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WFP gender policy 2022

Executive summary

WFP envisions a world with zero hunger where everyone has equal opportunities, equal access to resources and an equal voice in the decisions that shape their lives, including as individuals within households, communities and societies. The pursuit of gender equality and women's empowerment is central to WFP's mission of saving lives and changing lives and supporting countries in their quest to achieve the Sustainable Development Goals.

The goal of the updated gender policy is to ensure that WFP optimizes its presence, role and capabilities, in partnership, to advance gender equality and empower women. WFP's ability to achieve its strategic objectives depends on it delivering food and nutrition assistance in a manner that addresses the differing needs, priorities and experiences of the women, men, girls and boys with whom it works. This document therefore builds on experience and efforts over the decades to bridge the gender gap in food security and nutrition.

The updated policy is a product of broad consultations with partners and stakeholders and is informed by the lessons learned from the implementation and evaluation of the WFP gender policy for 2015–2020. Four inter-connected priorities provide the updated policy's foundation of gender best practices: enhanced and equitable participation; strengthened leadership and decision making; enhanced protection to ensure safety, dignity and meaningful access; and transformative action on social norms and structural barriers. Further, the policy sets out the following three objectives to address the gender inequalities that continue to exacerbate food insecurity and poor nutrition outcomes:

- I. Achieve equitable access to and control over food security and nutrition – by broadening WFP's assessment, implementation and monitoring activities to better respond to intrahousehold food distribution dynamics.

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- II. Address the root causes of gender inequalities that affect food security and nutrition – by challenging the barriers that influence the meaningful participation of all household members as agents of change.
- III. Advance the economic empowerment of women and girls in food security and nutrition – by using food and nutrition assistance as entry points to livelihood opportunities that increase equitable access to productive assets, financial services and technologies.

Through this policy, WFP further seeks to mainstream gender in emergency preparedness and response, resilience building and development.¹ WFP's approach to gender equality and women's empowerment is people-centred, promoting diversity and inclusion in all contexts, and commits WFP to inclusive and representative consultation that ensures that the needs, priorities and experiences of all people are reflected in programme design. In emergency and humanitarian settings, where more than two thirds of all WFP programming is implemented, actions to advance gender equality must be guided first by humanitarian principles and the "do no harm" imperative. This includes an essential focus on protection from sexual exploitation and abuse and gender-based violence during emergencies and protracted crises.

However, while emergency settings create risks that can exacerbate inequalities, they may also stimulate moments of social change when the conditions affecting gender inequalities in food security can shift towards supporting positive and lasting change. Addressing the root causes of gender inequalities as part and parcel of crisis response can therefore help WFP and its partners to stimulate equitable access to and control over the means of achieving food security and nutrition. This approach is essential to supporting a lasting transition from humanitarian assistance to sustainable development.

Partnerships are at the heart of WFP's efforts to accelerate progress in gender equality and women's empowerment. From the outset, WFP will consider the international, national and local actors who possess comparative advantages that enable them to drive gender results in specific countries or contexts. Partnerships that seek to leverage financing for gender results are also essential. Together with partners, WFP will prioritize safety and dignity, avoid doing harm and facilitate access to services and assistance in line with the choices and needs of the diverse² people with whom it works.

This gender policy is geared towards all organizational units of WFP. It recognizes the value and comparative advantage that WFP's expansive field presence offers for proactively advancing gender equality and women's empowerment to address food insecurity around the world. All employees are expected to work with partners and beneficiaries to support a people-centred model of delivering assistance to and enabling the participation of the individuals, communities and societies with which WFP works. The policy's effectiveness will be reviewed through an independent evaluation conducted between four and six years after its approval. The evaluation findings will inform further implementation and updates of WFP's gender policy.

Draft decision*

¹ This reflects WFP's alignment with the Inter-Agency Standing Committee 2017 policy on [Gender Equality and the Empowerment of Women and Girls in Humanitarian Action](#).

² Diversity is 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, and sexual orientation. This definition is in alignment with the "WFP strategic plan (2022–2025)" (WFP/EB.2/2021/4-A/1/Rev.2).~~

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

The Board approves the WFP gender policy 2022 (WFP/EB.1/2022/4-B/Rev.1) and takes note of the policy implementation plan set out in annex III of the policy.

Rationale

1. WFP envisions a world with zero hunger where everyone has equal opportunities, equal access to resources and an equal voice in the decisions that shape their lives, including as individuals within households, communities and societies. This policy lays out WFP's strategic direction for gender equality and women's empowerment and defines the necessary changes and entry points for further mainstreaming gender in WFP's work.
2. WFP is unequivocally committed to promoting and protecting human rights and gender equality as recognized in the 1945 Charter of the United Nations,³ the 1979 Convention on the Elimination of All Forms of Discrimination against Women, the 1995 Beijing Declaration and Platform for Action, the 2015 Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the 2030 Agenda for Sustainable Development,⁴ the ~~2016 World Humanitarian Summit's commitment to "leave no one behind", the~~ Secretary-General's report, Our Common Agenda, following the celebration of the seventy-fifth anniversary of the United Nations,⁵ the Beijing+25 outcomes and other declarations and agreements.⁶ WFP complies with the 2018 United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0),⁷ and will enhance its emergency response actions to respond to the 2020 Inter-Agency Humanitarian Evaluation of Gender Equality and the Empowerment of Women and Girls.⁸
3. The independent evaluation of WFP's gender policy for 2015–2020 confirmed the appropriateness of WFP's strategic approach. This included the policy's gender action plan, regional gender strategies, gender results network, gender and age marker and gender transformation programme. However, the evaluation highlighted that overall progress was challenged by human and financial resource investments that fell short of the commitment to policy implementation. While some country programmes demonstrated effective adaptation of food assistance activities to the specific needs of women, men, girls and boys, including evidence of increased and equitable participation, this relied on the interest and commitment of specific employees rather than a systematic accountability process.
4. The evaluation recommended that WFP embed gender actions more systematically within country-level policy and programming dialogues, reviews and country strategic plans (CSPs); identify strategies for mobilizing consistent financial and human resources for gender equality, such as a cadre of professional gender advisers; and launch a high-level gender equality and women's empowerment steering group to strengthen accountability for policy implementation.⁹ Delayed initially by the COVID-19 crisis, the gender equality and women's empowerment steering group was launched in 2021 to guide and inform revisions of the policy and its future implementation. Reflecting the maturity of WFP policies and established

³ United Nations. 1945. *Charter of the United Nations and Statute of the International Court of Justice*.

⁴ United Nations. 2015. *Transforming our world: the 2030 Agenda for Sustainable Development*.

⁵ United Nations. 2021. *Our common agenda – Report of the Secretary-General*.

⁶ United Nations Entity for Gender Equality and Women's Empowerment (UN-Women). *Intergovernmental mandates on gender mainstreaming*.

⁷ UN-Women. 2018. *Promoting UN accountability (UN-SWAP and UNCT-SWAP)*.

⁸ Inter-Agency Standing Committee. 2020. *Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls*.

⁹ WFP. 2020. *Evaluation of the Gender Policy (2015–2020)*.

internal guidance and accountabilities, this updated policy focuses on better integrating gender work into programming.

5. Gender roles, harmful norms, stereotypes and inequalities are root causes of gender-based violence (GBV). While anyone can experience GBV, it predominantly affects women and girls. In humanitarian settings GBV may include intimate partner violence, sexual violence, human trafficking, early child and forced marriage, female genital mutilation, digital abuse and other forms of exploitation and abuse.¹⁰ WFP is committed to protecting employees, stakeholders and beneficiaries from GBV and has zero tolerance for sexual exploitation and abuse. This updated gender policy is both complementary to and in alignment with WFP's protection and accountability policy, the Executive Director's circular on special measures for protection from sexual exploitation and abuse,¹¹ the WFP GBV manual,¹² the Executive Director's circular on harassment, sexual harassment and abuse of authority and discrimination¹³ and the WFP people policy. These corporate documents lay out accountabilities for the safeguarding of beneficiaries and employees as essential to meeting the duty of care while promoting gender parity and safe and inclusive workplaces.

