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Update on the Gender Policy (2015–2020)

Executive summary

This report summarizes progress in implementing the WFP Gender Policy (2015–2020), which is operationalized primarily through the corporate Gender Action Plan. The report highlights:

- a) the integration of gender equality into the Integrated Road Map;
- b) developments in working towards the nine outcomes of the Gender Action Plan, including the requisite interim checks on metrics; and
- c) use of WFP's gender mainstreaming mechanisms, including the Gender Transformation Programme, the gender and age marker and the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.

The report concludes with a summary of priority actions and challenges.

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Introduction

1. This update on progress in implementing the Gender Policy (2015–2020)¹ through the associated Gender Action Plan (GAP)² covers the second half of 2017 and the first quarter of 2018.
2. The report provides an overview of the continued integration of gender issues into WFP's Integrated Road Map (IRM); progress in work towards the nine GAP outcomes; WFP's main gender mainstreaming mechanisms; and priority actions and considerations for the remainder of 2018.

Gender and the Integrated Road Map

3. While gender equality is itself a goal, it is also a requirement for the attainment of food security and good nutrition. The integration of gender issues into national zero hunger strategic reviews, all iterations of country strategic plans (CSPs) and the financial framework is critical to successful implementation of the IRM.
4. Country offices continue to receive technical support in gender mainstreaming, with particular focus on strengthening capacities for gender analysis so that WFP interventions respond strategically to the particular food security needs and priorities of women and men, girls and boys. Gender analyses were core elements of the national zero hunger strategic reviews in, for example, Bolivia (Plurinational State of), the Dominican Republic, Peru, the Sudan and Tunisia. When developing its CSP, the Nepal country office convened a workshop on integrating gender equality and social inclusion into CSP activities and outcomes, and recruited a consultant to undertake a rapid gender analysis of WFP's existing programmes.
5. All CSPs – including CSP concept notes, transitional interim CSPs (T-ICSPs) and interim CSPs (ICSPs) – were reviewed by the respective regional bureaux and the Gender Office for gender marker coding. A gender marker code of 2a – signifying integration of gender issues – was assigned to 53 of the 63 CSPs, ICSPs and T-ICSPs that were approved in 2017, while 10 ICSPs were coded 1, meaning partial integration.³
6. From the Corporate Results Framework (CRF), the cross-cutting result of “improved gender equality and women's empowerment among WFP-assisted populations” is included in all CSPs, as is a commitment to disaggregating person-related data by sex and age. WFP's country office tool for managing effectively, COMET, was revised to accommodate this requirement. Detailed guidance⁴ was produced to equip monitoring and reporting officers with skills and tools for gender-responsive monitoring.
7. To ensure that WFP can track and report on expenditures on its work for fostering gender equality, a dedicated gender budgeting worksheet was incorporated into the country portfolio budget template as Annex 4. Development and deployment of an integrated mechanism for tracking expenditure on gender equality is planned for 2018, along with the strengthening of gender-responsive planning and budgeting competencies among country office personnel.

¹ WFP/EB.A/2015/5-A.

² WFP/EB.1/2016/4-B.

³ The Gender Office and regional bureaux provide technical and capacity strengthening support to country offices in order to assist the full integration of gender issues into the design and implementation of CSPs.

⁴ Examples of guidance include the gender-related entries in the CRF Compendium and guidance on “Gender and CRF indicators” and on “Gender and reporting”.

Gender Action Plan

8. The GAP has nine intended outcomes,⁵ which are to be achieved through specific actions assigned to various WFP entities. As required by the GAP, “an interim check on metrics” was undertaken in the latter part of 2017 to ensure that the indicators and targets are consistent with the IRM. Based on this review, revisions were made to some of the GAP indicators but not to the actions or responsible entities. The updated GAP is shown in Annex II.

Outcome 1: Analysis and data

9. Emphasis continues to be placed on the systematic disaggregation of person-related data by sex and age and the inclusion of gender analyses in needs assessments, monitoring and reporting. For example, a gender analysis of WFP’s seasonal livelihoods planning was undertaken with a view to strengthening the integration of gender issues into the three-pronged approach. Guidance is available to WFP personnel and external partners through the Gender Toolkit.⁶ Country offices participating in the Gender Transformation Programme (GTP) receive technical support for strengthening their capacities and tools, and gender analysis is enhanced by application of the gender and age marker. Increased awareness of gender issues is evident in the work of regional bureaux and country offices. For example, in the Regional Bureau in Bangkok, vulnerability analysis and mapping and gender staff explored ways of integrating gender considerations into the analyses conducted at the onset of emergencies; the Regional Bureau in Panama incorporated questions on unpaid care and domestic work into the surveys for WFP’s emergency food security assessments; the India country office partnered with UN-Women to conduct a gender assessment with a view to strengthening the gender equality elements of WFP’s work; gender issues were integrated into the cost-benefit analysis of school meals in Bolivia (Plurinational State of); in Malawi, gender analyses were undertaken to identify gender-related programming gaps and opportunities in school meals, Purchase for Progress and nutrition activities; in Kenya, a gender and protection assessment was undertaken in the Dadaab refugee settlement; and in Tunisia, technical support was provided to the national Government in enhancing the use of sex- and age-disaggregated data in monitoring of the school meals programme.

Outcome 2: Strategy, guidance and the programme cycle

10. Guidance has been developed and disseminated on participatory and inclusive programming.⁷ Gender considerations are integrated into WFP policies and guidance documents, including the Cash-Based Transfers Manual, guidance on climate change and disaster risk reduction, the Country Capacity Strengthening Manual and the Smallholder Agricultural Market Support (SAMS) Programme guidance.⁸ Consideration of gender issues is incorporated into the programme cycle at the design phase and implementation of activities for fostering gender equality and women’s empowerment is tracked through corporate monitoring mechanisms, notably the gender and age marker system, the CRF, annual reporting and the creation and management of complaints and feedback mechanisms. For example, for its cash-based transfer programme in the Congo, WFP established a complaints and feedback mechanism that comprises a toll-free hotline, focus group discussions and interviews with individuals through which the diverse experiences and opinions of women and men and adolescent girls and boys can be heard and addressed. The Libya country office established two hotlines, and the Afghanistan country

⁵ Performance measured against the GAP outcome indicators in 2017 is summarized in Annex I.

