

**WFP Gender Policy 2022
Implementation plan
(supplementary note)**



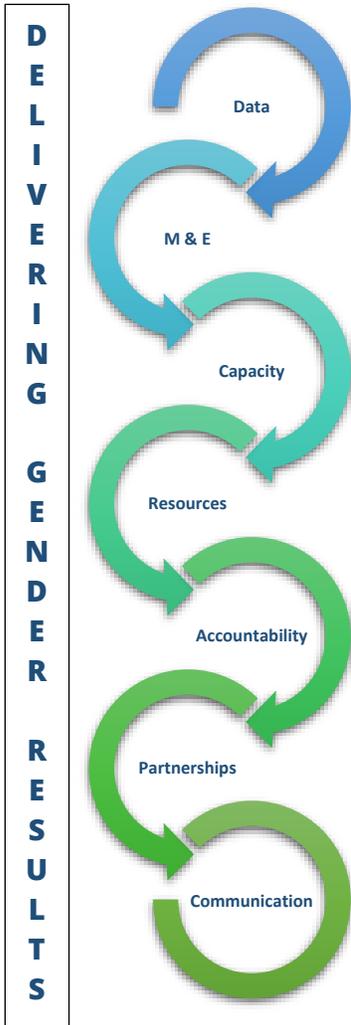
Third informal consultation

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**World Food Programme
Rome, Italy**

Implementation plan

1. This implementation plan presents the strategic entry points for WFP's gender equality and women's empowerment work in alignment with the commitments presented in the Gender Policy 2022. This plan introduces a series of essential actions for strengthening gender equality and women's empowerment across WFP. Each action identifies the lead and support units for implementation and monitoring. This plan replaces the "minimum standards" section of the Gender Policy 2015-2020.
2. Promoting gender equality and women's empowerment is the responsibility of all WFP employees. The implementation plan is intended to assist regional bureaux, country offices and the organization at large in closing gender gaps, strengthening the roles of regional bureaux and country offices in identifying and/or generating good practices and testing new modalities for advancing gender equality.
3. The operationalization of WFP's gender commitments falls along a continuum. On one end of the continuum WFP is guided by the principle of "do no harm", where WFP designs gender-sensitive responses that prevent and mitigate potential negative impacts on affected people. On the other end of the continuum, WFP will support approaches that interpret gender in terms of social relations rather than social roles, with the goal of transforming the underlying gender-based discriminatory practices, social norms and structural barriers – or root causes – of gender inequalities. Due to the diversity of contexts in which WFP operates, the range of gender actions along this continuum will vary by country and by activity within a country. Therefore, the sociocultural, economic and political contexts that affect WFP programme design and delivery will inform how programming, including through WFP's country strategic plans (CSPs), will support gender actions along this continuum.





4. WFP will continue to invest in a **twin-track strategy**, where **gender mainstreaming** is understood to be the underlying approach for systematically integrating gender equality considerations across all WFP policies and programmes, and **gender targeted actions** include specific activities or measures that respond to a need or needs identified by the gender analysis that cannot be addressed through gender mainstreaming alone.

5. WFP supports a people-centred approach that engages with and benefits from the views, preferences and priorities of affected populations while promoting diversity, inclusion and gender equality. Humanitarian situations in particular have devastating and differential consequences for specific individuals and groups of individuals. For WFP, addressing these differential needs, priorities and experiences requires an understanding of the diverse factors affecting participation and access. Diversity considers the range of differences in attributes that may influence the likelihood that an individual or group of individuals is excluded from or overlooked by WFP interventions, including but not limited to sex, age, disability, race, ethnicity, religion, sexual orientation, gender identity, life experiences and value systems. Some aspects of diversity are visible while others are not. Respecting diversity and inclusion means creating a protective, inclusive and non-discriminatory environment that ensures that the rights of all affected people are upheld.

6. At a minimum, activities supported by WFP programming will be informed by a gender analysis that takes into consideration the context in which the activity will be implemented; the diverse needs, opportunities and experiences of all stakeholders; how best to ensure the equitable and meaningful participation of the diverse people with whom WFP works; and the priority that a specific country, region within a country, or ethnic or other group may accord to customary law over constitutional law, particularly as it relates to gender inequality and harmful practices. At the country level, a gender analysis can help to identify the most progressive entry point along the gender continuum for each strategic outcome while informing the design of specific CSP activities. When country contexts change – particularly in emergency settings – the gender analysis will be consulted and possibly adjusted in order to determine the most appropriate course of action given the new context. This will ensure that programme adjustments remain responsive to the specific needs of beneficiaries.

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7. WFP will help to establish appropriate and accessible mechanisms that facilitate the centrality of voices of all affected people and empower them to shape their own lives and deliver assistance that considers their long-term aspirations while meeting their immediate needs. In addition, WFP will prioritize safety and dignity, avoid doing harm and help to facilitate access to services and assistance in line with and respectful of the choices and needs of the diverse people with whom WFP works. This will involve working closely with international, national and local partners to identify and address barriers to ensure that no one is left behind.
8. Successful implementation of this policy will be assessed based on achievement of the actions presented below. It is expected that this policy's effectiveness will be reviewed through an independent evaluation to be conducted between four and six years after its approval. The evaluation findings will inform further implementation of, or revisions to, the gender policy.

