POLICY ISSUES

Agenda item 5

*For information**

UPDATE ON THE IMPLEMENTATION OF THE WFP GENDER MAINSTREAMING ACCOUNTABILITY FRAMEWORK

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for information.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal point indicated below, preferably well in advance of the Board's meeting.
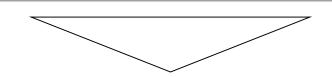
Director, OMG*:   Ms S. Ruedas   tel.: 066513-2162

Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645).

* Gender Office

EXECUTIVE SUMMARY

In terms of gender, 2013 was a year of transition for WFP. The gender policy was evaluated, the Gender Office was established under the Deputy Executive Director and Chief Operating Officer, and additional human and financial resources were made available. The two objectives for 2013 were: i) enhancing the gender mainstreaming accountability framework; and ii) improving gender mainstreaming in the design and implementation of projects. The accountability framework was finalized with the appointment of a business owner for each of the 15 indicators.

As a result of these developments, WFP's 2013 report on the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women showed definite improvement on the previous year, with three indicators exceeding the standards and four meeting them. The Strategic Results Framework and the Management Results Framework now include cross-cutting gender indicators. WFP continued its application of the Inter-Agency Standing Committee gender marker in programmes and projects, and completed the roll-out of training for regional bureau and country office staff. Using the policy evaluation as a blueprint, the Gender Office will prepare a new gender policy, and will continue to improve performance under the United Nations System-Wide Action Plan and to mainstream gender in programmes and projects.

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INTRODUCTION

1.   At the Board's 2013 Annual Session, WFP provided the second 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.   WFP had informed the Board that 2013 would be a year of transition for the Gender Office (OMG), which would involve identifying measures for implementation of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) and the GMAF. WFP also presented an evaluation of the gender policy at the Board's 2014 First Regular Session.

3.   This update reports on implementation of the corporate action plan and the GMAF since the Board's 2013 Annual Session.

ACTIONS TO DATE

4.   Over the past year OMG has worked on two priorities: roll-out of the GMAF, and increasing and consolidating gender mainstreaming in WFP programmes.

5.   By March 2013, 150 staff in the Dakar, Johannesburg and Panama regional bureaux and the Afghanistan country office had been trained in the use of the Inter-Agency Standing Committee (IASC) gender marker.[1] At the time of writing, staff at all six regional bureaux had been trained, with evident benefits for several senior country office staff.

6.   At the same time OMG has been working with regional bureau and country office programme staff to increase gender mainstreaming in programme and project documents and in project design. To increase transparency, project templates are being modified to show the gender marker coding.

7.   Significant progress was made in gender performance in 2013. The proportion of new projects with gender marker codes 2A or 2B has doubled since 2012 (see Table 1), and the proportion for code 0 has decreased by more than 50 percent (see Table 2). This progress is attributable in part to the training in all six regions between July 2012 and October 2013 for Country Directors, Deputy Country Directors and heads of programmes. Gender was mainstreamed in the Strategic Results Framework (SRF) (2014–2017), enabling projects to reflect gender in their logframes. Alignment of new project designs with the SRF has improved gender integration in logframes and activities.

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[1] WFP adopted the IASC gender marker in 2012. The tool codes a humanitarian project in terms of whether its design ensures that women, men, boys and girls of all ages will benefit equally from it, and whether it will contribute to increasing gender equality. See https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf or Annex.

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

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

8.   By 28 February 2014, 9 of 11 new projects had received a gender marker code 2A. Nonetheless, if WFP is to reach its target of all new projects attaining code 2A or 2B by 2015, gender mainstreaming must remain a priority. There is a notable gap in emergency operations (see Table 3) in that only 17 percent received a code 2 in 2013 and none in 2014.

TABLE 3: PERCENTAGE OF WFP PROJECTS WITH GENDER MARKER CODE OF 2A OR 2B BY PROJECT TYPE			
Year	DEV[*]/CP[**]/country strategy	PRRO[***]	EMOP[****]
2013	67	56	17
2014[2]	100	100	0

[*]   development project
[**]   country programme
[***]   protracted relief and recovery operation
[****] emergency operation

9.   Moving from gender marker code 1 to code 2 is constrained by the availability of gender-sensitive food-security information at the field level and the ability to analyse it: such data are often missing, especially during sudden-onset emergencies. WFP will therefore seek to establish good practice related to "programmatic" preparedness and will develop analytical tools, provide training at the field level and share knowledge across the organization.