Context

6. Progress towards gender equality and women's empowerment has been eroded by the "3Cs" – conflict, climate change and COVID-19:

- i) In 2021, an estimated 270 million people needed urgent food assistance across the countries where WFP operates. A staggering 45 million people were confronted with emergency levels of acute hunger and another 500,000 people were facing famine-like conditions. Further, 10 percent more women than men were found to be suffering from food insecurity, compared to a 6 percent gap in 2019.^{14, 15}
- ii) While the world has made strides towards eradicating extreme deprivations, large differences in human development remain. This is particularly true for disparities in access to high quality education and present-day technologies.¹⁶ Evidence is clear that access to education can protect girls from harmful practices such as early child and forced marriage. Every year, 12 million girls – 23 every

As a result of COVID-19 school closures, WFP has worked with governments in 50 countries to find alternative solutions that reach the most vulnerable children through take-home rations and vouchers or cash. The scale-up of school health and school feeding programmes as school systems reopen will be crucial in ensuring that children return to school. The longer children are out of school the less likely they are to return, especially girls who are at risk of early marriages, pregnancy and abuse. School closures risk losing a generation of children, especially girls who, without incentives, may never return to school. WFP and partners are working to prevent that and to ensure that no child is left behind.

For example, WFP's Lebanon country office adjusted its school meals programme to provide monthly family food parcels as take-home rations to alleviate negative coping mechanisms such as early child and forced marriage and child labour. This approach also increased the chance of girls returning to school when schools reopened.

¹⁰ WFP. 2014. *Executive Director's Circular – Special Measures for Protection Against Sexual Exploitation and Abuse* (OED2014/020).

¹¹ *Ibid.*

¹² WFP. 2016. *World Food Programme Gender-based Violence Manual*.

¹³ WFP. 2018. *Executive Director's Circular – Protection from harassment, sexual harassment, abuse of authority, and discrimination*.

¹⁴ Global Network Against Food Crises and Food Security Information Network. 2021. *Global Report on Food Crises: Joint Analysis for Better Decisions*.

¹⁵ WFP Gender Office. 2020. *Individual data driving relevant responses to COVID-19*.

¹⁶ "WFP strategic plan (2022–2025)" (WFP/EB.2/2021/4-A/1/Rev.2).

minute – are married before the age of 18.^{17, 18} From 2014 to 2020, 36 percent of girls and 6 percent of boys living in least developed countries were married by the age of 18.¹⁹ Early child and forced marriage affect psychosocial, intellectual and physical development, and pregnancy and childbirth remain the leading causes of death among adolescent girls age 15–19.²⁰

- iii) In 2021, 711 million people faced extreme poverty, an increase of 97 million people since 2019.²¹ Further, the economic effects of COVID-19 have pushed an additional 47 million women and girls into extreme poverty, reversing decades of progress.²²
 - iv) Extreme temperatures and heatwaves, droughts, storms and floods damage the systems that produce and process food and get it to people's tables. Climatic stressors such as changing seasons and water scarcity compound the problem by weakening those same systems.²³ In turn, the need to travel farther in search of scarce natural resources including water and fuel has increased the burden of unpaid care work for women and girls, who perform on average three times as much household drudgery as men and boys.²⁴
 - v) In 2020, conflict was the single largest contributor to extreme hunger – affecting almost 100 million people in 23 countries.²⁵ This situation was intensified by the COVID-19 related lockdowns, supply chain disruptions and employment losses, further contributing to an unprecedented increase in GBV.²⁶
7. According to the Grand Bargain,²⁷ which emerged from [a two-year global and broad-based consultative process following](#) the World Humanitarian Summit in May 2016, “[t]o achieve quality, responses must adapt to the capacities, priorities and views of affected people, and support the agency and participation of people whose needs and vulnerability are heightened by gender inequality, disability, social exclusion and marginalization, and humanitarians must be accountable to affected people.”²⁸ This guides WFP's strategic commitments, including to place affected people at the centre of everything it does, anticipating and mitigating crises and working with partners to reduce need and vulnerability.²⁹
8. The 2019 progress report on the Agenda for Humanity found that efforts to advance gender equality and women's empowerment and to prevent and end GBV continued to be overlooked as operational priorities and were consistently deprioritized and under-funded

¹⁷ Girls not brides. *About child marriage*; International Centre for Research on Women. *Child marriage facts and figures*. If pre-pandemic trends continue, 150 million more girls will be married by 2030 – an average of 15 million girls each year (United Nations Children's Fund (UNICEF) [child marriage database](#)).

¹⁸ United Nations Population Fund (UNFPA). 2020. *New UNFPA projections predict calamitous impact on women's health as COVID-19 pandemic continues*.

¹⁹ UNICEF. 2021. *Child marriage*.

²⁰ World Health Organization. 2020. *Adolescent pregnancy fact sheet*.

²¹ “WFP strategic plan (2022–2025)” (WFP/EB.2/2021/4-A/1/Rev.2).

²² *Evaluation of WFP's Response to the COVID-19 Pandemic (2020–2021), Evidence Summary 7: Cross-cutting concerns*.

²³ “WFP strategic plan (2022–2025)” (WFP/EB.2/2021/4-A/1/Rev.2).

²⁴ MenCare. 2021. *State of the World's Fathers 2021: Structural Solutions to Achieve Equality in Care Work*.

²⁵ “WFP strategic plan (2022–2025)” (WFP/EB.2/2021/4-A/1/Rev.2).

²⁶ UN-Women. *The Shadow Pandemic: Violence against women during COVID-19*.

²⁷ [The Grand Bargain is a unique agreement between some of the largest donors and humanitarian organizations who have committed to get more means into the hands of people in need and to improve the effectiveness and efficiency of humanitarian action. Inter-Agency Standing Committee. The Grand Bargain \(Official website\). As of 1 July 2019, 61 donors and aid organizations endorsed the Grand Bargain. The Agenda for Humanity \(Online\).](#)

²⁸ Inter-Agency Standing Committee. 2021. *The Grand Bargain 2.0 – Endorsed framework and annexes*.

²⁹ “WFP strategic plan (2022–2025)” (WFP/EB.2/2021/4-A/1/Rev.2).

in crisis contexts.³⁰ This trend contrasts with evidence that pre-existing gender inequalities can be exacerbated in times of crisis, leading to heightened discrimination and exploitation, and directly influence an individual's access to humanitarian and development assistance. Women and girls have historically been disproportionately affected by crises in comparison to men, resulting in reduced life expectancies, increased maternal mortality, loss of income, decreased access to education and reduced learning outcomes and devastating GBV.

Programming scope and considerations

9. WFP's vision of achieving zero hunger involves ensuring that all people are better able to meet their food and nutrition needs, have better nutrition, health and education outcomes and improved and sustainable livelihoods. With at least two thirds of WFP's programming occurring in emergency and humanitarian settings, actions to advance gender equality must be grounded in humanitarian principles and the "do no harm" imperative. Progress towards meeting essential needs, empowering those left farthest behind and investing in human capital can bolster collective efforts to reduce structural vulnerabilities and enable people to improve their livelihoods, build resilience to shocks and stressors and reduce need. In this context, efforts to advance gender mainstreaming, gender targeted actions and the mitigation and prevention of and response to GBV, including protection from sexual exploitation and abuse in humanitarian settings, must begin with meaningful consultation with all affected people, including women and girls.
10. With deeper and longer engagement in protracted crises, thoughtful programming requires a long-term focus – stimulating inclusive and sustainable outcomes as part and parcel of the crisis response. This requires an awareness of the social norms and structural barriers that hinder advances in gender equality in a given context.³¹ Addressing the root causes of gender inequalities is critical to supporting WFP and its partners in collaboratively advancing equitable access to and control over the means of achieving food security and nutrition. Inclusive emergency preparedness and response, resilience building and development are essential for achieving the goals of gender equality and the empowerment of women and girls in humanitarian action.³²

In Bangladesh, WFP supports the digitalization of cash transfer social protection programmes, by which payments are transferred directly to women's bank or mobile money accounts. This has enhanced women's digital and financial inclusion and economic empowerment.
11. WFP supports a people-centred approach that promotes diversity, inclusion and gender equality. This requires a commitment to inclusive, representative and meaningful consultation to ensure that the needs, priorities and experiences of all people are reflected in programmes. Women, men, girls, boys and other diverse people are not homogenous groups. WFP will establish standards to ensure that programming, including through the application of gender analysis, reflects and responds to the differential consequences that emergencies and protracted crises have for diverse beneficiaries. In this context, diversity considers the range of attributes such as sex, age,

In Cameroon, WFP's distribution of in-kind food assistance is accompanied by awareness raising sessions focused on shared decision making by women and men in the use of the assistance. This promotes the participation, leadership and agency of women and girls by increasing the proportion of men and women making household decisions together, as well as the number of households where women are empowered to lead on decisions about food assistance on their own.