Strengthening gender equality and women's empowerment across WFP

PROGRAMMING FOR GEWE

- Develop and disseminate a quality standard for gender analysis - Lead: GEN; Support: PD, RBx, COs
- Deliver training and develop training material on gender analysis - Lead: GEN; Support: RBx, COs, PD, HRM
- Establish triggers to re-assess gender analysis based on country context - Lead: GEN; Support: COs
- Strengthen WFP's coordination and collaboration on gender equality in the humanitarian and emergency response context - Lead: EME, GEN; Support: PRO-P, PD, RBx, COs
- CSP activities demonstrate enhanced gender programming - Lead: COs; Support: RBx, GEN, PD
- Recalibrate the gender and age marker and gender transformation programme to align with new gender policy - Lead: GEN; Support: COs, RBx
- Gender analysis findings inform monitoring and reporting activities - Lead: RAM; Support: GEN, CPP, RBx, COs
- Regional gender strategies are revised and incorporate activity-level gender analysis as appropriate - Lead: RBx; Support: COs, GEN, PD, PA, RM

GENDER RESULTS

- Optimize the analysis of data disaggregated by sex, age and disability collected at the country level - Lead: RAM; Support: CPP, COs, GEN
- Develop, validate and implement a qualitative data measurement approach(es) - Lead: RAM; Support: COs, CPP, GEN
- Initiate a pilot in select countries to collect, analyse and use intra-household data - Lead: RAM; Support: COs, CPP, GEN
- Identify, pilot and validate new gender indicators for the corporate results framework - Lead: GEN; Support: RAM, CPP, RBx, COs, PD
- Develop, validate and roll out a results pathway mapping a SMART results chain from country-level activities to the corporate results indicators - Lead: GEN; Support: RAM, CPP, RBx, COs, PD
- Deliver training and develop training material on gender results measurement, monitoring and reporting - Lead: GEN; Support: RAM, CPP, RBx, COs, PD
- Build an evidence base of gender success stories, lessons learned and best practices to inform future programming in specific contexts - Lead: GEN, COs; Support: RBx, CAM, PD

PARTNERSHIPS

- Develop a WFP gender partnership strategy to guide programme delivery, collaboration and networking, evidence generation and financing - Lead: GEN, PPR, PPF; Support: RBx, COs, PD
- Consolidate and strengthen partnerships with other United Nations entities, recognizing comparative advantages in specific countries and contexts, e.g. UN Women, UNICEF, UNHCR, OCHA, UNFPA, RBAs, etc. - Lead: GEN, COs, RBx; Support: PD, PA
- Develop new and strengthen existing partnerships with feminist organizations, women-led and women-centered NGOs and civil society organizations and other key local actors at the field level - Lead: COs, RBx; Support: GEN, PD
- Review the field-level agreement to consider opportunities for contracting local organizations for service delivery, technical assistance and capacity building - Lead: PD; Support: GEN, COs, RBx, RMD, PA, LEG
- Identify opportunities to enhance the integration of gender dimensions and gender partnerships into supply chain processes, e.g. targets for proportion of women suppliers, vendors and subcontractors - Lead: SCO, GEN; Support: COs, RBx, PA

RESOURCES

- Develop a gender staffing, recruitment and reporting architecture in alignment with the ongoing workforce planning exercise - Lead: PD, HRM; Support: GEN, COs, RBx
- Develop a gender resourcing plan to ensure sufficient financial resources are planned and allocated for gender policy implementation, including mid-course reallocations as necessary during 2022, and through the management plan and CSP exercises - Lead: RMD, PD; Support: ALL
- Ensure sufficient and appropriate engagement of gender advisers at headquarters, across technical units, regional bureaux and country offices in alignment with the Gender Policy 2015-2020 evaluation findings - Lead: PD, RBx, COs; Support: GEN, HRM
- Ongoing: Achieve a representative workforce in which WFP employees have equal opportunities for rewarding careers at all levels of the organization in alignment with the WFP people policy - Lead: HRM; Support: COs, RBx, headquarters

ACCOUNTABILITY

- Oversight of and senior management accountability for policy implementation - Lead: GEWESG; Support: GEN; RBx, COs
- Develop and implement a gender incentive and recognition programme for country offices, technical teams and individuals demonstrating an exceptional commitment to gender results - Lead: GEN; Support: HRM
- Develop and disseminate a gender communication plan with an internal and external orientation to ensure consistency in gender communications, advocacy and outreach - Lead: PA; Support: GEN, CAM
- Ongoing: Ensure compliance with mandatory training on the Secretary-General's bulletin on special measures for protection from sexual exploitation and abuse and WFP's protection from sexual exploitation and abuse measures - Lead: ETO; Support: HRM, PRO-P, CAM
- Ongoing: Adherence to the IASC minimum standards for prevention and mitigation of gender-based violence, adapted by WFP for the nutrition and food security sectors - Lead: PD/EME, ETO; Support: RBx, COs, GEN
- Ongoing: Work towards exceeding the requirements of UNSWAP performance reporting - Lead: GEN; Support: Multiple

Acronyms

CAM	Communications, Advocacy and Marketing Division
COs	country offices
CPP	Corporate Planning and Performance Division
EME	Emergency Operations Division
ETO	Ethics Office
GEN	Gender Office
GEWESG	gender equality and women's empowerment steering group
HRM	Human Resources Division
IASC	Inter-Agency Steering Committee
LEG	Legal Office
NGOs	non-governmental organizations
PA	Partnerships and Advocacy Department
PD	Programme and Policy Development Department
PPF	Private Partnerships and Fundraising Division
PPR	Public Partnerships and Resourcing Division
PRO-P	Programme - Humanitarian and Development Division, Emergencies and Transitions Unit
RAM	Research, Assessment and Monitoring Division
RBA	Rome-based agencies: Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development and WFP
RBx	regional bureaux
RM	Resource Management Department
SCO	Supply Chain Operations Division
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNSWAP	2018 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