds	Exceeds
Monitoring and reporting	Approaches	Meets	Exceeds
Establishing oversight through monitoring, evaluation and reporting			
Evaluation	Approaches	Approaches	Meets
Gender-responsive auditing	Approaches	Approaches	Meets
Programme review	Approaches	Meets	Meets
Allocating sufficient human and financial resources			
Financial resource tracking	Approaches	Approaches	Meets
Financial resource allocation	Approaches	Approaches	Meets
Gender architecture	Approaches	Approaches	Approaches
Organizational culture	Meets	Exceeds	Exceeds
Developing and/or strengthening staff capacity and competency in gender mainstreaming			
Capacity assessment	Approaches	Approaches	Approaches
Capacity development	Approaches	Approaches	Approaches
Ensuring coherence/coordination and knowledge/information management at the global, regional and national levels			
Knowledge generation and communication	Meets	Meets	Exceeds
Coherence/coordination	Meets	Exceeds	Exceeds

* In Table 3, performance indicators that changed from 2013 to 2014 are indicated in **bold**.

Accountability

Policy and planning

Business owner: Office of the Deputy Executive Director and Chief Operating Officer
Rating: Meets requirements

6. In 2014, WFP started to formulate a new gender policy.
7. WFP's performance management system includes a key performance indicator (KPI) on the commitments to equal representation of women included in the performance compacts of the Deputy Executive Director, Assistant Executive Directors and the Chief of Staff; these compacts are accessible to all staff. There is also a mandatory KPI for equal representation of women for all managers at P5 level and above.
8. In 2015, WFP will pioneer the inclusion of a KPI for measuring Country Directors' performance in ensuring recruitment and representation of women in senior positions in country offices. The baselines for country office KPIs will be available to all managers. Reports in the middle and at the end of every year will measure each country office's

progress towards targets, ensuring that gender remains high on Country Directors' agendas and that appropriate measures are taken throughout the year.

9. To exceed the requirements, WFP will pilot its Gender Equality Certification Programme for recognizing excellence in promoting gender equality and women's empowerment across WFP.

Gender-responsive performance management

Business owner: Human Resources Division

Rating: Meets requirements

10. WFP's organizational capability model for assessing and managing staff performance includes components on gender equality, and diversity and inclusion, for all staff at P3 level and above. In 2015, a new capability model will be rolled out, first through a review of job descriptions and the introduction of a new career framework, and then through the performance management framework.
11. Recognition and reward practices will reflect the ongoing review of the performance management system. Excellence and innovation in promoting gender equality and women's empowerment will be recognized.

Results-Based Management

Strategic planning

Business owner: Performance Management and Monitoring Division

Rating: Exceeds requirements

12. The Strategic Results Framework (SRF) 2014–2017 includes a cross-cutting gender result – “Gender equality and empowerment improved” – measured by three KPIs. Protection and accountability to affected populations is another cross-cutting result, with two KPIs.
13. The Management Results Framework (MRF) includes a KPI for “percentage achievement of the 15 GMAF performance indicators”. Other gender-related KPIs are included in the priority results for 2014–2017 in the areas of “People” and “Programme”. This implies that gender commitments set in the Strategic Plan will be implemented and monitored from 2014 through 2017.
14. The performance management policy reaffirms the increasing governance role of country strategy documents in defining WFP's engagement at the country level. Gender analysis will be included more consistently in the country context and food and nutrition situation analysis sections of these documents, and the documents will suggest how WFP's assistance should address the context-specific gender issues identified.

Monitoring and reporting

Business owner: Performance Management and Monitoring Division

Rating: Exceeds requirements

15. WFP has two main vehicles for reporting performance against the Strategic Plan: the Standard Project Report (SPR) prepared annually for each WFP project; and the Annual Performance Report (APR), a core accountability tool showing WFP's achievements within the performance management framework. WFP disaggregates beneficiary output data.

