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# **INFORMATION NOTES**

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## **SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE—THEMATIC EVALUATION OF WFP'S COMMITMENTS TO WOMEN, 1996–2001**

This document should be read in conjunction with the document “Summary Report of the Thematic Evaluation of WFP’s Commitments to Women (1996–2001) (WFP/EB.3/2002/6/6).

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RECOMMENDATIONS OF THE EVALUATION (MAY 2002)	ACTION BY OFFICE/UNIT	MANAGEMENT RESPONSE AND ACTION TO BE TAKEN (AUGUST 2002)
<b>General Recommendations</b>		
1. Through the regional bureaux, provide clear and unambiguous guidance to staff on how to effectively address and operationalize the Enhanced Commitments to Women (ECW). This includes guidance on the meaning and application of terms that may be subject to different interpretations in the various regions and cultural settings where WFP operates.	SPP	The Gender Policy prepared for WFP/EB.3/2002 contains definitions of key terms. These are based on accepted United Nations definitions, which are applicable to all regions and cultural settings. The guidelines for implementing the ECW will include further clarifications on the terms. They will be available in English, French, Spanish and Arabic by mid-2003.
2. Review global percentage targets to ensure that they reflect regional and national contexts adequately. Provide guidance on reasons for these benchmarks and criteria for justifying non-compliance.	ODO/SPT	The proposed ECW 2003–2007 specifies whether the commitment is at the global or the country level. In the case of global commitments, separate country-level targets will be formulated according to available baseline information. Regional bureaux will monitor how country-level targets compare with global targets. Following the mid-term review in 2004–2005 it will be decided to what extent global targets require adjustment.
3. Provide clear guidance on the division of labour between Headquarters and the regional bureaux in respect of normative and technical support for implementing the ECW. This includes clarifying the role and responsibilities of the Gender Task Force, the Programme Review Committee, the Gender Working Group, and the Gender Adviser and Policy Analyst/Gender SP.	ODO/SPT	Following the decision of the Executive Board on the Gender Policy, it will be decided which committee or task force will lead the implementation process. The role and responsibility of this body as well as those of the other mentioned committees, groups and staff positions will be further defined in the last quarter of 2002. A preliminary outline of the different implementation mechanisms and responsibilities is provided in the Gender Policy.
4. Develop effective phase-out strategies for the various institutional measures, and involve IPs, stakeholders and beneficiaries in their formulation and implementation.	SPP	<p>Institutional measures will be phased out according to achievements. Positive measures for women are temporary and will be phased out when equality is achieved (e.g. closure of the gender gap in education or gender balance in staffing). This will be measured by follow-up studies on the baseline to be conducted in 2002. Partners, beneficiaries and other stakeholders will be consulted during the identification of indicators.</p> <p>By definition, gender mainstreaming measures will not be phased out. Specific mainstreaming indicators will be developed and followed up on annually. With regard to institutional implementation mechanisms, it is not realistic to involve beneficiaries. The terms of reference of the mid-term review of the Gender Policy in 2004–2005 will include recommending which mechanisms to maintain and which to revise/phase out.</p>
5. Promote a corporate working culture where all staff, regardless of sex and position, perceive themselves to be stakeholders in the process of effectively implementing the ECW 2003–2007.	SP/HR/ODO	<p>To create a corporate gender-sensitive working culture, several steps and different approaches need to be taken by HR, SP and OD in close cooperation. These could include:</p> <ul style="list-style-type: none"> <li>➤ the development of a corporate policy and media message that show the close links between the ECW and WFP's overall mandate of improving food security;</li> </ul>