10.   In 2013, responsibility for the review of standard project reports (SPRs) was transferred to the regional bureaux: OMG reviewed the SPRs only for the 17 corporate high-priority projects. Preliminary results of the reviews are as follows.

   a)   There has been a significant improvement in the reporting ratio of all the gender indicators. An increase of 72.5 percent is a positive sign of improved gender mainstreaming in monitoring and reporting.

   b)   Activities to raise gender awareness feature in 77 percent of projects, and 59 percent include initiatives to reduce beneficiaries' risk of sexual and gender-based violence.

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[2] As of 4 February.

c) The global ratio of women to men among food monitors is low at 0.4 percent. Such a low ratio might pose a challenge for WFP in terms of obtaining accurate information from women beneficiaries, especially on sensitive issues such as gender-based violence.

11. Several good practices were identified in the 2013 review of the SPRs. In the Sudan, where 2.5 times more women than men were targeted as food or voucher entitlement holders, 87 percent of households reported that women made decisions about the purchase of food. All distribution centres in Pakistan now have separate entrances, waiting areas and counters for women and staffed by women, with workers available to carry food out when women and children could not do it for themselves. In Haiti, WFP provided food assistance for nine safe houses where victims of violence can break the cycle of abuse and regain control over their lives.

12. Gender mainstreaming in WFP is also enhanced by the three-year research partnership with the Institute of Development Studies "Innovations from the field: gender mainstreaming from the ground up". This programme will facilitate learning from and adoption of innovations in gender equality. The countries involved are Guatemala, Kenya, Lesotho, Malawi and Senegal. A workshop to launch the partnership took place in June 2013, since when inception missions have enabled the participating countries to use participatory action learning tools, which focus on WFP's organizational structure and practices for gender mainstreaming at all levels to foster understanding of successes and gaps.

13. The research countries have identified participatory action learning themes covering a range of operations and interventions and are developing work plans and knowledge-sharing strategies. Preliminary work has been successful in that participants have reported increased understanding of what is working and why, and of what needs to be improved. Plans were initiated for using participatory action learning approaches to document good practice, address questions and share knowledge across WFP. The pilot ends in June 2014, but a two-year extension of the programme and the addition of more research countries are anticipated.

PROGRESS IN THE GENDER MAINSTREAMING ACCOUNTABILITY FRAMEWORK

Salient features of the 2013 UN SWAP report

14. The UN SWAP baseline assessment in 2012 found that WFP's performance fell below that of other funds and programmes, but by 2013 action was being taken to address the shortcomings.

15. Overall progress was noted in the 2013 report: WFP now exceeds the minimum standards in the performance indicators (PIs) for strategic planning, organizational culture and coherence and coordination, and meets them in policy and planning, monitoring and reporting, programme review and knowledge generation and communication.

16. The WFP gender architecture remains the most challenging area, particularly as it relates to gender parity, resource allocation and resource tracking. Meeting the minimum requirements for these PIs will require significant investment and cross-functional work at all levels.

17. The 2013 report is based on more effective and comprehensive consultations; it also reflects improved processes derived from the appointment of business owners for each performance standard. The report consolidates inputs from each business owner and reflects

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the views of units or divisions with regard to the assigned performance standards, resulting in greater coherence, enhanced understanding of other business areas and the creation of synergies among departments and divisions.

TABLE 4: UN SWAP PERFORMANCE INDICATORS		
	2012	**2013**
Strengthening accountability		
Policy and planning	Meets	**Meets**
Gender-responsive performance management	Approaches	Approaches
Enhancing results-based management		
Strategic planning	Approaches	**Exceeds**
Monitoring and reporting	Approaches	**Meets**
Establishing oversight through monitoring, evaluation and reporting		
Evaluation	Approaches	Approaches
Gender responsive auditing	Approaches	Approaches
Programme review	Approaches	**Meets**
Allocating sufficient human and financial resources		
Financial resource tracking	Approaches	Approaches
Financial resource allocation	Approaches	Approaches
Gender architecture	Approaches	Approaches
Organizational culture	Meets	**Exceeds**
Developing and/or strengthening staff capacity and competency in gender mainstreaming		
Capacity assessment	Approaches	Approaches
Capacity development	Approaches	Approaches
Ensuring coherence/coordination and knowledge/information management at the global, regional and national levels		
Knowledge generation and communication	Meets	**Meets**
Coherence	Meets	**Exceeds**

18.   The achievements and challenges related to each UN SWAP performance standard are set out in the following paragraphs.