³⁰ Office for the Coordination of Humanitarian Affairs (OCHA). 2019. *Sustaining the Ambition – Delivering Change: Agenda for Humanity Annual Synthesis Report 2019*.

³¹ OCHA. 2021. *Policy Instruction on Gender Equality 2021–2025*.

³² This reflects organizational alignment with the Inter-Agency Standing Committee 2017 policy *Gender Equality and the Empowerment of Women and Girls in Humanitarian Action*.

disability, race, ethnicity, religion, and sexual orientation, gender identity, life experiences and value systems³³ that may influence how people engage in and benefit from WFP programming.³⁴ Gender analysis will inform actions that respond to national and local contexts. Changing contexts may trigger reassessment of gender analyses to ensure that WFP's programming continues to address the specific needs of all intended beneficiaries.

12. CSPs provide an entry-point for high-level commitment to advancing gender equality in each country where WFP operates and the framework through which WFP-supported gender actions will be defined and carried out. The CSP process will be informed by gender analysis, including secondary data and reports prepared by national and international partners on the barriers to advancing gender equality. To support the design of CSP activities, country offices will be informed by previous CSP evaluation findings related to gender and will undertake focused gender analysis to identify the most appropriate approaches and actions. These will be guided by the experience and capacity of WFP and its partners to deliver gender results.
13. Partnerships are at the heart of WFP's efforts to accelerate progress in gender equality and women's empowerment. Through programme design and implementation, WFP will identify and engage with the international, national and local actors, both public and private, who possess comparative advantages that enable them to drive gender results in a specific country or particular context. For example, partnering with international actors specializing in rapid gender assessments can inform WFP teams on how best to integrate gender actions from the onset of a response. Partnerships that seek to leverage financing for gender results are also essential. WFP will continue to draw upon and contribute to existing frameworks and mechanisms to advance gender equality and women's empowerment, including through its role in United Nations country teams; humanitarian cluster system and country teams; humanitarian response plans; and inter-agency humanitarian coordination bodies.

After the Haiti earthquake in August 2021, WFP partnered with the Cooperative for Assistance and Relief Everywhere and UN-Women to conduct a [rapid gender analysis](#). This guided the short-term humanitarian response by generating sex- and age-disaggregated data and strengthening the leadership capacity of women and women-led organizations. It also identified needed medium-term recovery actions, including disaster preparedness training and economic empowerment support for women.

³³ This policy aligns with the Inter-Agency Standing Committee's goal of gender equality and the empowerment of women and girls in humanitarian action, which explicitly states that there is a need "to meet the specific needs of women, girls, men and boys in all their diversity, promote and protect their human rights, and redress gender inequalities". Inter-Agency Standing Committee. 2017. [Gender Equality and the Empowerment of Women and Girls in Humanitarian Action](#)

³⁴ Some aspects of diversity are visible while others are not.

14. Common commitments to advance gender equality and women's empowerment will inform and consolidate partnerships between WFP and other United Nations entities including the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Organization for the Coordination of Humanitarian Affairs (OCHA) and the other Rome-based agencies (the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD). WFP will also seek to strengthen partnerships with relevant national government partners, gender-mandated, feminist and women's civil society organizations that are best positioned as first responders and key development partners in humanitarian settings. This collaborative and coordinated approach to building capacity, leveraging resources and influencing policies and implementing programmes at the national and international levels ensures the increased visibility and sustainability of WFP's gender results.

In Libya WFP partners with local women-led organizations to support women as agents of change in conflict-affected areas. Through food for training programmes, women develop the skills needed to earn an income and be recognized as economic actors in their communities.

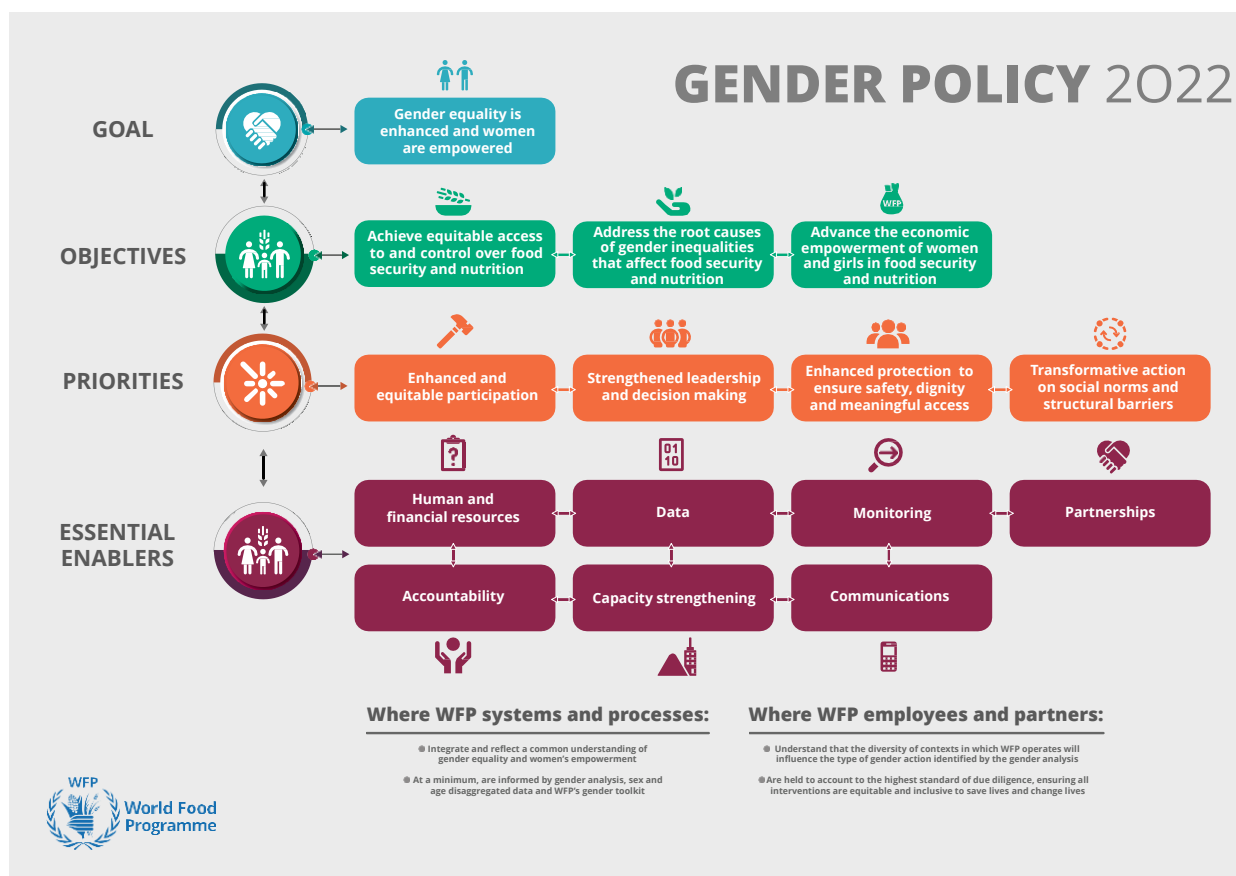
In Ecuador, WFP, UNFPA and the Ministry of Economic and Social Inclusion are facilitating pregnant adolescent girls' access to a nutritious diet through cash-based transfers, financial literacy, health information training and healthcare.