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		<ul style="list-style-type: none"> <li>➤ the systematic integration of gender tasks into the overall regional bureau and country office work plans (see recommendation 26) (OD);</li> <li>➤ the exploration of a possible incentive and awards system to recognize outstanding gender work by WFP employees (SP and HR);</li> <li>➤ gender sensitization through training (see recommendation 8) (SP and HR); and/or</li> <li>➤ the development of a gender-sensitive work environment (i.e. sexual harassment policies, flexibility for staff to balance personal and professional responsibilities, etc.) (HR).</li> </ul>
<b>Recommendations for Strengthening Institutional Measures</b>		
6. Appoint gender focal teams (GFTs) in regional bureaux and country offices as an interim means of furthering the gender mainstreaming process, increasing involvement of male staff, and strengthening institutional memory. Provide clear guidance on the eventual phase-out of the GFT system.	ODO/SPP	The Gender Policy foresees gender focal teams as institutional implementation mechanisms. In August 2001, country offices were advised to establish gender focal teams consisting of male and female staff, preferably national and international professionals. Following the decision of the Executive Board on the Gender Policy, further guidance will be provided on the rationale, functions and mechanisms of the gender focal teams.
7. Review the rationale and framework of the GAPs and provide clearer guidance on how to integrate them into annual work plans and WFP operations.	ODO/SP	The Gender Policy foresees that separate gender action plans will be prepared only in exceptional circumstances. Starting in 2003, they will be incorporated into the overall regional bureau and country office work plans, as is already the case in some regions and countries. The implementation guidelines for the ECW will specify how to mainstream gender-related targets into regional bureau and country office annual work plans.
8. Develop an effective gender training strategy that is mainstreamed in all corporate and operations-related training, and provide guidance on how to integrate this strategy into annual work plans.	HRC/SPT	<p>In order to further mainstream gender within training and learning activities, HRCT will:</p> <ul style="list-style-type: none"> <li>➤ prioritize the participation of female staff members in core training activities;</li> <li>➤ consult SPT to ensure that all present and future core training with implications for WFP fulfillment of the ECW includes relevant content on gender issues. (<i>NB</i>: existing corporate training programmes—SAT, ERT, PDP—already include content on gender.);</li> <li>➤ include a gender perspective in the next WFP training strategy; and</li> <li>➤ assist colleagues designing operations-related (non-core) training in ensuring that gender is mainstreamed.</li> </ul>





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		In addition, SPT will: <ul style="list-style-type: none"> <li>➤ design training modules for the implementation of the ECW. (Starting in 2004, training will be conducted for 15 percent of partner staff and selected WFP staff); and</li> <li>➤ develop a sensitization module that can be added to all ongoing training activities.</li> </ul>
9. Further develop VAM as a targeting mechanism that includes the community and household level, and provide guidelines for its effective gender-sensitization.	VAM	VAM has recently issued new guidelines, which cover community and household vulnerability analyses. The tools now available for assessing household food security gather gender-disaggregated data. Case studies are also available that present food security issues for male- and female-headed households, as well as gender-oriented analyses of access to key assets.
10. Ensure that monitoring outputs are used effectively for evaluation and programme planning.	ODO	This issue will be addressed as part of WFP's implementation plan for its monitoring and evaluation policy, due for approval at the February 2003 Executive Board, and in the wider context of implementing results-based management.
11. Review the standard format for contractual agreements to ensure that they are sufficiently gender sensitized and include clauses pertinent to implementing the Commitments. Agreements should also include realistic conditionalities for non-compliance.	ODO/SPT	Following the decision of the Executive Board on the Gender Policy, the legal unit of OD together with SPT will review all global- and country-level contractual agreements with partners (by the end of the first quarter of 2003) and propose text of the minimum requirements to reflect the relevant commitments. Guidance for non-compliance clauses will also be provided.
12. Ensure that gender-sensitive baseline studies are a routine part of WFP operations and are supported through appropriate funding and human resources capacity and capabilities.	ODO	Same as paragraph 10.
<b>Recommendations for Emergency Operations (EMOPs) and Protracted Relief and Recovery Operations (PRROs)</b>		
13. Clarify the relevance of the ECW to EMOPs and PRROs, and disseminate this information broadly. Provide guidance on gender-specific targets that must be at least minimally addressed in these operations	SPP	Following the decision of the Executive Board on the Gender Policy, SPT, SPP and OD will prepare Guidelines for the Implementation of the Enhanced Commitments to Women during the first half of 2003. They will reflect minimum implementation requirements for different phases of humanitarian assistance.
14. Make implementing partners responsible for addressing the physical security of women and girls in situations of armed conflict, and for ensuring transparency in the food distribution system.	OHA	Same as paragraph 13. In addition, OHA is preparing food distribution guidelines, in which these recommendations will be reflected.