Accountability

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

19.   WFP will use the findings of the 2013 evaluation to formulate a new gender policy in 2014 in line with the SRF (2014–2017), the UN SWAP and the IASC gender marker. The Board has been updated by OMG with regard to the GMAF, and the Executive Management Group (EMG) has endorsed the roll-out of the UN SWAP action plan.

20.   In order to exceed the minimum standards for accountability, WFP will launch phase 1 of its Gender Equality Certification Programme to recognize excellence in promoting gender equality and women's empowerment, and to ensure that gender is a priority topic for the EMG and leadership meetings and consultations.

> **Gender-responsive performance management**
>
> Business owner: Human Resources Division
> Rating: Approaches requirements

21.   In 2013, WFP developed a diversity and inclusion strategy for creating a workplace where differences are valued and people feel involved and empowered. An external expert assessed diversity and inclusion through statistical analysis and interviews with staff. The assessment found two barriers to women's development and progression in WFP: i) the need to balance work and family commitments; and ii) ingrained attitudes and bias. To address these concerns and promote gender equality and the empowerment of women, WFP carried out the activities reported in paragraphs 38–41 under Organizational Culture.

22.   In order to meet the requirements, WFP will integrate "respect for diversity" as a value in its core competencies. This will require all staff to support gender equality and the empowerment of women; progress will be measured in the Performance and Competency Enhancement process. Communication campaigns and workshops will build understanding, awareness and engagement in relation to gender equality and the empowerment of women.

Results-Based Management

> **Strategic planning**
>
> Business owner: Performance Management and Monitoring Division
> Rating: Exceeds requirements

23.   Significant progress was made during 2013 in improving institutional accountability mechanisms, including gender equality results and gender-sensitive indicators in the SRF. The WFP Strategic Plan (2014–2017) incorporates gender analysis and facilitates the establishment of an enabling environment for gender equality and women's empowerment by mainstreaming gender across Strategic Objectives. The Strategic Plan uses tools such as the IASC gender marker and recognizes protection concerns and women's role in promoting lasting solutions to food insecurity and undernutrition. WFP's SRF and Management Results

Framework for 2014–2017 include results and indicators on gender equality and women's empowerment.

> **Monitoring and reporting**
>
> Business owner: Performance Management and Monitoring Division
> Rating: Meets requirements

24. Indicators and targets for gender equality and women's empowerment are included in WFP's SRF and Management Results Framework (MRF) for 2014–2017 to provide a framework for gender-disaggregated monitoring and reporting. WFP already disaggregates most of its relevant output data by gender and includes management metrics for women staff in SPRs and the Annual Performance Report (APR), which are the main corporate reports. For WFP to exceed minimum standards, further improvements are needed in monitoring and reporting on gender equality and women's empowerment at the project and management levels.

Oversight

> **Evaluation**
>
> Business owner: Office of Evaluation
> Rating: Approaches requirements

25. To assess WFP's performance in meeting the UN SWAP evaluation requirements, the Office of Evaluation (OEV) commissioned a meta-evaluation to rate the integration of gender dimensions in evaluation processes and reports, using the criteria and scorecard developed by the United Nations Evaluation Group. This focused on five country portfolio evaluations, one regional portfolio evaluation, five impact evaluations and one policy evaluation completed in 2013.

26. WFP was rated as "approaching requirements", but with an aggregate score of 1.11 – to meet requirements it would need 1.26 – and with four evaluations rated as "meeting requirements" and one as "exceeding requirements" it is close to meeting the overall requirements. There was progress in 2013 with regard to the integration of gender into evaluation questions, designs and methods and in ensuring that evaluation teams had the capacity to conduct gender-sensitive evaluations. Areas for improvement include: i) enhancing gender-sensitive stakeholder analyses and "evaluability" assessments; ii) ensuring that evaluation reports systematically reflect gender-related findings, conclusions and recommendations; and iii) integrating gender into validation and dissemination processes.