⁶ <http://gender.manuals.wfp.org/en/>

⁷ See, for example, in the WFP Gender Toolkit, the Participation section: <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/participation/>; and the Stakeholder Analysis section and the Accountability to Affected Populations (AAP) Manual.

⁸ The guidance is available at the WFP Manuals site: <http://manuals.wfp.org/en/>.

office has both women and men to answer calls so that stakeholders can speak to a person of either sex, according to their own preferences.⁹ The Cuba country office integrated gender issues into assessments of drought-related risks in order to ensure that programming responses address the particular vulnerabilities and resiliencies of women and men. The Ecuador country office is participating in the Enhancing Resilience of Communities to the Adverse Effects of Climate Change on Food Security (FORECCSA) programme to promote community-level climate resilience, with particular emphasis on gender and food security.

Outcome 3: Human resources

11. In 2017 and early 2018, greater emphasis has been given to fostering gender parity and respectful workplaces. In response to the System-Wide Strategy on Gender Parity¹⁰ issued by the Secretary-General of the United Nations in September 2017, the Human Resources Division (HRM) led the development of WFP's gender parity action plan. By leading and advocating for the implementation of actions in four focus areas – talent acquisition, career and capability development, engagement and well-being, and accountability – HRM intends to ensure that WFP achieves gender parity among international staff by 2021 and national staff by 2028. Implementation of the gender parity action plan also provides the opportunity to meet pre-existing commitments – particularly as regards non-staff members – to implementing and tracking gender-aware and family-friendly policies for WFP's workforce and to supporting women's involvement in WFP decision-making at all levels. Of note in this respect is the issuance in the first quarter of 2018 of the revised Executive Director's circular on protection from harassment, sexual harassment, abuse of authority and discrimination in the workplace (OED2018/007).
12. Gender specialists of various staff grades and contract durations are employed at headquarters and in all regional bureaux and several country offices. Given the importance of involving leaders in bringing about change, the letters of entrustment of WFP's regional and country directors commit them to pursuing the gender-transformative approach to fostering food security and nutrition.

Outcome 4: Capacity development

13. To complement the enhancement of gender expertise, in 2017, specific attention was also given to strengthening the gender-related competencies of all WFP's workforce. Of note was the launch of the Gender Learning Channel on the corporate WeLearn¹¹ platform, where WFP employees and partners can undertake e-courses such as the Gender Basic Learning Journey on gender norms. Interest in gender-related learning was evident, for example, in the finding that the most popular video on WeLearn in 2017 was the Ted Talk on "Why gender equality is good for everyone – men included".¹² Alongside the Gender Learning Channel, additional modules were added to the WFP Gender Toolkit on, for example, nutrition and disaster risk reduction. A package of nine short learning videos was also produced, addressing gender analysis, monitoring, emergency preparedness and partnerships. The Gender Community¹³ continued to attract increasing attention by sharing knowledge, good practice and information. Investments were made in face-to-face learning

⁹ The design and application of complaints and feedback mechanisms is a central component of implementing WFP's Strategy for Accountability to Affected Populations: http://fscluster.org/sites/default/files/documents/wfp_aap_strategy_2016-21_0.pdf

¹⁰ https://www.un.int/sites/www.un.int/files/Permanent%20Missions/delegate/17-00102b_gender_strategy_report_13_sept_2017.pdf.

¹¹ <https://wfp.eu.crossknowledge.com/interfaces/login.php>.

¹² https://www.ted.com/talks/michael_kimmel_why_gender_equality_is_good_for_everyone_men_included/transcript.

¹³ <https://communities.wfp.org/community/gender-community>.

opportunities such as the “gender clinics” held for staff of the functional units in the Rwanda and Burundi country offices; support missions to country offices participating in the GTP and others, such as the country offices in Bangladesh, Guatemala, the Islamic Republic of Iran and Turkey; a two-day introductory training course on gender delivered in Egypt, Jordan, the Kyrgyz Republic, the Sudan and the Syrian Arab Republic; training in gender in emergencies for the Nicaragua country office; the training sessions on gender mainstreaming delivered by the Regional Bureau in Dakar; and pilot training of trainers on the relationship between harmful gender norms and hunger.

Outcome 5: Communications, knowledge and information

14. Gender-related research was undertaken, knowledge sharing sessions were convened and information was disseminated. A multi-country study of the potential for food assistance for assets activities to empower women was completed and results were shared through written reports and a side-event held at the 62nd session of the Commission on the Status of Women. In partnership with Gallup and the Statistics Division of the Food and Agriculture Organization of the United Nations (FAO) and with contributions from an expert advisory group in gender and food security, the “Gender Equality for Food Security” measure was developed and is being piloted in seven countries.¹⁴ Work at the country level includes a gender and livelihoods study conducted in the Syrian Arab Republic.
15. Knowledge products and information are shared through WFP’s online platforms – the Gender Community, intranet and internet – monthly gender dialogues, regional online sessions with members of the Gender Results Network (GRN), annual reports, and workshops and advocacy events such as during the 2017 session of the Committee on World Food Security and the annual 16 Days of Activism against Gender-based Violence campaign. In 2017, the theme of the 16 Days of Activism was “leave no one behind” and a range of awareness raising and learning events – “orange lunches”,¹⁵ panel discussions, drama-based training, film screenings, quizzes, etc. – were held in WFP offices around the world.
16. Localized communication initiatives are also undertaken. For instance, staff at the Regional Bureau in Bangkok created gender profiles for each country in the region where WFP is present, consolidating the vast array of information related to gender, food security and nutrition. Each gender profile provides snapshots of the most pertinent gender equality issues that are relevant to food security and nutrition in the country concerned, thereby providing a useful reference for colleagues on mission to the country and for helping the country office with planning, project development and preparation of responses. In the Latin America region, WFP contributed materials to the knowledge sharing platform “*Baúl regional de recursos de género*” and – in collaboration with Emory University in the United States – undertook a study of the relationships among market interventions, women’s economic empowerment and violence against intimate partners in Colombia.