REVISION MODEL

Objectives and priorities

15. This policy presents three programming objectives through which WFP will accelerate progress in gender equality and women's empowerment within its mandate. The theory of change presented in this policy (figure 1) reflects the key role of Sustainable Development Goal (SDG) 5 – “Achieve gender equality and empower all women and girls” – in achieving sustainable results under SDGs 2 and 17. Progress in food security can only be secured by addressing the root causes of gender inequalities; there is no SDG 2 without progress on SDG 5.

Figure 1: Theory of change



16. **Objective 1: Achieve equitable access to and control over food security and nutrition.** For WFP, empowering beneficiaries regardless of sex, gender, lifecycle stage or disability is critical to addressing the structural factors that inhibit a person's ability to achieve adequate food security and nutrition. Broadening WFP's assessment, implementation and monitoring activities to better understand intrahousehold food distribution dynamics, including with qualitative measurement tools, will ensure targeted responses. This includes recognizing that while women and girls play an essential role in growing, preparing and marketing food and overseeing family nutrition, they are more likely to be food-insecure than men and are often excluded from food security and nutrition-related decision making at the household and community levels. Specific attention will be paid to promoting timesaving technologies that improve livelihoods, reduce the burden of unpaid work and facilitate equitable access to and control over food security and nutrition, including efforts to enhance the digital and financial inclusion of women, girls and other excluded people.

17. **Objective 2: Address the root causes of gender inequalities that affect food security and nutrition.** Gender inequalities that limit the meaningful engagement and benefit of women and girls in food systems continue to underpin food and nutrition insecurity for the diverse people with whom WFP works. While emergencies create risks that can exacerbate inequalities, they may also stimulate moments of social change when the conditions affecting gender inequalities in food security shift towards supporting positive and lasting change. For WFP, addressing social norms and unequal power relations in the context of food security and nutrition involves supporting each household member in examining who in the household contributes to food-related decision making, including how, when, where, why, how much and by whom food is acquired and consumed. To this end, WFP will require the explicit engagement of multiple actors, including the diverse programme beneficiaries as agents of change. Systematically engaging men and boys alongside women and girls is an essential precondition to building understanding and reaching consensus about dismantling the harmful root causes of gender inequality.
18. **Objective 3: Advance the economic empowerment of women and girls in food security and nutrition.** WFP supports women and girls as social, economic and political actors in their own right. Yet women and girls face structural barriers to their equitable participation in social, economic and political spheres. This is evident in their limited access to full legal rights and documentation, productive assets, financial services and new technologies, the unequal distribution of unpaid care and domestic work and women's under-representation in leadership and political spheres. The COVID-19 pandemic increased the time required to close the global gender gap from 99.5 years in 2019 to 135.6 years in 2020.³⁵ Creating the conditions for women and girls to compete for livelihood opportunities as equals alongside men and boys is essential to elevating their economic empowerment, ensuring their human rights and achieving food security and nutrition for themselves and their households.
19. For WFP, gender mainstreaming is the underlying approach to systematically integrating gender considerations across programming, while gender targeted actions include specific measures in instances where issues cannot be addressed through gender mainstreaming alone. WFP promotes gender mainstreaming by assessing the needs of men, women, boys and girls and ensuring that appropriate policies and programmes in all areas of work provide equitable access to, benefit from and control over food security and nutrition. For instance, a food distribution programme that focuses solely on the number of individuals per household, rather than the sex, gender and, life cycle stages of its members, is likely to overlook important nutritional needs. In this instance, gender mainstreaming would ensure that WFP seeks to identify and respond to the specific caloric and nutritional needs of all members of the household. A targeted gender action could in such a case provide additional specific support for some household members, for example adolescent girls through supplemental food or cash assistance as evidenced through application of WFP's Fill the Nutrient Gap tool to identify context-specific barriers to nutrient intake.³⁶ Where a smallholder farmer support programme seeks to distribute productive assets, a gender targeted action might be necessary to explore barriers to access, ownership and control of productive assets by women farmers in order to advocate and promote equitable access to and control of farming inputs by all farmers, regardless of sex, age or disability.

³⁵ World Economic Forum. *Global Gender Gap Report 2021 – Insight Report*.

³⁶ WFP. Fill the Nutrient Gap. [WFP Nutrition's Learning Platform](#).

20. The three objectives of this policy are further articulated through **four inter-connected and complementary priorities**³⁷ that provide the foundation for the organization's gender best practices and are essential for achieving each of the three policy objectives:
- i) **Enhanced and equitable participation** – WFP supports the equitable³⁸ participation of all persons by challenging social norms and structural barriers to ensure that all individuals have their voices heard and can meaningfully engage in dialogue and actions affecting their lives.³⁹ Working with men and boys alongside women and girls is essential to ensuring equitable and meaningful participation in and sustainable and safe access to WFP's programming by all people.
 - ii) **Strengthened leadership and decision making** – WFP supports self-determination such that all people have increased power to take up leadership roles and make decisions about their personal, household, community and societal food system, food security and nutrition needs and experiences. Working with diverse international, national and local partners, including men and boys, will be essential to transforming attitudes related to women and girls in leadership and decision making forums.
 - iii) **Enhanced protection to ensure safety, dignity and meaningful access** – WFP acknowledges that structural norms and unequal power dynamics disempower and discriminate against diverse people. Further, they fuel GBV, including sexual exploitation and abuse, as a means of power and control of one person over another, as a weapon of war in unstable environments, as an economic strategy evident through early child and forced marriage and as a negative coping mechanism in times of heightened crisis. Complementary to, and in alignment with, WFP's protection and accountability policy and Executive Director's circular on protection from sexual exploitation and abuse, preventing and mitigating GBV, including sexual exploitation and abuse, through identifying and addressing its structural and contextual drivers remains at the forefront of WFP's work.
 - iv) **Transformative action on social norms and structural barriers** – WFP will work with local, national and international partners to strengthen the voices, agency and leadership of its diverse beneficiaries. By dismantling the structural barriers – whether legal, regulatory, economic, political, customary or otherwise – affecting the ability of individuals to speak out for self-determination, WFP empowers beneficiaries to assert their voice and agency as equals in their households, communities and societies. Responding to pervasive gender inequalities, independently and in partnership with others, will stimulate equitable and sustainable outcomes for all.

³⁷ The objectives from the gender policy for 2015–2020 have been recast as foundational priorities.

³⁸ ~~The pursuit of equity means being fair to all people regardless of sex, age, disability, race, ethnicity, religion, gender, sexual orientation, gender identity, life experience or value systems. WFP gender toolkit.~~

³⁹ Priority 1 aligns with the WFP protection and accountability policy, which references “systematic engagement with affected populations, internal and external accountability measures and inclusion [...] means ensuring that affected communities, especially individuals most at risk, have a role in shaping and informing humanitarian and development action” whether this is delivered or enabled by WFP through support and capacity strengthening of governments and partners. “[WFP protection and accountability policy](#)” (WFP/EB.2/2020/4-A/1/Rev.2).