27. In 2014, OEV will update its Evaluation Quality Assurance System to integrate gender-related standards, requirements, processes and templates in accordance with United Nations Evaluation Group guidance. Evaluation staff and consultants will be required to adhere to this guidance. In 2014, OEV will also collaborate with the Rome-based agencies (RBAs) in the preparation and delivery of gender training for evaluation staff. A meta-evaluation of evaluations completed in 2014 will be carried out to ensure rigorous reporting on the evaluation indicator, measure progress and identify areas for improvement. The new guidance will be applied to evaluations from 2014 onwards, and is expected to improve the evaluation rating from 2015.

> **Gender-responsive auditing**
>
> Business owner: Office of Internal Audit
> Rating: Approaches requirements

28.   The Office of Internal Audit carries out an annual risk assessment of all WFP functions to identify weaknesses that could prevent WFP from achieving its objectives. The assessment reviews quantitative and qualitative risk factors and ranks functions by risk level to determine the audit coverage required and set the annual audit work plan. In 2013, the office obtained inputs and feedback on the proposed 2014 work plan from stakeholders, including the EMG and the Audit Committee. Gender has been taken into account in the work plan, which has been approved by the Executive Director.

29.   In order to meet the standard, the Office of Internal Audit will supplement management consultations with meetings with OMG on gender-related risks. To enhance gender-responsive auditing, the Office of Internal Audit is piloting standard approaches to gender risks in its field audits; these will be developed and mainstreamed in 2015, with an assessment of gender risks in the planning of field audits.

> **Programme review**
>
> Business owners: Policy, Programme and Innovation Division and the
> Operations Management Department Regional Bureau Support Office
> Rating: Meets requirements

30.   WFP has used the IASC gender marker since its launch in 2012 in assessing new programmes, operations and country strategies in relation to the level of gender integration.

31.   In order to exceed the standard, WFP will develop gender-focused programme quality guidance for each programme category in 2014. It will consolidate gender guidance and related information, identify gaps and best practices in programme design, and develop programme guidance on mainstreaming gender. Project documents submitted to the Board for approval will show the gender marker code on the front page.

Human and Financial

> **Resource tracking**
>
> Business owner: Budget and Programming Division
> Rating: Approaches requirements

32.   WFP has decided to use the IASC gender marker to track financial requirements for gender activities: the Resource Management and Accountability Department is incorporating it into the budget planning process and developing a financial resource tracking mechanism, and it will be included in the WFP Information Network and Global System (WINGS) software to create a link to budget planning. The objective is to identify the resources required for gender activities in the Management Plan and to monitor the changes during the year as projects are approved and revised.

> **Resource allocation**
>
> Business owner: Budget and Programming Division
> Rating: Approaches requirements

33.   The two-year corporate action plan for gender-related activities was updated in 2013 to provide financial support for implementation of WFP's mandate for gender equality and women's empowerment. Funding allocated to gender remained limited in 2013, however, and support for the plan came from extra-budgetary sources and a USD 500,000 contribution from the Strategic Resource Allocation Committee (SRAC). In 2014, WFP will seek to increase funding for gender-related activities.

Gender architecture

Business owner: Human Resources Division
Rating: Approaches requirements

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34.   WFP has been working since 2011 with a network of one or two gender advocates in each country office, regional bureau and Headquarters unit, supported by regional gender advocates to liaise with Headquarters and the country offices. The network is being upgraded in line with the gender policy evaluation to help WFP meet the standards of PI 10.

35.   WFP's diversity and inclusion strategy seeks to create an enabling environment that attracts and retains women with a view to achieving equal numbers of men and women staff; it sets out recruitment targets and establishes accountability.

36.   WFP's target for 2014 is to recruit women for 65 percent of its P1 to P3 appointments. As a result of targeted recruitment, promotions and staff turnover, WFP anticipates that by the end of 2015 at least 35 percent of directors and 45 percent of P4 and P5 staff will be women.

37.   Currently, 23 percent of locally recruited staff are women. WFP is preparing a long-term staffing plan that takes into account issues such as recruitment, staff turnover and the diversity of labour markets to achieve equal numbers of men and women general service staff.