Outcome 6: Partnerships

17. WFP recognizes that diverse and strategic partnerships are essential to delivering transformative changes. Existing partnerships were consolidated and collaboration with new partners was initiated. Other United Nations entities with which WFP partners at the corporate level include:
 - the United Nations Development Group, on the Gender Equality Task Team;

¹⁴ Bangladesh, Lao People’s Democratic Republic, Myanmar, Nigeria, Tajikistan, the United Kingdom of Great Britain and Northern Ireland and Zambia.

¹⁵ Orange is the colour adopted by the campaign to call attention to the various forms of violence against women and girls and to efforts to end them.

- the United Nations Development Programme (UNDP), particularly on gender mainstreaming;
 - the Gender Equality Studies and Training Programme of the United Nations University, on the development of a gender training module for WFP managers; and
 - the other Rome-based agencies – FAO and the International Fund for Agricultural Development (IFAD) – including on initiatives related to International Women’s Day, the Commission on the Status of Women, the Committee on World Food Security and the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women, with UN-Women.
18. Other WFP partners in actions for gender equality include the Cooperative for Assistance and Relief Everywhere (CARE), Gallup, the Gender Standby Capacity Project (GenCap),¹⁶ the Gender Reference Group of the Inter-Agency Standing Committee (IASC), Oxfam and Women Deliver. Of note is the technical advisory group related to the partnership with Gallup, which includes representatives of ActionAid, the American University of Beirut, Data2X, George Washington University, the International Food Policy Research Institute and the United Nations Research Institute for Social Development.
19. Through its regional bureaux and country offices, WFP participates in United Nations gender theme groups and humanitarian clusters, such as the Asia Pacific Working Group on Gender in Humanitarian Action, the Europe and Central Asia Gender Coordination Group and the Gender Inter-Agency Group in Panama. In 2017, WFP contributed to the inter-agency initiative on “Gender Data and Situation Analysis for Girls in Asia and the Pacific”, with partners that included the Economic and Social Commission for Asia and the Pacific, the United Nations Population Fund, the United Nations Children’s Fund and UN-Women. At the country level, an annex on gender equality, protection and accountability to affected populations is attached to all field-level agreements. In Lao People’s Democratic Republic, WFP collaborates with the Lao Women’s Union to support women-led nutrition schools for farmers, which are designed to enhance knowledge of and access to nutrient-rich crops and to technologies and best practice for post-harvest handling and food storage, safety, processing and preservation. In Afghanistan, WFP, the International Labour Organization (ILO) and UN-Women are collaborating on a multi-year project designed to establish safe market spaces for women entrepreneurs. In Kenya, a partnership with Kenyatta University’s African Centre for Transformative and Inclusive Leadership focuses on strengthening the leadership abilities of women employed at the county level. In the Latin America region, WFP collaborates with FAO, ILO, UNDP and UN-Women on an initiative with a clearly articulated road map for increasing women’s access to land and other productive assets.

¹⁶ <https://www.humanitarianresponse.info/en/coordination/genacap>.

Outcome 7: Financial resources

20. In the WFP Management Plan (2017–2019),¹⁷ “the resources allocated to gender-related activities in WFP’s prioritized programme of work” were estimated at 13 percent of total resources, with funding from the programme support and administrative budget allocated to the Gender Office and the regional bureaux. In 2017, the Gender Office collaborated with the financial framework review team, the Budget and Programming Division, the Finance and Treasury Division and the Performance Management and Monitoring Division on integrating a gender budget component into the country portfolio budget template as Annex 4, and identifying a rigorous and efficient process for tracking country offices’ expenditures on the pursuit of gender equality. A tracking mechanism that is aligned with the IRM is expected to be developed and deployed in 2018.

Outcome 8: Evaluation

21. While two of the three action areas under outcome 8 are not applicable until 2019, in 2017 the Office of Evaluation commissioned an independent meta-assessment of the integration of gender issues into centrally managed evaluations, which found that WFP’s evaluations “approached” the requirements of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP). The Gender Office and regional gender advisers systematically contribute to corporate evaluations from their inception to their finalization in order to foster the integration of gender into evaluation processes, the drawing of conclusions and the formulation of recommendations.

Outcome 9: Oversight

22. To support enhanced integration of gender issues into regular audits, the Office of Internal Audit is producing guidance on participatory gender audits tailored to WFP’s needs. WFP’s performance in meeting UN SWAP requirements is summarized in paragraphs 30 to 33.

Gender mainstreaming throughout WFP

23. In WFP, the main means of mainstreaming gender are the GTP, the gender and age marker, UN SWAP and a gender architecture that supports WFP offices worldwide.

Gender transformation programme

24. Emphasizing leadership, accountability, gender-transformative programming and organizational change, the GTP supports WFP country offices in delivering and strengthening food security and nutrition results grounded in gender equality.

25. While participating in the GTP for 12 to 18 months, WFP country offices progress from a gender baseline assessment to the development and implementation of a practical improvement plan and on to a final assessment, which measures their achievements against the 39 benchmarks on which the GTP is based.

GENDER TRANSFORMATION PROGRAMME



WFP’s corporate gender mainstreaming programme

Lao People’s Democratic Republic was the first WFP country office to successfully complete the GTP, with the Country Director, Sarah Gordon-Gibson, concluding that:

“It was not easy at first, but gradually all our colleagues started to see why it was important, as well as the added value and benefits it brought to the equality, we managers must take responsibility and show commitment and accountability, and not just leave it to the gender focal points”

Read more on gtp.wfp.org

¹⁷ WFP/EB.2/2016/5-A/1/Rev.2.