16. Building on the inclusion of gender-related metrics in performance frameworks over the last two years, all WFP's reporting systems have been adjusted to include reporting on commitments on gender. In 2014, for the first time, performance reporting included sex-disaggregated data on outcomes, specifically for food security, nutrition and school feeding indicators. WFP is improving its reporting technology to facilitate more detailed performance reporting, analyses of sex-aggregated data and results related to gender equality and women's empowerment.
17. During the rest of the 2014–2017 Strategic Plan period, WFP will continue to ensure high-quality monitoring and reporting on gender indicators, and alignment with the common principles on results reporting of the United Nations Development Group's High-Level Committee on Management.

Oversight

Evaluation

Business owner: Office of Evaluation
Rating: Meets requirements

18. The Office of Evaluation (OEV) updated its evaluation guidance and quality standards to factor gender considerations into all evaluation processes in line with the performance indicators and technical guidance of the United Nations Evaluation Group (UNEG) and the UN SWAP. Staff participated in professional development sessions, and WFP is applying the guidance to new evaluations.
19. OEV participated in the review of UNEG's guidance and scoring standards in mid-2014. The UNEG Human Rights and Gender Equity Task Force validated as best practice the comprehensiveness, independence and rigour of OEV's gender assessment of its evaluations. OEV contributed technically and financially to a workshop on gender in evaluation for staff of the Rome-based agencies (RBAs).
20. OEV commissioned an independent meta-evaluation of its evaluations against the revised UNEG guidance and scoring standards. For the first time, outsourced operation evaluations were included in the meta-evaluation, to ensure continuation of the high standard of assessment despite recent changes in the system, which did not apply for much of the period being assessed. The assessment indicated that overall, WFP's evaluations have made demonstrable progress since 2013.
21. During 2015, the revised OEV guidance and quality standards will be applied to all evaluations, and training on the revised UNEG guidance will be provided to all OEV staff. OEV will ensure that standards are met to the extent possible, noting that where WFP work commenced prior to introduction of the enhanced monitoring requirements, the gender sensitivity of the evidence-base for evaluations may be limited.

Gender-responsive auditing

Business owner: Office of Internal Audit
Rating: Meets requirements

22. In 2014, WFP's Office of Internal Audit (OIGA) improved its audit procedures to meet the requirements of UN SWAP indicator 6 on gender-sensitive auditing. The improvements included:
- i) consultations with the Gender Office during the annual risk assessment to identify major risks related to gender in WFP's operations and processes;
 - ii) inclusion of gender as a key process in 2015; and
 - iii) successful piloting of gender audit procedures in the audits of the Kenya and Afghanistan country offices.
23. These achievements provide the basis for mainstreaming gender audit procedures into field audits during 2015, enabling WFP to exceed UN SWAP requirements by 2016. OIGA is identifying the most cost-effective approach and timing for conducting a full gender audit of WFP by 2016, after approval of WFP's new gender policy provides the basis for the audit.

Programme review

Business owners: Policy and Programme Division; Operations Services Department
Regional Bureau Support Office
Rating: Meets requirements

24. WFP uses the Inter-Agency Standing Committee (IASC) gender marker to assess the level of gender integration in new activities, operations and country strategies. All new project documents submitted to the Board for approval show the gender marker code on the front page.
25. To exceed the standard in 2015, WFP will continue to update gender-intelligent programme guidance for each programme category, consolidating new guidance as it emerges and identifying gaps and best practices in programme design.¹

Human and Financial Resources

Resource tracking

Business owner: Budget and Programming Division
Rating: Meets requirements

26. The gender marker was included in the WFP Information Network and Global System (WINGS) for existing projects, enabling development of financial reports to track planning and expenditure data by gender marker category. In 2014, for the first time, WFP implemented a resource tracking mechanism – gender expenditure analysis – that quantified activities, planning requirements and resources invested in promoting gender equality and women's empowerment.
27. In the 2015–2017 Management Plan, 11 percent of projected operational requirements are related to promoting gender equality and women's empowerment. According to gender expenditure analysis, in 2014 WFP projects used 11–12 percent of their overall expenditure on gender-related activities.

¹ WFP's programme categories are development activities (country programmes and development projects); emergency operations; and protracted relief and recovery operations.