Essential enablers

21. WFP relies on multiple programming strategies and tools to accelerate progress in gender equality and women's empowerment. The gender and age marker requires that factors related to gender and age be assessed, integrated and implemented in CSP programming.⁴⁰ The gender transformation programme provides country offices with dedicated technical support for mainstreaming gender throughout their programmes, operations and workplace. The gender toolkit and learning resources will be kept updated and expanded to continue to offer key guidance on gender mainstreaming to WFP and its partners.
22. The programming strategies and tools will both inform and be strengthened by the policy's seven **essential enablers**, which form the organizational building blocks for translating WFP's ambitious commitments into gender equality actions and results, both internally and externally:
 - i) **Ensuring appropriate human and financial resources:** Regional bureaux and country offices will increase their representation of fixed-term employees with expertise in gender equality and women's empowerment. This responds to recommendation 6 of the evaluation of the gender policy for 2015–2020 and is critical to supporting the gender work articulated in CSPs.⁴¹ Specialized gender advisers support WFP with progressive dialogue and actions with partners to redress gender inequalities in a sustainable manner.⁴² As an equal opportunity employer WFP recognizes its unique position to advance equitable and inclusive human resource practices across multiple and diverse field offices.⁴³ With increasing emphasis placed on the delivery of gender results by WFP partners, this policy will be guided by a realistic assessment of the human and financial requirements for effective implementation at the global, regional and country office levels. Through this policy, WFP commits to:
 - developing and securing management support for a policy implementation and resourcing plan;
 - developing and implementing a gender staffing, recruitment and reporting architecture in alignment with the ongoing workforce planning exercises; and
 - exceeding its commitment to the UN-SWAP resource allocation performance indicator (indicator 9).⁴⁴
 - ii) **Ensuring participatory quantitative and qualitative data collection, analysis and use:** Where WFP plays a lead role in data collection, analysis and use it will seek to transform robust sex-, age- and disability-disaggregated data into useable information and knowledge that inform strategic humanitarian and development activities.⁴⁵ Where possible, WFP will seek to strengthen the capacity of national governments to collect, analyse and use disaggregated data in support of evidence-based decision

⁴⁰ The gender and age marker was adapted from the United Nations gender marker to respond to WFP's programmatic approach to food security and nutrition.

⁴¹ "Summary report on the evaluation of WFP's Gender Policy (2015–2020)" (WFP/EB.A/2020/7-B). Recommendation 6 calls on WFP to invest in dedicated professional gender advisers at headquarters and in the regional bureaux and to build a cadre of experienced gender advisers to work in its country offices.

⁴² In emergency and humanitarian settings WFP recognizes the essential role that women gender advisers – local and international – play in facilitating participatory outreach and meaningful dialogue with diverse beneficiaries including women and girls.

⁴³ "WFP people policy" (WFP/EB.A/2021/5-A).

⁴⁴ UN-Women. *Promoting UN accountability (UN-SWAP and UNCT-SWAP)*.

⁴⁵ "WFP strategic plan (2022–2025)" (WFP/EB.2/2021/4-A/1/Rev.2).

making. When relying on data collected by other partners, such as UNHCR, UNICEF, non-governmental organizations (NGOs) or national governments, WFP will leverage the support it provides to partners to enhance the collection, analysis and use of disaggregated data. While traditional data collection methodologies centred on heads of households, WFP aims to capture the intrahousehold dynamics of food security and nutrition. By seeking to engage all members of households, WFP will gain a richer understanding of the specific needs, perceptions and opportunities of household members with regard to food and nutrition. Qualitative measurement techniques will be deployed alongside quantitative to inform programme design and methodological approaches that track changes in gender outcomes over time. Through this policy WFP commits to:

- the collection, analysis and use of data disaggregated by sex, age, disability and other sociodemographic attributes, including intrahousehold and qualitative approaches, wherever possible and as appropriate; and
 - partnering with local and national governments, academic institutions, local women's organizations, national research institutes and NGOs to collect high-quality qualitative and quantitative data and carry out analyses of gender inequality, food security and nutrition.
- iii) **Consistent monitoring, reporting and evaluation:** This policy recognizes the importance of validating country-level actions to advance gender equality and the empowerment of women via regular monitoring, reporting and evaluation. Of equal importance is the generation of an evidence base, including through undertaking CSP, impact and gender-centred evaluations, disseminating lessons learned and producing associated knowledge products to inform future programming. Recognizing the importance of dismantling the root causes of gender inequalities that perpetuate negative behaviours such as GBV and sexual exploitation and abuse, effective community feedback mechanisms will continue to play an essential role in detecting incidents of GBV and sexual exploitation and abuse. Reports received are prioritized and prompt a survivor-centred response alongside an investigation conducted by the Office of Inspections and Investigations and support the organization in identifying patterns and trends to guide mitigation.⁴⁶ Through this policy, WFP commits to:
- developing and disseminating a gender results pathway that maps a SMART⁴⁷ results chain between country-level gender activities and the corporate results framework.
- iv) **Building diverse partnerships:** Key to accelerating progress in gender equality is strengthening WFP's collaboration and coordination of new and existing field-based partnerships with other United Nations entities (UN-Women, UNFPA, UNICEF, UNHCR, OCHA, FAO and IFAD), public and private partners, local and national governments, NGOs and local actors including gender-mandated, feminist and women's civil society organizations in humanitarian settings. Wherever possible WFP, in collaboration with other field-based partners, will invite local women-centred organizations to meaningfully participate in decision making forums and support investments in capacity building for local-level engagement.⁴⁸ Whether WFP assumes a leadership or supportive role in advancing common gender commitments will depend on the

⁴⁶ "WFP protection and accountability policy" (WFP/EB.2/2020/4-A/1/Rev.2). Note: Investigations are the responsibility of the Office of Inspections and Investigations.

⁴⁷ SMART refers to objectives or goals that are specific, measurable, attainable, relevant and time-bound.

⁴⁸ In accordance with the localization agenda, this entails respecting, supporting and strengthening local leadership and capacity, including in women-led organizations and organizations advancing gender equality at the local level.

comparative advantages and presence of the partners on the ground. This involves a two-way exchange: information on gender equality that emerges from WFP programmes and operations must be made available to other actors and vice versa to inform multisectoral and multidisciplinary strategies and interventions. WFP will strengthen its involvement in the United Nations Inter-Agency Network on Gender and Women's Empowerment, the United Nations Sustainable Development Group's gender working group, the Inter-Agency Standing Committee gender reference group, the Rome-based agencies' gender working group and others as appropriate. Through this policy, WFP commits to:

- expanding upon existing gender partnership guidance to incorporate a more strategic approach to building gender partnerships at the field, country and corporate levels.
- v) **Ensuring accountability at all levels:** WFP is first and foremost accountable to the people it serves.⁴⁹ Enhanced gender equality and women's empowerment is a corporate priority. Implementation of this policy is the responsibility of all WFP employees, is pertinent to every aspect of WFP's work and aligns with the common gender commitments of the United Nations system. Country directors, regional directors and headquarters management are therefore expected to deliver consistent and aligned reports on gender results⁵⁰ and corporate gender messages and are held accountable for delivering on corporate gender commitments through all corporate reporting processes. Through this policy, WFP commits to:
- ensuring oversight and senior management accountability for policy implementation.
- vi) **Strengthening individual and institutional capacity:** Through the WFP gender toolkit and associated gender learning materials, the gender and age marker, the gender transformation programme, gender and other design and implementation analyses, WFP ensures a common understanding of gender and the delivery of gender-related programme results by employees and partners. Building capabilities and strengthening capacity will encompass standardized practices for undertaking gender analysis and will support better collaboration, coordination and partnerships aimed at accelerating progress on gender equality and women's empowerment. Gender actions must be driven by field-based realities and be consistent among headquarters, technical units, regional bureaux and country offices. WFP will leverage its position as a leader in humanitarian response to strengthen gender-related technical capacity, analysis and action in interagency and humanitarian cluster work. Through this policy, WFP commits to:
- updating and disseminating a gender capacity development plan.
- vii) **Consistent communications and advocacy:** WFP acknowledges the importance of clear, concise, inclusive and appropriate communications, advocacy and outreach when addressing the root causes of gender inequalities. To facilitate acceptance of WFP's presence and in support of unhindered humanitarian access, the outreach materials designed for affected populations will be accessible, presented in clear terms with gender-sensitive images and appropriate languages. This will enable people to obtain WFP services while also providing a level of protection for WFP employees and assets. Through this policy, WFP commits to:

⁴⁹ "WFP protection and accountability policy" (WFP/EB.2/2020/4-A/1/Rev.2).

⁵⁰ Reporting on gender results will ultimately align with the gender results pathway to be developed.

- developing and disseminating a gender communication and advocacy plan for both internal and external audiences.