26. Lao People's Democratic Republic is one of the 19 country offices that have elected to join the GTP.¹⁸ Varying in size and situation, these offices are at different stages in implementing the programme, with tracking and support enabled through an online platform.¹⁹ Common to all country offices are the requirements for successful transformation: leadership, communication, and engagement of all functional areas.

Gender and age marker

27. During 2017, WFP continued to apply the IASC gender marker to CSPs, ICSPs, T-ICSPs, emergency operations and budget revisions. Of the 71 such documents presented, 61–86 percent – received a gender marker code of 2a, confirming the integration of gender.
28. WFP also piloted use of the IASC gender and age marker for the humanitarian community, engaging regional gender advisers and the Myanmar and Democratic Republic of the Congo country offices. The pilot process resulted in adaptation of the gender and age marker to WFP operations. The three major changes compared with using the gender marker are explicit attention to age, revision of the coding,²⁰ and application at both the planning and monitoring stages of CSP implementation.
29. Since 1 January 2018, the gender and age marker has replaced the gender marker. In collaboration with the Information Technology Division, by the end of 2018, the Gender Office will develop and deploy an online tool to support efficient and effective application of the gender and age marker and tracking to allow comparisons over time and among regions.

United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

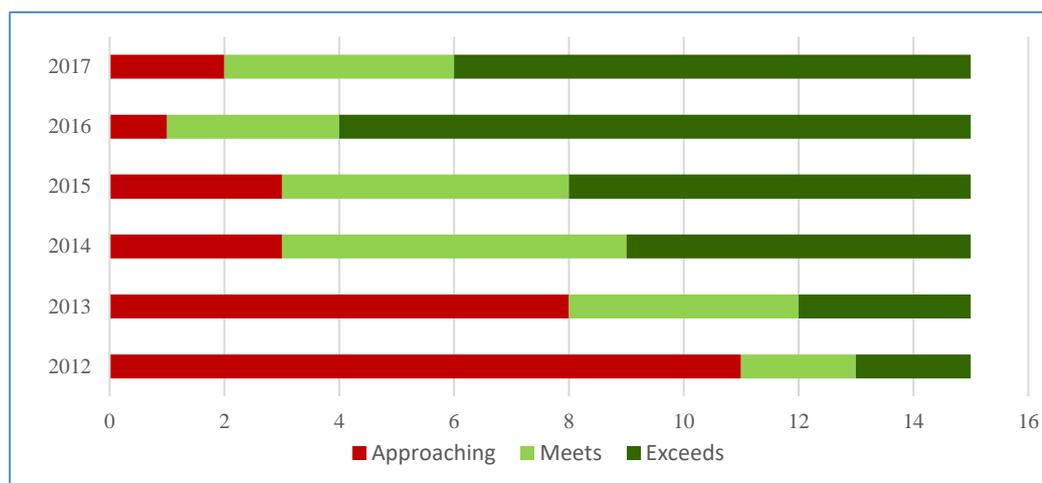
30. WFP implements the UN SWAP through a “business owners” model in which responsibility for determining and implementing actions for achieving the UN SWAP performance indicators is shared by different headquarters entities, including the Budget, Communications, Human Resources, Finance and Performance Management Divisions, and the Offices of the Executive Director, Evaluation, and the Inspector General and Oversight.
31. In 2017, WFP exceeded nine, met four and approached two of the UN SWAP performance indicators (Figure 1).²¹

¹⁸ There are participating country offices in all WFP regions. The 19 country offices are in Afghanistan, Bolivia (Plurinational State of), Cameroon, Egypt, Guatemala, Kenya, Kyrgyz Republic, Lao People's Democratic Republic, Libya, Mozambique, Nicaragua, the Niger, Peru, Rwanda, the Sudan, Syrian Arab Republic, Tajikistan, Tunisia and Yemen.

¹⁹ <http://gtp.wfp.org/>.

²⁰ The gender marker codes are 0 for no integration of gender, 1 for partial integration and 2a for full integration. The gender and age marker codes are 0 for no integration of gender, 1 for partial integration of gender, 2 for integration of age, 3 for integration of gender and 4 for integration of both gender and age. Documents submitted to the Board for approval must meet the criteria for gender and age marker codes 3 or 4.

²¹ WFP ratings against the 15 UN SWAP performance indicators for 2012–2016 are provided in Annex III.

Figure 1: WFP's implementation of UN SWAP, 2012–2017

32. With regards to the UN SWAP framework, WFP is cognizant of the need to improve its performance with respect to gender parity in its workforce – performance indicator 10 – and the integration of gender in all evaluations, which is performance indicator 5. To this end, time-bound commitments and practical actions have been delineated in the corporate gender parity action plan, while guidance and regular learning events foster greater attention to gender equality in evaluations.
33. As of 2018, all United Nations entities including WFP implement UN SWAP version 2.0. WFP is one of eight entities²² that piloted UN SWAP 2.0 and it continues to support testing and refinement of the revised performance indicators.

Gender architecture

34. Implementation of the GAP and gender mainstreaming mechanisms is enabled by a gender architecture comprising the Gender Office, regional gender advisers, a few country-level gender officers and the GRN.
35. At headquarters, the Gender Office has eight members.²³ Throughout 2017 and early 2018, regional gender advisers were employed in four of the six regional bureaux,²⁴ although not all of them were at the P4 level specified in the Gender Policy (2015–2020).²⁵ In the same period, 18 country offices employed gender officers and specialists on a continuous or temporary basis²⁶ as short-term consultants, junior professional officers or standby partners.
36. The GRN connects all WFP offices. Managed by the Gender Office, there are 535 GRN members representing all functional areas, international and national staff and women and men (Figure 2).