28. To exceed the requirements, WFP will strengthen the capacity of regional bureaux and country offices to link gender expenditure analysis results to the management plan process, ensuring adequate allocations of resources to gender activities.

Resource allocation

Business owner: Budget and Programming Division

Rating: Meets requirements

29. In 2014, WFP established financial benchmarks for resource allocations for activities promoting gender equality and women's empowerment: about 11 percent of operational requirements included in the 2015–2017 Management Plan were related to such activities. The gender expenditure analysis determined that in 2014, 11–12 percent of actual expenditure was dedicated to such activities, in line with the 11 percent financial benchmark. The majority of existing projects were coded 2A.
30. Regarding the Programme Support and Administrative (PSA) budget, a benchmark allocation of USD 4.7 million was included in the 2015 budget to support the promotion of gender equality and women's empowerment, based on funding requirements identified by managers. An additional USD 4.1 million was proposed through trust funds, and a Gender Special Account was established in 2014 with an initial allocation of USD 2.2 million.
31. In future years, results achieved will determine if a benchmark of 11 percent of project resources is adequate or if additional resources are needed to ensure progress in improving gender equality in WFP projects.

Gender architecture

Business owner: Human Resources Division

Rating: Approaches requirements

32. WFP is committed to closing the gender gap and promoting more diversity in its workforce to strengthen its operational responses. Recruitment has been used to increase the number of women in WFP's international professional workforce. In 2014, 58 percent of all recruitments at P4 level and above were women, increasing women's proportion at these levels from 40 percent in 2013 to 41 percent in 2014. WFP anticipates that by the end of 2015, through recruitment and internal deployment, women will account for at least 35 percent of staff at Director level – up from 34.4 percent – and 45 percent at P4–P5 levels, up from 42.5 percent.
33. In 2015, initiatives for building on this positive trend include:
- requiring that senior leaders do not approve the filling of vacancies without at least one woman candidate;
 - linking gender distribution goals to the performance and job targets in the performance appraisals of senior managers;
 - enhancing the gender focus of outreach, such as by advertising international professional positions approved for recruitment through targeted media and professional channels, as well as search companies, to attract high-calibre professional women with the right skill profiles to apply to WFP.

- organizing additional sessions of the INSPIRE programme on women's leadership and career development to increase the proportion of women in senior management positions through capacity development and deployment.
- hiring a diversity and inclusion expert to implement WFP's diversity and inclusion strategy, and to lead the implementation of the above initiatives across WFP for achieving gender parity.

Organizational culture

Business owner: Office of the Executive Director

Rating: Exceeds requirements

34. Throughout 2014, the Executive Director and other senior management championed the promotion of gender equality and women's empowerment in nearly all speaking engagements. Policies and legal arrangements supporting gender equality were enhanced through completion of the internal justice review and issuance of an action plan; launch of the WFP Code of Conduct; and completion of an online course on the prevention of fraud, corruption and sexual exploitation and abuse that is mandatory for all staff. In addition:

- a Gender Special Account was established with an initial allocation of USD 2.2 million, which provides extra-budgetary support to accelerate gender mainstreaming;
- gender was discussed at all three Board sessions and at the Executive Management Group (EMG) retreat in early November;
- the Board approved the 2015–2017 Management Plan,² with resources in the 2014 budget for the Gender Office for continuing to ensure UN SWAP adherence and developing gender expertise, and resources for developing and implementing a diversity and inclusion strategy; and
- the Board endorsed the WFP People Strategy,³ which includes workforce planning aimed at achieving a diverse, gender-balanced⁴ workforce.

35. The Deputy Executive Director, Assistant Executive Directors and the Chief of Staff issued performance compacts, which include commitments to enhancing gender and geographical staff balances.

36. In 2015, WFP's commitment to gender will be reaffirmed, including by conducting a global staff survey seeking staff's views on topics that include job satisfaction, workplace relationships, organizational culture and career opportunities. The survey will be conducted from April to June 2015.