Risks

23. Failure to implement the WFP gender policy at the country or regional level or across technical units will affect WFP's reputation as an organization committed to achieving food security and nutrition outcomes through advancing gender equality and women's empowerment. Ensuring a full staff complement in the Gender Office, within targeted technical units and across the regional bureaux and country offices, coupled with capacity building activities, will provide WFP employees and partners with sufficient support for effective implementation of the policy. WFP will also ensure adequate action to mitigate the following risks to its policy commitments:

Type of risk	Risk	Risk response
Strategic	A lack of organizational understanding of gender objectives can inadvertently perpetuate gender-based stereotypes; reinforce barriers to equitable participation, leadership and decision making.	Alongside the oversight function of the gender equality and women's empowerment steering group, which is to be chaired by the Assistant Executive Director, Programme and Policy Development Department, tools and training will be developed and delivered to empower all employees to identify and respond to strategic gender opportunities as they arise. Gender advisers will deliver capacity building and technical assistance to accelerate progress in gender equality.
Operational	Current gender inequalities are aggravated and/or individuals are subject to greater risk of harm and/or social exclusion and/or the personal safety and security of programme beneficiaries are threatened due to insufficient integration of social norm and structural barrier considerations in programme design and implementation.	Actions intended to stimulate behavioural change such as dismantling discrimination, social norms and structural barriers must be guided by a robust gender analysis and supported by capable staff able to explore innovative context-specific entry points for gender dialogue. The gender analysis will identify potential risks to beneficiaries and propose mitigation strategies that address inequalities. Gender advisers will play an integral role in supporting programme colleagues in their efforts to include equality, diversity and inclusion concepts across WFP's portfolio of work.
Financial	The successful implementation of this policy will require dedicated human and financial resources.	WFP management will be accountable for ensuring that country offices, regional bureaux and technical teams have staff with appropriate gender skills. Gender-based analyses will inform the extent to which country offices integrate gender actions in their budgeting and forecasting exercises; support the collection, analysis and use of disaggregated data; ensure that sufficient gender expertise is engaged at all stages of the programme cycle; and explore potential adjustments to existing CSPs and associated activities to maximize gender results.

Implementation

24. Advancing sustainable results in gender equality and women's empowerment cannot be assured without a highly visible and institutionalized leadership and accountability approach to gender results.⁵¹ Alignment of actions and frameworks to ensure policy coherence will be guided by the Assistant Executive Director, Programme and Policy Development Department. To ensure accountability for policy implementation, WFP will

⁵¹ Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls Management Group. 2021. *Review of Progress: Mainstreaming Gender Equality and the Empowerment of Women and Girls into the Humanitarian, Development and Peace Nexus Agenda*.

explicitly incorporate gender equality and women's empowerment into its suite of enterprise risk management tools (e.g. the Executive Director assurance statement, the corporate risk register and the annual performance plan). Gender equality and women's empowerment considerations are well reflected in WFP's strategic plan for 2022–2025 and its accompanying corporate results framework, including specific indicators for measuring management performance.

25. Communicating the importance of these policy revisions to WFP leaders and decision makers will be an important step in securing the organization's commitment. Country directors and their country office management teams have the responsibility to identify and incorporate gender actions into CSPs and country portfolio budgets, complementing the work of other partners across the multilateral system. This will be verified during the programme review process. In support of CSP implementation, the country gender advisers will work closely with regional gender advisers and the Gender Office to design, implement and monitor gender results. Overall accountability of country and regional directors, as well as directors of headquarters technical divisions, will be assured through the gender equality and women's empowerment steering group as well as through performance management mechanisms.
26. 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, and possible updates to, the gender policy.
27. This gender policy is geared towards all organizational units of WFP. It recognizes the value and comparative advantage that WFP's expansive field presence offers for proactively advancing gender equality and women's empowerment to address food insecurity around the world. This policy will be supported by an implementation and resourcing plan, a gender results pathway and revisions to the six regional gender strategies. The Gender Office will collaborate and coordinate closely on policy implementation through technical assistance and capacity building activities with other technical units, the regional bureaux and country offices. The Gender Office director will provide annual progress updates to the Executive Board on the implementation of the policy.

ANNEX I

Gender concepts Key Terms¹

Concept/Term	Definition²
Agency	The capacity of an individual, or a group, to make choices and to act on the choices made.
Diversity	Diversity refers to how various values, attitudes, cultural perspectives and beliefs intersect with sociodemographic characteristics such as sex, age, disability, race, ethnicity, religion, gender, sexual orientation, gender identity , health, social and economic status and skills, among others. Some aspects of diversity are visible, while others are not. ³ This term acknowledges that people may experience diverse priorities, needs and opportunities which affect their capacity to actively participate in or benefit from WFP interventions.
Empowerment	The process of building capacity through which an individual can make choices and make decisions about their own life.
Essential/Basic Needs	Essential – or basic – needs are broadly defined as the essential goods and services required on a regular or seasonal basis by households to ensure survival and minimum living standards without resorting to negative coping mechanisms or compromising their health, dignity or essential livelihood assets. ⁴
Gender and sex	Gender refers to socially constructed roles for women and men, while sex refers to the biological differences between males and females. Gender roles are learned, changeable over time and variable within and between cultures. Gender often defines the duties, responsibilities, constraints, opportunities and privileges that individuals experience in any given context. In addition to the social attributes and opportunities associated with being men and women and the relationships between women and men and girls and boys, gender also refers to the relations between women and those between men. A more fulsome definition of gender considers differences in sexual orientation and gender identity beyond the binary understanding of the biological difference between males and females.
Gender analysis	Gender analysis examines the relationships between men and women, taking into account their gender roles, access to and control of resources and the constraints they face relative to each other. Elements of an adequate gender analysis include “examination of gender inequalities, including between women and men, and for persons with diverse gender identities and [...] how gender equality can be promoted; data or information to allow the experiences and situations of women and men to be analysed, i.e. through the collection and use of sex- and age-disaggregated data; assess levels and extent of participation between women, men, girls and boys in activities.” ⁵
Gender-based violence (GBV)	The Inter-Agency Standing Committee defines GBV as “any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences between males and females. It includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion, and other deprivations of liberty. These acts can occur in public or in private.” The term “sexual and gender-based violence” continues to be used by some actors to emphasize the urgency of addressing sexual violence, which is recognized as one type of GBV. ⁶
Gender equality	Gender equality refers to the equal exercise of rights, opportunities, resources and rewards by women, men, girls and boys. It does not mean that women, men, girls and boys are the same, but that their exercise of rights, opportunities and life chances is not governed by whether they were born female or male.

¹ These ~~gender concepts definitions~~ are subject to change based on the planned review of the WFP gender toolkit.

² The gender ~~concepts definitions~~ herein were drawn from the *WFP 2019 gender toolkit* and the UN-Women Training Centre online *Gender Equality Glossary*.

³ UNHCR. 2018. *UNHCR Policy on Age, Gender and Diversity*.

⁴ See, for instance, The Cash Learning Partnership. *Glossary of Terms*; Okular Analytics and Save the Children, 2018. *Basic Needs Assessment Guidance and Toolbox Part I: Background and Concepts*.

⁵ OCHA. 2021. *Policy Instruction on Gender Equality 2021–2025*.