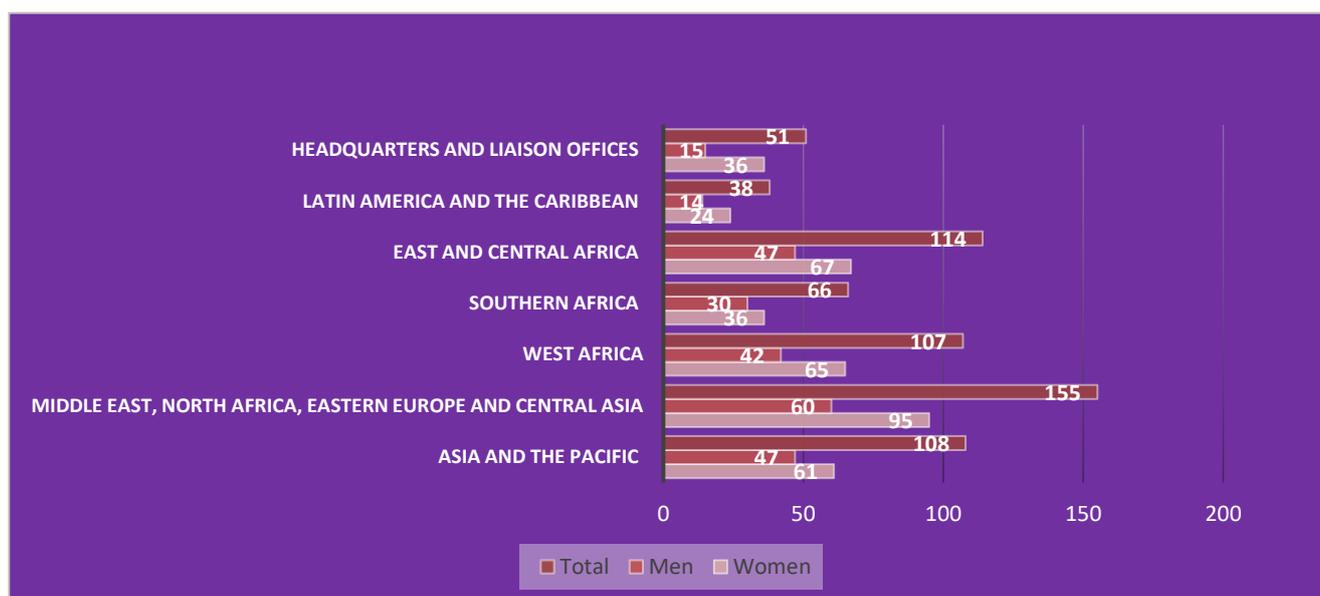
²² Others include the Secretariat of the United Nations Framework Convention on Climate Change, the United Nations Industrial Development Organization, the United Nations Office in Geneva and the World Meteorological Organization.

²³ The Gender Office is staffed by the Director (D1), a senior gender adviser (P5), three programme policy officers (2 P4 and 1 P3), two consultants and a business support assistant (G5).

²⁴ The Regional Bureau in Nairobi did not employ a dedicated regional gender adviser and the Regional Bureau in Cairo was without a gender adviser for the second half of 2017.

²⁵ The regional gender advisers in the Regional Bureaux in Bangkok and Panama are international consultants; those in Dakar and Johannesburg are national officers (NOBs).

²⁶ The 18 country officers were in Afghanistan, Bangladesh, Burundi, Cameroon, Colombia, Ethiopia, Guatemala, Malawi, Mozambique, Myanmar, Nicaragua, Pakistan, Turkey, Rwanda, South Sudan, the Sudan, Syrian Arabic Republic and Uganda.

Figure 2: Gender Results Network members, by region*

* The number of GRN members per regional bureau varies because of differences in the number of people employed by WFP country offices.

37. The core responsibilities of GRN members include dissemination of gender-related resources and information on activities, events and initiatives; awareness raising on why gender equality matters to WFP; and participation in corporate campaigns and events such as those related to International Women's Day and the Annual 16 Days of Activism campaign.
38. The engagement of GRN members and the strengthening of gender-related competencies are facilitated through the online Gender Community, monthly informal meetings, the Gender Learning Channel, workshops and support missions. In country offices, regional bureaux and headquarters entities, the GRN is most effective where management provides strong support; responsibilities are clearly delineated, communicated to all employees and reflected in annual work plans; and there is a passionate coordinator who has the time and resources to engage colleagues in making "gender equality and women's empowerment everybody's business" in WFP.

2018 priorities

39. Priorities for 2018 include:

- i) continued integration of gender equality into implementation of the IRM, with particular attention to CSPs and country portfolio budgets;
- ii) implementation of the main gender mainstreaming mechanisms, primarily the GTP, the gender and age marker and UN SWAP 2.0;

CHALLENGES

- Ensuring adequate financial and human resources for scaling up the GTP
- Supporting Gender Resources Network members and gender advisers
- Integrating gender throughout emergency preparedness and response
- Enhancing gender capacities



- iii) strengthened commitment to and capacities in integrating consideration of gender issues into the day-to-day work of WFP employees and entities, in both humanitarian and development situations, with particular attention to gender analysis and the GRN;
- iv) knowledge generation that strengthens the evidence base for integrating gender equality into food security and nutrition work;
- v) strategic advocacy and campaigns that raise awareness of the importance of gender equality for all people, thereby promoting action and accountability; and
- vi) effective collaboration with diverse partners in order to leverage scarce resources for advancing gender equality in a world with zero hunger.