Capacity

Capacity assessment

Business owner: Human Resources Division

Rating: Approaches requirements

² WFP/EB.2/2014/5-A/1

³ WFP/EB.2/2014/4-B

⁴ WFP aims to achieve equal representation of women in general service staff and staff at P4 level and above by 2017, to reach the gender parity targets under UN SWAP indicator 10 on gender architecture.

37. A WFP-wide assessment of gender capacities was launched in October–November 2014 involving all levels and categories of staff. Survey forms were available in the five United Nations languages and almost 2,000 people – approximately 14 percent of WFP’s workforce – responded to 19 questions on demographic and capacity/knowledge issues related to gender equality and women’s empowerment.
38. Analysis of the survey findings led to five recommendations, which will inform preparation of a capacity development plan in 2015, enabling WFP to meet this requirement.

Capacity development

Business owner: Human Resources Division

Rating: Approaches requirements

39. Capacity development activities will be based on the findings of the staff capacity assessment conducted in 2014, to meet this requirement in 2015.
40. In 2014, WFP made the IASC course “Gender: Different Needs – Equal Opportunities” available to all employees. In 2015, a mandatory e-learning course and a supplementary module on gender equality in emergencies, developed in partnership with UN-Women, will also be made available to all staff.
41. Other initiatives in 2014 included the successful pilot of training in masculinities – male gender identities. WFP is partnering with UN-Women on customizing this training and making it available to all staff.

Coherence, Knowledge and Information Management

Knowledge generation and communication

Business owner: Communications Division

Rating: Exceeds requirements

42. Women’s empowerment is highlighted in the 2014–2017 communications strategy with the core message: “Empowering women is the first step towards a world with Zero Hunger”. The issue features prominently on WFP’s external website.⁵ In 2014, WFP’s internal website carried 17 gender-related articles and 19 related to women’s empowerment, compared with 3 and 22 in 2013.
43. In 2014, an external consultant carried out a survey on how gender issues are presented in main WFP publications and websites. The consultant also led training in gender-sensitive reporting for more than 60 communications officers and focal points at WFP; 15 additional communications focal points were trained in a subsequent workshop in Panama. Increased gender awareness among communications professionals encourages gender sensitivity in external reports, photos and videos, and will support communication of the vision of the new gender policy taking effect in 2015.
44. Each year, the RBAs share knowledge and raise awareness about International Women’s Day and other important dates in the gender-awareness calendar. A WFP Twitter account dedicated to gender issues is building a community of followers and there are plans to make it more active with the launch of the new gender policy in 2015.

⁵ www.wfp.org

Coherence

Business Owner: Gender Office

Rating: Exceeds requirements

45. In 2014, WFP participated in inter-agency coordination mechanisms on gender and strengthened its partnerships with other agencies and United Nations coordination bodies. WFP hosted a UN SWAP inter-agency workshop in Rome, centred on accountability, policy and practice in promoting women's representation. Sixty people from 32 United Nations entities participated in the workshop.
46. WFP continues to support RBA joint events in gender advocacy, and the RBAs and UN-Women implement the Joint Programme on Rural Women's Economic Empowerment.
47. WFP is one of four co-chairs of the IASC Gender Reference Group and an active member of the GenCap Steering Committee.
48. In 2014, WFP led organization of the second peer review of the RBAs' UN SWAP performance in 2013. UN-Women recognized this review as a model of good practice that should inspire other United Nations funds and programmes.

ANNEX I

Area: Strengthening accountability	
Performance indicator 1: Policy and senior management commitment	Business owner: Office of the DED/COO¹
Meets standard: Up-to-date policies and plans for gender mainstreaming and women's empowerment, including equal representation of women, implemented	
Activities: Formulate new gender policy; support implementation of the GMAF; mainstream gender throughout all WFP operations and programmes	
Exceeds standard: Gender equality and women's empowerment consistently on the agenda of senior management meetings	
Activities: Launch WFP Gender Equality Certification Programme; keep gender on the agenda of the EMG meetings every quarter; lead Board discussions on gender	
Performance indicator 2: Performance review	Business owner: HRM²
Meets standard: Assessment of gender equality and women's empowerment integrated into core values/competencies for all staff, particularly at P4 level and above	
Activities: Integrate respect for diversity into WFP core competencies; develop and implement a communications plan for building awareness of respect for diversity; integrate relevant behaviours into performance management processes	
Exceeds standard: System for recognizing excellent work in promoting gender equality and women's empowerment in place (co-business owner: the Gender Office)	
Activities: Develop a pilot certification programme aligned to the roadmap	