⁶ *Ibid.*

ConceptTerm	Definition²
Gender equity	<p>Gender equity refers to fairness to women and men, girls and boys, which may entail positive measures to redress existing imbalances and ensure equal rights and opportunities.</p> <p>The preferred terminology within the United Nations is gender equality, rather than gender equity. Gender equity denotes an element of interpretation of social justice, usually based on tradition, custom, religion or culture, which most often works to the detriment of women. Such use of equity in relation to the advancement of women has been determined to be unacceptable.</p>
Gender mainstreaming	<p>Gender mainstreaming refers to a strategy for achieving gender equality and is the process of assessing the implications for women and men of planned action, including legislation, policies and programmes, in all areas and at all levels. Gender mainstreaming is the chosen approach of the United Nations system and international community to realizing progress on women's and girls' rights as a subset of human rights to which the United Nations dedicates itself. It is not a goal or objective on its own. It is a strategy for achieving greater equality for women and girls in relation to men and boys.</p>
Gender-sensitive	<p>An intervention is gender-sensitive when it identifies, considers and aims to address the differing needs, interests and realities of men, boys, women and girls but does not address the underlying gender-based inequalities and unequal distribution of power between women and men, and girls and boys.</p>
Gender transformative	<p>A gender transformative approach focuses on transforming (e.g. changing) unequal gender relations by challenging deeply entrenched gender norms, biases and stereotypes in order to promote shared power, control of resources, decision making and support for women's empowerment. Integral to a gender transformative approach is moving beyond the individual to address the root causes that perpetuate gender inequality, which include unequal power relations, discrimination based on sex and gender, social norms and structural barriers, as well as policies and practices.</p>
Inclusion	<p>Inclusion refers to a needs- and rights-based approach to programming that seeks to ensure that all affected people have knowledge and agency on an equal basis, access to basic services and a voice in the design and implementation of those services.⁷</p>
Protection	<p>Protection refers to activities aimed at obtaining full respect for the intrinsic rights of all individuals in accordance with international humanitarian, human rights and refugee law, taking into account differences in age, gender, disability and other intersectional dimensions of poverty and inequality.</p>
Sex- and age-disaggregated data	<p>Sex- and age-disaggregated data are data that are collected and analysed separately for males and females and by age groups to ensure that vulnerabilities, needs, priorities and access to life-saving services are better understood and responded to. Additional effort is made to also include data on disability.⁸</p>
Sexual exploitation and abuse⁹	<p>Sexual exploitation: any actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including but not limited to profiting monetarily, socially or politically from the sexual exploitation of another.</p> <p>Sexual abuse: the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.</p>
Targeted gender actions	<p>Targeted gender actions are explicit measures that respond to needs identified through gender analysis that cannot be addressed through gender mainstreaming alone. Where a gap in gender equality clearly marginalizes an individual or a group of people in comparison to others in terms of access to or benefit from food security and nutrition assistance, targeted actions for that individual or group will be necessary.</p>

⁷ "WFP protection and accountability policy" (WFP/EB.2/2020/4-A/1/Rev.2).

⁸ OCHA. 2021. *Policy Instruction on Gender Equality 2021–2025*.

⁹ WFP. 2014. *Executive Director's Circular – Special Measures for Protection from Sexual Exploitation and Abuse* (OED2014/020).

Concept/Term	Definition ²
Women's empowerment	<p>Women's empowerment is the process whereby women obtain and exercise agency in their lives and have equal access with men to resources, opportunities and power. To be empowered, women must have not only capabilities and equal access to resources and opportunities that equal those of men, but also the ability to use them to make choices and decisions as full and equal members of society. For WFP, this means that food assistance policies and programmes must create conditions that facilitate, and not undermine, the possibilities for women's empowerment.</p> <p>An important element of women's empowerment is women's economic empowerment. Economic empowerment is a cornerstone of gender equality that refers to both women's ability to succeed and advance economically and to their power to make and act on economic decisions.</p>
Women-led organization	<p>The Inter-Agency Standing Committee does not currently have a definition of women-led organizations, but many such organizations accept that a women-led organization is any non-governmental, not-for-profit and apolitical organization a majority or two thirds of whose board members (including the chair), management, staff and volunteers (including the principal officer) are female and which focuses on women and girls as a primary target of programming. The Grand Bargain defines a women-led organization as one whose leadership is principally made up of women, as demonstrated by 50 percent or more of senior leadership positions at both the board and the staff levels being held by women. Currently, there is no consensus on this definition.¹⁰</p>

¹⁰ *Ibid.*

Summary of recommendations from the 2020 evaluation of the gender policy for 2015–2020

Recommendation 1: Policy update

Recommendation 1 calls on WFP to update the gender policy for 2015–2020 to accelerate progress towards the 2030 Agenda for Sustainable Development and strengthen WFP's work on promoting gender equality and women's empowerment in the context of food security and nutrition.

Recommendation 2: Programme support and administrative budget

Recommendation 2 calls on WFP to ensure sufficient funds from the programme support and administrative budget to implement its corporate commitments, including the work of the Gender Office and implementation of the regional gender strategies, and to develop strategies for mobilizing extrabudgetary and project funding, including through operational and strategic partnerships, in line with United Nations development system reform.

Recommendation 3: Accountability

Recommendation 3 calls on the Assistant Executive Director, Programme and Policy Development Department, to establish a cross-organizational steering group on gender equality and women's empowerment to provide distributed leadership, champion the gender policy and ensure accountability for gender policy implementation at all levels of the organization

Recommendation 4: Regional gender strategies

Recommendation 4 calls for enhanced regional- and country-level ownership of the gender policy through the revision of regional gender strategies and CSP-aligned gender action plans.

Recommendation 5: Human resources – gender, diversity and inclusion

Recommendation 5 calls on WFP to ensure that the development of the new human resources accountability framework – as agreed in response to one of the recommendations of the evaluation of the WFP People Strategy (2014–2017) – is informed by an analysis of gender, diversity and inclusion and ensures that senior management is accountable for inclusive leadership practices and excellence in all areas of gender mainstreaming, including but not limited to gender parity.

Recommendation 6: Human resources – cadre of gender professionals

Recommendation 6 calls on WFP to invest in dedicated professional gender advisers at headquarters and regional bureaux, including the establishment of mandatory fixed-term professional regional gender adviser positions, and to build a cadre of experienced gender advisers to work in its country offices.

Recommendation 7: First-generation CSPs

Recommendation 7 calls on WFP to ensure that the framework and guidance for mid-term reviews and evaluations of first-generation CSPs incorporate quantitative and qualitative analyses of WFP's gender-related activities.

Recommendation 8: Second-generation CSPs

Recommendation 8 calls on country offices to mainstream gender into the mid-term reviews and evaluations of first-generation CSPs and the design and implementation of second-generation CSPs.

ANNEX III**Gender policy 2022
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 gender workstreams accompanied by activities, lines of responsibility or lead units, and a timeline. It replaces the minimum standards section of WFP's gender policy for 2015–2020. The plan is by nature a dynamic document and will be updated on a regular basis, at a minimum annually.
2. 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 generating good practices and testing new modalities for advancing gender equality.
3. The policy's implementation and effectiveness will be reviewed through an independent evaluation conducted between four and six years after its approval. The evaluation findings will inform further implementation and updates of WFP's gender policy.
4. The implementation plan will require resourcing through existing budgetary and additional extrabudgetary allocations in 2022, including through bilateral contributions from public and private sector donors. Current programme support and administrative budget allocations for gender equality and women's empowerment work for 2022 include USD 1.8 million for the headquarters Gender Office, USD 2.1 million for the regional bureaux and USD 17.4 million for headquarters technical units. The proportion of CSP budgets dedicated to gender equality and women's empowerment work is estimated at 12.5 percent. Initial estimates of annual additional programme support and administrative resources in 2022 are USD 0.9 million for the headquarters Gender Office and USD 8.3 million for the regional bureaux. The rolling resourcing plan will further work to refine these estimates and ensure consistency in the development of gender budgeting at headquarters and in the regional bureaux and country offices for 2023 and beyond.