ANNEX I

WFP 2017 performance against the Gender Action Plan outcome indicators

Outcome indicator	Baseline	2017	
Outcome 1: Needs assessments, data collection processes and analyses support effective integration of gender equality and women's empowerment (GEWE) into operations, with clear lines of accountability			
1.1 % of projects/CSPs reporting on cross-cutting gender indicators (C.3.1–C.3.3 in the CRF) ¹	74.5% (2014)	73%	
1.2 % of food security assessment reports that collect, analyse and use sex-disaggregated data		100% ²	
Outcome 2: WFP planning processes and standardized guidance support effective integration of GEWE into WFP operations, with clear lines of accountability			
2.1 % of country offices with a functioning complaints and feedback mechanism for affected populations	49% (2014)	80%	
2.2 % of WFP standardized guidance – manuals – into which gender and age dimensions are integrated	100%	63% ³	
2.3 % of CSPs, ICSPs and T-ICSPs into which gender and age dimensions are integrated	79% (2014)	86%	
Outcome 3: WFP promotes GEWE through its human resources policies and hiring practices			
3.1 % of national, international and senior staff who are women, by contract type	Grade	2012	2017
	USG ⁴	40%	17%
	D2	20%	35%
	D1	32%	37%
	P5	40%	42%
	P4	42%	44%
	P3	39%	42%
	P2	52%	47%
	NOD ⁵	75%	57%
	NOC	37%	34%
	NOB	39%	37%
	NOA	36%	34%

¹ The percentages refer to the proportions of projects/CSPs reporting on cross-cutting gender indicators.

² The reports used for the calculation are the 2017 standard project reports and annual country reports, which contain a section on "Progress towards gender equality".

³ Gender is included in 21 of 33 WFP manuals.

⁴ The calculation reflects professional international posts held by women on fixed-term, continuing and indefinite appointment contracts.

⁵ NOA, NOB, NOC and NOD refer to national officers, grades A, B, C and D, who serve under fixed-term appointments.

Outcome indicator	Baseline	2017	
	GS ⁶ headquarters	75%	73%
	GS field	34%	31%
	International	42%	43%
	National	29%	31%
3.2 % of respondents in the global staff survey who strongly agree or agree that they are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity, and physical ability	72% (2015)	N/A ⁷	
Outcome 4: WFP has technical and professional expertise in GEWE			
4.1 % of staff who complete a basic gender learning course on the Gender Learning Channel of the WFP WeLearn portal		20%	
4.2 % of WFP offices with members of the GRN	48.6% (2015)	100%	
4.3 Number of gender advisers (staff members) in WFP – P3 level or above		12 ⁸	
Outcome 5: WFP systematically documents and shares knowledge on and tools and good practices for GEWE			
5.1 % of relevant standard project reports and annual country reports that report on specific gender results and lessons learned		100% ⁹	
5.2 Number of gender-specific research products produced by WFP		1	
Outcome 6: WFP partnership agreements include elements on GEWE			
6.1 Number of gender equality partnerships established at the corporate level	38 (2014)	8 ¹⁰	
6.2 Number of field-level agreements at the country office level – for CSPs – that contain GEWE provisions		100% ¹¹	
Outcome 7: Funding is tracked and contributes to GEWE in all operations and functional areas			
7.1 Planned requirements for GEWE as % of total WFP planned requirements	11%	13% ¹²	

⁶ General Service (GS) are fixed-term national appointments.

⁷ The next global staff survey will be conducted in 2018.

⁸ The 12 gender advisers at P3 level and above are one P5 and one P3 in the Gender Office, and ten P3-equivalent gender officers – one each in the Cameroon, Colombia, Ethiopia, Guatemala, Myanmar, Nicaragua, Pakistan, the Sudan, the Syrian Arab Republic and Uganda country offices.

⁹ This figure does not include WFP projects for which the cross-cutting gender indicators are not considered applicable, such as special operations.

¹⁰ WFP has partnerships at the corporate level with the Gender Reference Group of IASC, Gallup, Women Deliver, the Gender Equality Studies and Training Programme of United Nations University, the Gender Equality Task Team of the United Nations Development Group, GenCAP, FAO and IFAD.

¹¹ Annex 6 “Gender equality, protection and accountability to affected populations” is attached to all field-level agreements as stipulated in Section 5.2.6 of the IRM manual. <http://integratedroadmap.manuals.wfp.org/en/cspicsp-implementation/cp-budget-implementation-guidance/field-level-agreement-fla-budget-templates-and-guidelines/>.

¹² Management Plan (2017–2019).

Outcome indicator	Baseline	2017
7.2 Actual expenditures on GEWE as % of WFP actual expenditures	11%	12.6% ¹³
Outcome 8: All WFP evaluations consider results related to GEWE		
8.1 Score awarded in the annual meta-review of WFP evaluations	7.51–10.50	6
Outcome 9: WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE		
9.1 % achievement of requirements for the UN SWAP performance indicators	80% (2014)	87% ¹⁴
9.2 % of audits undertaken in which gender considerations are integrated into the risk assessment approach		100%

¹³ The 2016 percentage is used as an estimate: 2017 was a year of significant organizational change including initiation – but not finalization – of WFP's Financial Framework tools, and review of the corporate gender expenditure tracking procedure, which resulted in the establishment of internal collaboration on designing an integrated solution to be implemented from 2018.

¹⁴ WFP met or exceeded 13 of the 15 UN SWAP performance indicators.

ANNEX II

Gender Action Plan layer 1: Driving gender equality programming results

In accordance with the goal of the Gender Policy (2015–2020) is “to enable WFP to integrate gender equality and women’s empowerment into all of its work and activities, to ensure that the different food security and nutrition needs of women, men, girls and boys are addressed”, successful implementation of both the policy and the associated corporate Gender Action Plan (GAP) will directly contribute to realization of the WFP Strategic Results as articulated in the Strategic Plan (2017–2021) and associated Corporate Results Framework (CRF). The links between the four Gender Policy (2015–2020) objectives and corporate indicators are shown in Table A.1.