Organizational culture

Business owner: Office of the Executive Director
Rating: Exceeds requirements

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38.   The Executive Director champions gender in nearly all of her speaking engagements. Under Fit for Purpose the Gender Unit became OMG, reporting directly to the Deputy Executive Director and Chief Operating Officer. In 2013, women were appointed to two of the six regional directorships and to 54 percent of vacant P1, P2 and P3 positions.

39.   At its 2013 Annual Session the Board approved the Strategic Plan (2014–2017) and the related SRF, mainstreaming gender as a cross-cutting issue.

40.   The Deputy Executive Director, Assistant Executive Directors and the Chief of Staff completed performance compacts which include the enhancement of gender and geographical staff balances. The EMG held three sessions on gender, endorsing the GMAF and a diversity and inclusion strategy to be rolled out in 2014.

41.   A joint letter from the Executive Directors of WFP and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) issued to all staff in November 2013 affirmed commitment to gender equality, the empowerment of women and girls and collaboration in other priority areas. Collaboration with partners in the field was increased, for example in the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women of the RBAs and UN-Women.

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Capacity

> **Capacity assessment**
>
> Business owner: Human Resources Division
> Rating: Approaches requirements

42.   In 2014, the Human Resources Division will survey WFP's current skills, knowledge and practices in the promotion of gender equality and the empowerment of women with a view to establishing a capacity-development plan in partnership with OMG.

> **Capacity development**
>
> Business owner: Human Resources Division
> Rating: Approaches requirements

43.   Training and consultations for country directors, deputy country directors and heads of programme on the IASC gender marker and gender analysis were carried out in the regional bureaux in 2013. The aim was to establish gender as a programmatic and strategic priority to be developed through: i) the capacity assessment survey referred to in PI 12 and the consultations for drafting a new gender policy described in PI 1; and ii) implementation of the diversity and inclusion strategy.

Coherence, Knowledge and Information Management

> **Knowledge generation and communication**
>
> Business owner: Communications Division
> Rating: Meets requirements

44.   Disseminating information on gender dynamics and maintaining the visibility of gender issues are prominent features of the 2014–2017 communications strategy, of which a core message is "empowering women is a first step towards a world with zero hunger". Training in gender issues will be provided for WFP's public information officers. WFP has a dedicated intranet page on gender and a website section entitled "Focus on Women" that includes features such as "Reducing the Gender Gap through School Meals" and a link to the WFP gender policy. The various gender-specific materials produced by the Communications Division include its annual promotion of International Women's Day with the other RBAs and a panel discussion on the links between gender, violence and food security. It also produces an annual factsheet for the International Day to Eliminate Violence Against Women, features women staff members on its internal website and promotes a photographic exhibition entitled "All on Her Head". There are numerous followers of the corporate Twitter account – @WFP_Women – and women feature prominently on WFP's Facebook page.

45.   In order to exceed requirements, the Communications Division plans to work with other United Nations agencies to identify best practices in developing gender awareness and start specialized training for WFP's communications officers.

> **Coherence**
>
> Business Owner: Gender Office
> Rating: Exceeds requirements

46.   WFP is a member of the Inter-Agency Network on Women and Gender Equality and the RBA gender team. In 2013, WFP organized joint RBA events for gender advocacy and contributed to the development of the Memorandum of Understanding for the establishment of the multi-donor trust fund of the RBA/UN-Women joint programme on rural women's economic empowerment, which was signed in 2013.

47.   During 2013, WFP and the other RBAs participated in three UN SWAP peer reviews. WFP took part in two UN SWAP reporting workshops to share progress in developing the corporate business owner model and in new partnerships with the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF). WFP and the United Nations Development Programme are working to exceed PI 2cii.[3]

48.   The Executive Directors of UN-Women and WFP signed a joint letter in November 2013 reaffirming commitment to advancing gender equality and women's empowerment through partnerships. A UN-Women mission in October helped WFP to clarify outstanding UN SWAP issues.

49.   At the 56th session of the Committee on the Elimination of Discrimination against Women, WFP represented the RBAs during the discussion of Article 14 – the first stage in drafting a gender recommendation on rural women.

THE WAY FORWARD

50.   The priorities are preparation of a new gender policy and roll-out of GMAF. The MRF commits WFP to:

➢   meet all standards by 2014;

➢   exceed 50 percent of the standards by 2015; and

➢   exceed all standards by 2016, as pledged by the Executive Director at the Board's 2014 First Regular session, a year before the date set by UN-Women by which the United Nations system must exceed the minimum standards.