Area: Enhancing performance management	
Performance indicator 3: Strategic planning	Business owner: RMP³
Meets standard: Gender analysis integrated into the Strategic Plan and country programme documents	
Activities: Include the gender marker in checklists of minimum quality standards for country strategies	
Exceeds standard: Gender equality and women's empowerment integrated into the Strategic Plan, Strategic Objectives and indicators	
Activities: Strengthen gender-related indicators in the SRF (2014–2017) and the MRF	
Performance indicator 4: Strategic Plan monitoring and reporting	Business owner: RMP
Meets standard: Monitoring and reporting on the gender equality goals and women's empowerment initiatives articulated in the Strategic Plan and all core WFP data sex- and age-disaggregated, or a justification for not disaggregating data noted	
Activities: Strengthen KPIs and targets for gender equality and women's empowerment in the SRF and MRF and use them for sex-disaggregated monitoring and reporting	
Exceeds standard: Gender equality and women's empowerment mainstreamed in WFP performance management guidance	
Activities: Provide guidance to enable better tracking of gender-related indicators at the project level, KPIs in annual performance plans, and gender mainstreaming and women's empowerment in SPRs and the APR	

¹ Deputy Executive Director/Chief Operating Officer

² Human Resources Division

³ Performance Management and Monitoring Division

Area: Establish oversight	
Performance indicator 5: Evaluation	Business owner: OEV
<p>Meets standard: Gender-related norms and standards of the UNEG met NB: While improvements from the baseline are expected in 2014, evaluation processes take about a year to complete, implying that remedial actions introduced in 2014 will show full results in 2015. Some of the indicators forming the composite evaluation indicator in UNEG guidance are outside OEV's control but influence the overall results on the evaluation indicator.</p>	
<p>Activities: Conduct a meta-review of all evaluations in line with UN SWAP guidance and the UNEG scorecard; develop a technical note on integrating gender into evaluation process and reports; update the Evaluation Quality Assurance System guidance material; disseminate the technical note and updated guidance to all OEV evaluation staff and external evaluation consultants; apply the technical note to all OEV-commissioned evaluations</p>	
<p>Exceeds standard: Effective use of UNEG guidance on evaluating from a human rights and gender equality perspective demonstrated</p>	
<p>Activities: Integrate the technical note and UNEG requirements into standards, guidance and training for decentralized evaluations; apply the technical note to decentralized evaluations; and conduct an annual meta-review of all evaluations in line with UN SWAP requirements</p>	
Performance indicator 6: Audit	Business owner: OIG⁴
<p>Meets standard: Gender advocates, departments and Country Directors consulting on risks related to gender equality issues and women's empowerment as part of the risk-based audit annual planning cycle</p>	
<p>Activities: Include Gender Office-OIGA consultations as part of risk-based annual audit plans; pilot the use of standard audit steps related to gender risks in field audits; and prepare an information note on observations emerging from audits and assignments on gender risks</p>	
<p>Exceeds standard: All levels of WFP consulting on risks related to gender equality issues and women's empowerment as part of the risk-based audit annual planning cycle and the participatory gender audit or equivalent carried out at least every five years</p>	
<p>Activities: Include gender risks in the risk-based audit annual planning cycle; assess gender risks when planning field audits; develop and mainstream standard audit steps related to gender risks; and carry out a participatory gender audit</p>	
Performance indicator 7: Programme review	Business owners: OMS⁵ and OSZ⁶
<p>Meets standard: Gender analysis fully integrated into quality control systems for all programmes, with the gender marker applied to all new project documents undergoing the programme review process</p>	
<p>Activities: Offer gender-focused guidance on programme quality specific to WFP; and advise programme advisers at regional bureaux and country offices on incorporation of gender analysis</p>	
<p>Exceeds standard: Gender-focused guidance on programme quality offered for each programme category; and system in place for recognizing programmes that excel in gender equality and women's empowerment</p>	
<p>Activities: Consolidate emerging guidance on gender mainstreaming in programming; identify gaps and best practices in mainstreaming gender in programme design; and establish a gender equality award for individuals/units that have made substantial contributions to gender equality and women's empowerment</p>	