TABLE A.1: CONTRIBUTION OF GENDER POLICY (2015–2020) OBJECTIVES TO THE ACHIEVEMENT OF CORPORATE STRATEGIC RESULTS AS REFLECTED IN CRF INDICATORS

Gender Policy objective	CRF outcome indicator	CRF cross-cutting indicator	CRF output indicator
1: Food assistance adapted to different needs: Women, men, girls and boys benefit from food assistance programmes and activities that are adapted to their different needs and capacities	<ul style="list-style-type: none"> • Moderate acute malnutrition treatment performance: recovery, mortality, default and non-response rate • Food consumption score, disaggregated by sex of household head • Minimum dietary diversity, women • Proportion of the population in targeted communities reporting benefits from an enhanced asset base, disaggregated by sex and age 	<ul style="list-style-type: none"> • C.3.3: Type of transfer – food, cash, voucher, no compensation – received by participants in WFP activities, disaggregated by sex and type of activity 	<ul style="list-style-type: none"> • A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers

TABLE A.1: CONTRIBUTION OF GENDER POLICY (2015–2020) OBJECTIVES TO THE ACHIEVEMENT OF CORPORATE STRATEGIC RESULTS AS REFLECTED IN CRF INDICATORS

Gender Policy objective	CRF outcome indicator	CRF cross-cutting indicator	CRF output indicator
<p>2: Equal participation: Women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition programmes and policies</p>	<ul style="list-style-type: none"> • Proportion of eligible population that participates in programme (coverage), disaggregated by sex and age • Proportion of target population who participates in an adequate number of distributions (adherence), disaggregated by sex and age 	<ul style="list-style-type: none"> • C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women • C.3.3: Type of transfer – food, cash, voucher, no compensation – received by participants in WFP activities, disaggregated by sex and type of activity 	<ul style="list-style-type: none"> • C.1: Number of people trained, disaggregated by sex and age • E.3 Number of people receiving WFP-supported nutrition counselling • F.1 Number of smallholder farmers supported/trained • G.1: Number of people obtaining an insurance policy through asset creation, disaggregated by sex
<p>3: Decision-making by women and girls: Women and girls have increased power in decision-making regarding food security and nutrition in households, communities and societies</p>		<ul style="list-style-type: none"> • C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality 	
<p>4: Gender and protection: Food assistance does no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it, and is provided in ways that respect their rights</p>	<ul style="list-style-type: none"> • Coping strategy index, disaggregated by sex and age 	<ul style="list-style-type: none"> • C.1.1: Proportion of assisted people informed about the programme – who is included, what people will receive, length of assistance – disaggregated by sex and age • C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements • C.2.1: Proportion of targeted people accessing assistance without protection challenges, disaggregated by sex and age 	

Gender Action Plan layer 2: Programme processes and organizational change

The nine GAP outcomes and associated corporate-level indicators are summarized in Table A.2. Action areas and assigned responsibilities are detailed in Table A.3.

TABLE A.2: GAP OUTCOMES AND CORRESPONDING CORPORATE-LEVEL INDICATORS OF ACHIEVEMENT		
	GAP outcome	Corporate-level indicator
Programme processes	1. Analysis and data: Needs assessments, data collection processes and analyses support effective integration of GEWE into operations, with clear lines of accountability	1.1 % of projects/country strategic plans reporting on cross-cutting gender indicators (C.3.1–C.3.3)
		1.2 % of food security assessment reports that collect, analyse and use sex-disaggregated data
	2. Strategy, guidance and the programme cycle: WFP planning processes and standardized guidance support effective integration of GEWE into WFP operations, with clear lines of accountability	2.1 % of country offices with a functioning complaints and feedback mechanism for affected populations
		2.2 % of WFP standardized guidance – manuals – into which gender and age dimensions are integrated
		2.3 % of country strategic plans – CSPs, ICSPs and T-ICSPs – with gender marker code 2a (2017) or gender and age marker code 4 (2018–2020)
Organizational change	3. Human resources: WFP promotes GEWE through its human resources policies and hiring practices	3.1 % of national, international and senior staff who are women, by contract type
		3.2 % of respondents in the global staff survey who strongly agree or agree that they are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity, and physical ability
	4. Capacity development: WFP has technical and professional expertise in GEWE	4.1 % of staff who complete a basic gender learning course on the Gender Learning Channel of the WFP WeLearn portal
		4.2 % of WFP offices with members of the Gender Results Network (GRN)
		4.3 Number of gender advisers – staff members – in WFP, P3 level and above

TABLE A.2: GAP OUTCOMES AND CORRESPONDING CORPORATE-LEVEL INDICATORS OF ACHIEVEMENT

GAP outcome	Corporate-level indicator
5. Communications, knowledge and information: WFP systematically documents and shares knowledge on and tools and good practices for GEWE	5.1 % of relevant standard project reports and annual country reports reporting on gender equality results and lessons learned
	5.2 Number of gender-specific research products produced by WFP
6. Partnerships: WFP partnership agreements include elements on GEWE	6.1 Number of gender equality partnerships established at corporate level
	6.2 Number of field-level agreements at the country office level – for CSPs – that contain GEWE provisions
7. Financial resources: Funding is tracked and contributes to GEWE across all operations and functional areas	7.1 Planned requirements for GEWE as % of total WFP planned requirements
	7.2 Actual expenditures on GEWE as % of WFP actual expenditures
8. Evaluation: All WFP evaluations consider results related to GEWE	8.1 Score awarded in the annual meta-review of WFP evaluations
9. Oversight: WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE	9.1 % achievement of requirements for the UN SWAP 2.0 (2018 onwards) performance indicators
	9.2 % of audits undertaken in which gender is integrated into the risk assessment approach