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15. Provide advocacy and support for women's leadership training to promote their equal participation in food aid committees. Solicit the support of men in the community to ensure that these efforts are sustainable.	OHA/SPT	Same as paragraph 14. In addition, SP plans to work on this issue in collaboration with other United Nations agencies (such as ILO and UNDP) to develop (a) leadership training, and (b) life skills education modules. These training modules will contain sections on motivating men for supporting the participation of women.
16. Identify ways of shortening the distance to food distribution points, of providing affordable transportation means, and of generalizing the good practice of packaging food rations appropriately and setting distribution times in ways that take account of women's gender-related responsibilities.	OHA	Same as paragraph 14.
<b>Recommendations for Effective Development Programming</b>		
17. Ensure that women's needs and preferences (including work norms and time/labour input) are addressed effectively in the choice of food-for-work (FFW) activities.	ODA	The Food for Work for Asset-Creation Guidelines will be issued before the end of 2002. These will reflect that FFW activities should be identified based on gender-specific needs and preferences, and that benefits should accrue to women from the physical assets created as well as from work participation. Activities will be linked to women's physical well-being, and designed to facilitate their work participation (flexible working hours, work norms and compensation for the number of working hours).
18. Recognize that in some contexts food-for-training (FFT) activities may be more appropriate and sustainable for poor and malnourished women shouldering the physical burden of supporting their families.	ODA	Guidance on projects will recognize that (FFT) activities should be geared towards imparting skills to women. Identifying and selecting women for FFT activities should be carried out by prioritizing women's skill requirements, especially for female heads of household. Care will be given to ensure that food assistance to FFT activities take into consideration women's special nutritional requirements. Comprehensive guidelines for FFT activities will be developed over the next two years.





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19. Ensure that FFT focuses on imparting market-relevant skills, based on reliable market-feasibility information, and that this is included as a conditionality in contractual agreements with IPs.	ODA	Development programming guidelines are currently undergoing revision and will indicate that appropriate skill-requirement assessment, feasibility analysis of various types of income-generating activities and the marketability of products will be mandatory in designing FFT activities. Among the criteria for selecting implementing partners will be their track record for imparting meaningful and practical skill training through FFT activities and documentary evidence that appropriate market analysis has been conducted.
<b>Recommendation for Effective Human Resources Policies</b>		
20. Review WFP's recruitment policy, taking into account the reality that if the current pace of moving towards gender balance in human resources continues, the strategic goal of placing more women in decision-making posts is not likely to be achieved during the implementation period of the ECW, 2003–2007.	HR	A review of current recruitment policy is planned as part of the HR strategic review in 2002. This former review will take into account WFP commitment to increase the number of women in decision-making posts.
21. Identify effective measures to speed up the process of achieving gender balance at P-4 levels and above, as well as among national staff.	HR	A component of the HR strategic review will be identifying measures to accelerate the achievement of gender balance as part of a wider strategy, for HR systems to contribute to meeting corporate goals and the Commitments.
22. Develop a career-development strategy that ensures a pool of competent female staff who have received management and leadership training, enabling them to move into key management positions.	HR	Developing a talent management strategy, including the provision of training to promising female staff, is one expected outcome of the HR strategic review.
23. In preparation for this strategy, commission a representative study of how (and to what extent) gender may be a variable influencing retention and reassignment, including among junior professional officers (JPOs) and national professional staff.	HR	WFP is undertaking an extensive study as part of the HR strategic review. This study will consider how a variety of variables (including gender) influence retention and reassignment.
24. Review current directives pertinent to the personal situation of WFP staff, ensuring that they apply to men and women equally.	HR	WFP will review directives over the next 18 months (to the end of 2003).
25. Ensure that the relevant human resources directives give country offices adequate flexibility to take account of regional and country labour market demand and supply factors. This is particularly pertinent to percentage hiring targets for recruiting national staff.	HR	This issue will be addressed as part of the implementation of the Enhanced Commitments to Women.

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26. Review the effectiveness of the management appraisal performance (MAP) as a management tool for enforcing accountability for implementing the Commitments.	HR	Performance appraisal mechanisms and their link to promotion, reassignment, training and career development are central components of the HR Strategic Review. However, a review of the MAP instrument is not sufficient to enforce accountability. The problem lies more with the work plans recorded in the instrument. Gender considerations need to be explicitly included in the country-level work plans and then be recorded in the individual work plans This requires enhanced focus on gender issues in country programming and office management, and depends on the successful outcome of activities related to recommendation 5 (the promotion of the corporate working culture).