51.   To achieve these objectives, OMG and the business owners have drafted an action plan. The first phase covers 2014, during which the aim will be to meet commitments not covered in the Management Plan (2014–2016): USD 2.2 million has been made available through the SRAC to support the additional expenditures. The second phase, covering 2015–2017, will be included in the next Management Plan; the one-off and recurring costs will be identified.

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[3] Performance indicator 2cii. System of recognition in place for excellent work promoting gender equality and women's empowerment.

ANNEX I

IASC GENDER MARKER: GENDER EQUALITY IN THE PROJECT SHEETS

GENDER CODE 2A – GENDER MAINSTREAMING	GENDER CODE 2B – TARGETED ACTION
Potential to contribute significantly to gender equality. A **gender and age analysis** is included in the project's needs assessment and is **reflected** in *one or more* of the **project's activities and *one or more* of the project outcomes.**	*Project's principal purpose is to advance gender equality.* **The gender analysis in the needs assessment justifies this project in which *all* activities and *all* outcomes advance gender equality.** Targeted actions respond to the disadvantages of, discrimination against or the special needs of women, girls, boys or men. All **targeted actions** are based on gender and age analysis.

CODE 1

Potential to contribute in some limited way to gender equality

There are gender dimensions in only one or two components of the project sheet: i.e. in needs assessment, activities and outcomes. The project does *not* have all three: i.e. gender and age analysis in the needs assessment, which leads to gender and age-responsive activities an

d related gender and age outcomes.

**Where gender and age appear in outcomes only, the project is still considered gender-blind.*

CODE 0

No visible potential to contribute to gender equality

Gender and age are not reflected anywhere in the project sheet or only appear in the outcomes. There is risk that the project will unintentionally fail to meet the needs of some population groups and possibly even do some harm. These projects are considered gender-blind.

CODE N/A – NOT APPLICABLE

*This project does not have **direct contact** with affected populations, including their employment, and does not **directly affect** or **determine the selection or use** of resources, goods or services accessed by affected populations.*

CODE NOT SPECIFIED

This project is still in development and the gender marker code is temporarily not specified.

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ANNEX II

AREA: STRENGTHENING ACCOUNTABILITY	
Performance indicator 1: Policy and senior management commitment	**Business owner: Office of the DED/COO[1]**
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 standards: Gender equality and women's empowerment consistently on the agenda of senior management meetings	
Activities: Launch WFP Gender Equality Certification Programme; include gender on the agenda of the EMG meetings every quarter; lead Board discussions on gender	
Performance indicator 2: Performance review	**Business owner: HRM[2]**
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 standards: System for recognizing excellent work in promoting gender equality and women's empowerment in place (co-business owner: OMG)	
Activities: Develop a pilot certification programme aligned to the roadmap	

AREA: ENHANCING PERFORMANCE MANAGEMENT	
Performance indicator 3: Strategic planning	**Business owner: RMP[3]**
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: Include gender-related indicators at appropriate levels of 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: Include key performance indicators (KPIs) and targets for gender equality and women's empowerment in the SRF and MRF and use them for sex-disaggregated monitoring and reporting	

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[1] Deputy Executive Director/Chief Operating Officer

[2] Human Resources Division

[3] Performance Management and Monitoring Division

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Exceeds standards: 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 (APPs), and gender mainstreaming and women's empowerment in SPRs and the APR

AREA: ESTABLISH OVERSIGHT	
Performance indicator 5: Evaluation	**Business owner: OEV**
Meets standard: Gender-related norms and standards of the United Nations Evaluation Group (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.	
Activities: Conduct a meta-review of all evaluations in line with United Nations System-Wide Action Plan (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; inform all companies with long-term agreements of WFP's gender commitments and related expectations for evaluation processes; apply the technical note to all OEV-commissioned evaluations starting in 2014; and participate in the gender in evaluation workshop of the RBAs	
Exceeds standards: Effective use of UNEG guidance on evaluating from a human rights and gender equality perspective demonstrated	
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	
Performance indicator 6: Audit	**Business owner: OIG[4]**
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	
Activities: Include OMG-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	
Exceeds standards: 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	
Activities: Understand how gender is included in all parts of WFP; 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	