ACCELERATING PROGRESS IN GENDER EQUALITY ACROSS WFP: GENDER POLICY IMPLEMENTATION PLAN				
WORKSTREAMS	ACTIVITY	LEAD UNIT	SUPPORT UNITS	TIMELINE
1. PROGRAMMING FOR GENDER EQUALITY AND WOMEN'S EMPOWERMENT	1.1 Gender analysis			
	1.1.1 Develop and disseminate a quality standard for gender analysis.	Gender Office (GEN)	Programme and Policy Development Department (PD), regional bureaux (RB), country offices (CO)	Q2-Q4 2022
	1.1.2 Develop new training material on gender analysis.	GEN	RB, CO, Human Resources Division (HRM)	Ongoing
	1.1.3 Establish triggers to re-assess gender analysis based on country context.	GEN	CO	Q4 2022
	1.1.4 Establish a monitoring tool for tracking progress in addressing the gender issues identified by the gender analysis.	Research, Assessment and Monitoring Division (RAM)	GEN, Corporate Planning and Performance Division (CPP), RB, CO	Ongoing
	1.2 Strengthen WFP's coordination and collaboration on gender equality in humanitarian settings.	Emergency Operations Division (EME), GEN	Emergencies and Transitions Unit (PROP), PD, RB, CO	Ongoing
	1.3 Develop three key case studies on WFP's successes in advancing gender equality in humanitarian contexts.	GEN, CO	Communications, Advocacy and Marketing Division (CAM), RB	2023
	1.4 Recalibrate the gender and age marker to align it with the revised gender policy.	GEN	CO, RB	Q2-Q4 2022
	1.5 Recalibrate the gender transformation programme to align it with the revised gender policy.	GEN	CO, RB	Q1-Q3 2023
	1.6 Revise regional gender strategies ¹ to align them with the revised gender policy, incorporating the commitments to undertake gender analysis.	RB	CO, GEN, PD, Partnerships and Advocacy Department (PA), Resource Management Department (RM)	Q2-Q4 2022

¹ The naming and content of the regional gender strategies is to be determined through a consultative process. The objective is to provide a strategic and practical framework to guide gender actions and accountability at the regional level.

ACCELERATING PROGRESS IN GENDER EQUALITY ACROSS WFP: GENDER POLICY IMPLEMENTATION PLAN				
WORKSTREAMS	ACTIVITY	LEAD UNIT	SUPPORT UNITS	TIMELINE
2. GENDER RESULTS	2.1 Participatory data collection, analysis and use	RAM	CPP, CO, RB, GEN	Ongoing
	2.1.1 Optimize the analysis and use of data disaggregated by sex, age and disability collected at the country level.			
	2.1.2 Develop, validate and implement qualitative data measurement approaches.			
	2.1.3 Initiate a pilot in select countries to collect, analyse and use intra-household data.			
	2.2 Identify, pilot and validate new gender indicators for the corporate results framework.	GEN	RAM, CPP, RB, CO, PD	Q2 2022
	2.3 Develop, validate and roll out a results pathway mapping a SMART results chain from country-level activities to the corporate results framework.	GEN	RAM, CPP, RB, CO, PD	Q4 2022-Q3 2023
	2.4 Develop new and/or revise existing training materials, including new modules on gender results measurement, monitoring and reporting.	GEN	RAM, CPP, RB, CO, PD	Ongoing
2.5 Expand our evidence base of gender success stories, lessons learned and best practices to inform future programming in specific contexts	GEN, CO	RB, CAM, PD	Ongoing	
3. PARTNERSHIPS	3.1 Develop a gender partnership strategy to guide programme delivery, collaboration, coordination, networking, evidence generation and financing. This would include consolidating and strengthening existing partnerships, and exploring new ones, with international, national and local actors. This should include, but not be limited to, specific guidance on establishing strategic partnerships on humanitarian assistance, livelihoods, education, climate, environment, disaster risk reduction, resilience programming.	GEN, Public Partnerships and Resourcing Division (PPR), Private Partnerships and Fundraising Division (PPF)	RB, CO, PD	Develop: Q2-Q4 2022 Implement: 2023 onwards

ACCELERATING PROGRESS IN GENDER EQUALITY ACROSS WFP: GENDER POLICY IMPLEMENTATION PLAN				
WORKSTREAMS	ACTIVITY	LEAD UNIT	SUPPORT UNITS	TIMELINE
	3.2 Develop new and/or enhance existing strategic partnerships with public and private actors to advance programming that addresses the root causes of gender inequality including discrimination, social norms and structural barriers.			
	3.3 Develop new and/or enhance existing strategic partnerships with public and private actors to enhance knowledge management and evidence generation on gender results.			
	3.4 Strengthen engagement in all interagency forums on humanitarian affairs and gender equality, for example humanitarian clusters, the United Nations Inter-Agency Network on Gender and Women's Empowerment; the United Nations Sustainable Development Group's gender working group; the Inter-Agency Standing Committee's gender reference group, the Rome-based agencies' gender working group and others as appropriate	GEN	RB, CO, PD	Ongoing
	3.5 Strengthen partnerships with national and local government actors including government entities responsible for agriculture, rural development, social protection, social development and economic development and those representing key groups such as women, children, youth, older people, people with disabilities, people living with HIV and AIDS, migrants and others.	CO, PPR, PPF	RB, GEN, PD	Ongoing
	3.6 Identify public and private partners globally and at the country level with a proven track record in undertaking gender analysis or rapid gender assessments to explore deeper collaboration and coordination.	GEN	CO, RB, PA	Q3 2022

ACCELERATING PROGRESS IN GENDER EQUALITY ACROSS WFP: GENDER POLICY IMPLEMENTATION PLAN				
WORKSTREAMS	ACTIVITY	LEAD UNIT	SUPPORT UNITS	TIMELINE
	3.7 Review the field-level agreement template to consider opportunities to contract with local organizations for service delivery, technical assistance and capacity building.	PD	GEN, CO, RB, RM, PA, Legal Office (LEG)	Q4 2022
	3.8 Strengthen the integration of gender dimensions and gender partnerships into supply chain processes, for example by establishing targets for the proportion of women suppliers, vendors and subcontractors in supply chains.	Supply Chain Operations Division (SCO), GEN	CO, RB, PD	Q1 2023
4. RESOURCES	4.1 Develop and implement a gender staffing, recruitment and reporting architecture in alignment with the ongoing workforce planning exercises.	PD, HRM	GEN, CO, RB	Q2 2022
	4.2 Develop a gender resourcing plan to ensure that sufficient financial resources are planned and allocated to gender policy implementation, including mid-course reallocations as necessary during 2022.	PD, RB, CO	All	Ongoing
	4.3 Ensure sufficient and appropriate engagement of gender advisers at headquarters, across technical units, regional bureaux and country offices in alignment with the findings from the evaluation of the gender policy for 2015–2020.	PD, RB, CO	GEN, HRM	Ongoing
	4.4 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.	HRM	All	Ongoing
5. ACCOUNTABILITY	5.1 Ensure oversight of, and senior management accountability for, policy implementation.	Gender Equality and Women's Empowerment Steering Group (GEWESG)	GEN, RB, CO, PD	Biannually, and meeting as needed
	5.2 Develop and implement a gender incentive and recognition programme for technical teams and individuals demonstrating exceptional commitment to gender results.	GEN	HRM	Q3 2022

ACCELERATING PROGRESS IN GENDER EQUALITY ACROSS WFP: GENDER POLICY IMPLEMENTATION PLAN				
WORKSTREAMS	ACTIVITY	LEAD UNIT	SUPPORT UNITS	TIMELINE
	5.3 Develop and disseminate a gender communication, advocacy and outreach plan with an internal and external orientation to ensure consistency in gender communications, advocacy and outreach.	PA	GEN, CAM	Q2-Q4 2022
	5.4 Ensure compliance with mandatory training on the Secretary-General's bulletin on special measures for protection against sexual exploitation and abuse (PSEA) and WFP's PSEA measures.	Ethics Office (ETO)	HRM, PROP, CAM	Ongoing
	5.5 Adherence to the Inter-Agency Standing Committee minimum standards for prevention and mitigation of gender-based violence as adapted by WFP for the nutrition and food security sectors.	PD, EME	RB, CO, GEN	Ongoing
	5.6 Work towards exceeding the performance reporting requirements of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women.	GEN	Multiple	Ongoing; annual reports

Abbreviations: Q1 = first quarter; Q2 = second quarter; Q3 = third quarter; Q4 = fourth quarter

Acronyms

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GBV	gender-based violence
IFAD	International Fund for Agricultural Development
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
SDGs	Sustainable Development Goals
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
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 Women's Empowerment

REVISION MODE