⁴ Inspector General and Oversight Office

⁵ Operations Management Support Unit

⁶ Policy and Programme Division

Area: Allocating human and financial resources	
Performance indicator 8: Resource tracking	Business owner: RMBB⁷
Meets standard: Financial resource tracking mechanism quantifying disbursement activities for promoting gender equality and women's empowerment in place	
Activities: Create an effective interdivisional resource management taskforce; provide country offices and regional bureaux with guidelines/manuals on the revised budgeting process for including gender activities; apply the gender marker in the SAP programme; develop financial reports for tracking gender expenditure by gender marker; and establish a financial reporting tool that incorporates budget planning data and actual resources spent on gender activities – gender expenditure analysis	
Exceeds standard: Results of financial resource tracking influencing central strategic planning of budget allocations for gender mainstreaming initiatives	
Activities: Refine linkage of the financial tracking system to the Management Plan process to emphasize gender focus; include information and cost estimates for gender activities in the Management Plan estimated projections for 2016–2017 at the project and corporate levels; and link resource allocations to gender activities from multilateral contributions to the prioritization framework for the Strategic Resource Allocation Committee	
Performance indicator 9: Resource allocation	Business owner: RMBB
Meets standard: Financial benchmark for resource allocation to gender equality and women's empowerment mandate met	
Activities: Define WFP's mandate for gender equality and women's empowerment; and set financial targets for meeting this mandate in all WFP budgets, including Headquarters, regular, PSA and project budgets and extra-budgetary resources	
Exceeds standards: Financial benchmark for resource allocation to gender equality and women's empowerment exceeded	
Activities: Prioritize gender activities in project funding	
Performance indicator 10: Gender architecture	Business owners: HRM and GEN
Meets standard: Gender advocate network functioning effectively, with equal representation of women on WFP's general service staff and staff at P4 level and above; the Gender Office fully resourced to deliver on WFP's mandate	
Activities: i) Keep recruitment target of 65 percent women for appointments at P1–P3 levels; engage hiring managers in achieving gender targets; review reassignment and recruitment procedures; track and report results on gender representation at the WFP corporate and EMG levels; ensure that all women at P4–D1 levels participate in the INSPIRE women leadership and career development programme; and assess the staffing situation and forecast changes, broken down by grade and staff category, to formulate a realistic timeline for addressing gender parity. ii) Develop tailored terms of reference and ensure that gender advocate teams are established at Headquarters departments/divisions/units, regional bureaux and country offices; include gender advocate tasks in staff performance appraisal forms; and develop tailored action plans for gender advocates to mainstream gender at all levels	
Exceeds standard: Equal representation of women in general service staff and staff at P4 level and above	
Activities: Recruit a higher percentage of qualified women to achieve at least 35 percent women at the Director level and 45 percent at the P4/P5 level taking staff turnover into account; equal representation of women at P4 level and above should be achieved by 2016	
Performance indicator 11: Organizational culture	Business owner: OED⁸
Meets standard: Organizational culture fully supporting promotion of gender equality and women's empowerment	
Activities: Ensure gender equality in programming, and make online and in-person gender training and gender-sensitive awareness-building courses mandatory for all staff; promote existing United Nations rules and regulations on work–life balance, with an internal mechanism to track implementation; establish a childcare in the workplace programme and facilities; and develop/launch leadership tools	