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[4] Inspector General and Oversight Office

Performance indicator 7: Programme review	**Business owners: OMO[5] and OSZ[6]**
Meets standard: Gender analysis fully integrated into quality control systems for programmes	
Activities: Develop guidance and indicators for gender-focused programme quality specific to WFP; and advise programme advisers at regional bureaux and country offices on incorporation of gender analysis	
Exceeds standards: System in place for recognizing programmes that excel in gender equality and women's empowerment	
Activities: In the Programme Review Committee, acknowledge development of project components – including protection measures – that meet the particular needs of women and girls; and establish a gender equality award for individuals/units that have made substantial contributions to gender equality and women's empowerment	

AREA: ALLOCATING HUMAN AND FINANCIAL RESOURCES	
Performance indicator 8: Resource tracking	**Business owner: RMBB[7]**
Meets standard: Financial resource tracking mechanism quantifying disbursement of earmarked funds for promoting gender equality and women's empowerment in place	
Activities: Create an interdivisional resource management taskforce; clarify gender activities/expenditures; review gender activities and evaluate the related cost categories/components; include the data collection process in roadmap documentation for the 2015–2017 Management Plan; review budgeting and financial systems/tools currently being developed, including the Country Office Monitoring and Evaluation Tool (COMET); provide country offices and regional bureaux with guidelines/manuals on the revised budgeting process for including gender activities; revise budget templates to incorporate allocations to agreed gender activities; and establish a financial reporting tool that incorporates budget planning data and actual resources spent on gender activities (Excel database)	
Exceeds standard: Results of financial resource tracking influencing central strategic planning of budget allocations for gender mainstreaming initiatives	
Activities: Link 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 2015–2017 at the project and corporate levels; and link resource allocations to gender activities from multilateral contributions to the prioritization framework for the SRAC	
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: Develop benchmark criteria for the project and corporate levels; 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, Programme Support and Administrative (PSA) and project budgets and extra-budgetary resources. The benchmark should be based on the estimated resources needed to achieve the mandate	
Exceeds standards: Financial benchmark for resource allocation to gender equality and women's empowerment exceeded	
Activities: Prioritize gender activities in project funding	

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[5] Operations Management Office

[6] Policy, Programme and Innovation Division

[7] Organizational Budgeting Service

Performance indicator 10: Gender architecture	Business owners: HRM and OMG
Meets standard: Gender advocate network functioning effectively, with equal representation of women on WFP's general service staff and staff at P-4 level and above; OMG fully resourced to deliver on WFP's mandate	
Activities: 1) Establish 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. 2) 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 standards: Equal representation of women in General Service staff and staff at P-4 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 P-4/5 level taking staff turnover into account; equal representation of women at P-4 level and above should be achieved by 2016	
Performance indicator 11: Organizational culture	Business owner: OED[8]
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	
Exceeds standards: Senior managers demonstrating leadership in and championship of promotion of gender equality and women's empowerment	
Activities: Amplify 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 regular 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: Conduct WFP-wide survey to assess current capacity, skills, knowledge and practices in gender equality and women's empowerment; and establish capacity development plan to address gaps	
Exceeds standards: Capacity review carried out every two years to ensure that capacity increases as intended	
Activities: Include gender capacity assessment in periodic global staff surveys	

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[8] Office of the Executive Director

Performance indicator 13: Capacity development	Business owner: HRM
Meets standard: Ongoing mandatory training for all WFP staff at Headquarters, regional bureaux and country offices	
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 standards: 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: COM[9]
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 communications strategy (2014–2017) 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 standards: 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: OMG
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 standards: 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; and explore and enhance partnership opportunities with UNFPA and UNICEF	

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[9] Communications Division

ACRONYMS USED IN THE DOCUMENT

EMG	Executive Management Group
GMAF	Gender Mainstreaming Accountability Framework
IASC	Inter-Agency Standing Committee
KPI	key performance indicator
MRF	Management Results Framework
OEV	Office of Evaluation
OMG	Gender Office
PI	performance indicator
RBA	Rome-based agency
SPR	standard project report
SRAC	Strategic Resource Allocation Committee
SRF	Strategic Results Framework
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
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 the Empowerment of Women

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