⁷ Organizational Budgeting Service

⁸ Office of the Executive Director

Exceeds standard: Senior managers demonstrating leadership in and championship of promotion of gender equality and women's empowerment
Activities: Increase corporate messaging on gender; enforce United Nations rules and regulations on ethical behaviour; develop online e-learning course on anti-fraud, anti-corruption and protection against sexual exploitation and abuse; conduct global surveys and mandatory exit interviews; and recognize the personal status of staff members who have entered into a marriage or domestic partnership that is legally recognized by a competent national authority regardless of the nationality of the staff member

Area: Developing capacity and competency	
Performance indicator 12: Capacity assessment	Business owner: HRM
Meets standard: WFP-wide capacity of staff at the Headquarters, regional and country levels to address gender equality and women's empowerment issues in activities assessed	
Activities: Prepare a capacity development plan to address gaps identified in the 2014 WFP-wide survey assessing capacity, skills, knowledge and practices in gender equality and women's empowerment.	
Exceeds standard: Capacity review carried out every two years to ensure that capacity increases as intended	
Activities: Include gender capacity assessment in periodic global staff surveys	
Performance indicator 13: Capacity development	Business owner: HRM
Meets standard: Mandatory training for all WFP staff at Headquarters, regional bureaux and country offices ongoing	
Activities: Based on the capacity assessment results and in line with the diversity and inclusion strategy, develop awareness/skill-building sessions and e-learning modules as part of a corporate orientation programme for staff, and measure results in year-end performance reviews	
Exceeds standard: Senior managers receiving tailored training on gender equality and women's empowerment	
Activities: Develop awareness and skill-building materials beyond introductory courses, and deploy these as part of other programmes or alone	

Area: Ensuring coordination and knowledge management	
Performance indicator 14: Knowledge-sharing	Business owner: Communications Division
Meets standard: Knowledge on gender equality and women's empowerment systematically documented and publically shared; gender equality and women's empowerment included in communications plans as an integral component of internal and public information dissemination	
Activities: Ensure that the 2014–2017 communications strategy features gender equality and women's empowerment prominently; maintain visibility for gender issues on the external website; raise visibility of work with women through social media and fundraising campaigns; produce gender-specific materials, publications, etc. throughout the year; feature women staff members and gender issues on the internal website; and promote gender awareness through events	
Exceeds standard: Active involvement in an inter-agency community of practice on gender equality and women's empowerment	
Activities: Support other United Nations agencies in the launch of and follow-up activities for the joint Rural Women's Empowerment Programme; and include training of WFP public information officers on gender awareness as a strategic goal of the 2014–2017 communications strategy	
Performance indicator 15: Coherence/coordination	Business owner: Gender Office
Meets standard: Systematic participation in inter-agency coordination mechanisms on gender equality and women's empowerment	
Activities: Strengthen participation in the Inter-Agency Network on Women and Gender Equality; strengthen coordination of gender equality and women's empowerment activities among the RBAs; promote cross-agency learning; and share experiences at UN SWAP-related workshops and meetings	

Exceeds standard: Systematic participation in inter-agency coordination mechanisms on gender equality and women's empowerment and in the UN SWAP peer review process

Activities: Continue to review the UN SWAP process with RBAs, seeking to build on each other's strengths; promote cross-learning on the peer review process with other United Nations entities; strengthen strategic partnership with UN-Women; and explore and enhance partnership opportunities with the Office of the United Nations High Commissioner for Refugees, the United Nations Population Fund and the United Nations Children's Fund

ACRONYMS USED IN THE DOCUMENT

APR	Annual Performance Report
EMG	Executive Management Group
GEN	Gender Office
GMAF	Gender Mainstreaming Accountability Framework
IASC	Inter-Agency Standing Committee
KPI	key performance indicator [WFP]
MRF	Management Results Framework
OEV	Office of Evaluation
OIGA	Office of Internal Audit
PI	performance indicator [UN SWAP]
PSA	Programme Support and Administrative (budget)
RBA	Rome-based agency
SPR	Standard Project Report
SRF	Strategic Results Framework
UNEG	United Nations Evaluation Group
UN SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women