TABLE A3: GAP ACTION AREAS AND RESPONSIBLE UNITS, BY OUTCOME

Action area	Lead units	Support units
Outcome 1, Analysis and data: Needs assessments, data collection processes and analyses support effective integration of GEWE into operations, with clear lines of accountability		
<i>Indicator 1.1:</i> % of projects/country strategic plans reporting on cross-cutting gender indicators (C.3.1–C.3.3)	<i>Baseline:</i> 74.5% (2014)	<i>Target:</i> 100% (2020)
<i>Indicator 1.2:</i> % of food security assessment reports that collect, analyse and use sex-disaggregated data	<i>Baseline:</i> not established	<i>Target:</i> 100% (2020)
1.1 Systematically collect, analyse and use sex- and age-disaggregated data and gender indicators. Where the collection of sex- and age-disaggregated data poses considerable challenges, estimates are provided. Alternatives such as sample monitoring should be considered, depending on circumstances	Regional bureaux; country offices	
1.2 Review context-specific food security assessment tools – household/community questionnaires – to capture the vulnerability and capacity levels of women and men more accurately	Regional bureaux; country offices	Gender Office (GEN)
1.3 Systematically incorporate gender and age analysis into broader analyses of the context and nutrition situation to gain better insights into the specific needs, roles, vulnerabilities, risks, access to resources, coping strategies and capacities of women, men, girls and boys. In crises, rapid gender and age analysis takes into consideration pre-existing inequalities as well as the impact of the crisis	Regional bureaux; country offices	Policy and Programme Division (OSZ); GEN; Nutrition Division (OSN)
1.4 Findings from gender analyses are integrated into the programme cycle, quality control systems, central planning documents and country strategic plans	Regional bureaux; country offices	OSZ; GEN; Operations Management Support Unit (OMS); OSN
1.5 Actions targeting a specific gender and/or age group are based on a comprehensive gender and age analysis, demonstrating that they respond to the needs identified	Regional bureaux; country offices	OSZ; GEN
1.6 Include GEWE as an essential element of the food security and nutrition framework	OSZ	GEN
1.7 Identify and use innovative products/processes to support gender-sensitive needs assessments and programming throughout WFP	Regional bureaux; country offices	

TABLE A3: GAP ACTION AREAS AND RESPONSIBLE UNITS, BY OUTCOME

Action area	Lead units	Support units
Outcome 2, Strategy, guidance and the programme cycle: WFP planning processes and standardized guidance support effective integration of GEWE into WFP operations, with clear lines of accountability		
<i>Indicator 2.1:</i> % of country offices with a functioning complaints and feedback mechanism for affected populations	<i>Baseline:</i> 49% (2014)	<i>Target:</i> 100% (2020)
<i>Indicator 2.2:</i> % of WFP standardized guidance – manuals – into which gender and age dimensions are integrated	<i>Baseline:</i> not established	<i>Target:</i> 100% (2020)
<i>Indicator 2.3:</i> % of country strategic plans – CSPs, ICSPs and T-ICSPs – with gender marker code 2a (2017) or gender and age marker code 4 (2018–2020)	<i>Baseline:</i> 79% (2014)	<i>Target:</i> 100% (2018)
2.1 Develop and/or update guidelines for participatory approaches that involve women and men, girls and boys equally in WFP projects and programmes	OSZ	GEN
2.2 Adapt to WFP's needs the Inter-Agency Standing Committee (IASC) guidelines on integrating interventions for preventing gender-based violence into humanitarian action	OSZ	GEN
2.3 Ensure that all WFP manuals, programme guidance, policies and other guiding documents for activities include consideration of GEWE	Operations Services Department (OS); Resource Management Department (RM)	GEN
2.4 Ensure that WFP programmes and projects adhere to the IASC gender marker at all stages of the project cycle. Decentralize the coding of the gender marker to regional bureaux	Regional bureaux; country offices	OSZ; OMS; OSN; GEN
2.5 Involve different sex and age groups in decisions about assessment, design, implementation, monitoring and evaluation	Country offices	OSZ; RMP; OSN; GEN
2.6 Base all CSPs on gender analysis and ensure that they build on the strengths and address the weaknesses identified in all areas of WFP's mandate	Regional bureaux; country offices	OSZ; OMS; OSN; GEN
2.7 Update WFP's Strategic Plan and CRF to incorporate the requirements of the Gender Policy (2015–2020) and the GAP	OSZ; Performance Management and Monitoring Division (RMP)	GEN

TABLE A3: GAP ACTION AREAS AND RESPONSIBLE UNITS, BY OUTCOME

Action area	Lead units	Support units
2.8 With other stakeholders, implement a comprehensive action plan for preventing sexual exploitation and abuse (PSEA)	PSEA corporate focal point	Human Resources Division (HRM); Emergencies and Transitions Unit (OSZPH); Ethics Office (ETO); Office of Inspections and Investigations (OIGI); GEN; Communications and Advocacy Division (PGM)
2.9 Advocate for GEWE in policy dialogue with governments involved in the Sustainable Development Goal 2 agenda	Regional bureaux; country offices	GEN
2.10 Develop a WFP gender toolkit, including guidance on incorporating gender dimensions into the programme cycle and on gender analysis	GEN	Regional bureaux
Outcome 3, Human resources: WFP promotes GEWE through its human resources policies and hiring practices		
<i>Indicator 3.1:</i> % of national, international and senior staff who are women, by contract type	<i>Baseline:</i> P4 44%; P5 38%; D1 38%; D2 29%, U/ASG 43%, NOD 100%; NOC 37%	<i>Target:</i> improvement
<i>Indicator 3.2:</i> % of respondents in the global staff survey who strongly agree or agree that they are treated with respect regardless of their job, age, race, religion, sexual orientation, gender identity, ethnicity, and physical ability	<i>Baseline:</i> 72% (2015)	<i>Target:</i> improvement
3.1 Work towards equal representation of women and men employees in WFP, especially at P4 level and above or the equivalent national employee levels. Where lack of parity persists, hiring units are encouraged to implement innovative corrective actions	Hiring units	HRM; Executive Management Group (EMG)
3.2 Assess the core values and/or competencies in GEWE of all employees	HRM	GEN
3.3 Ensure that the Executive Director's Letter of Entrustment is sufficiently clear on accountability related to GEWE	Office of the Executive Director (OED)	HRM

TABLE A3: GAP ACTION AREAS AND RESPONSIBLE UNITS, BY OUTCOME

Action area	Lead units	Support units
3.4 Senior managers demonstrate leadership in and advocacy for equal representation of women and men. Include accountabilities for GEWE in senior management performance evaluations	EMG	OED
3.5 Pilot a corporate certification process that recognizes good performance and delivery of results in GEWE	GEN	
3.6 Develop, implement and track gender-aware and family-friendly policies for WFP's workforce	HRM; regional bureaux; country offices	OED
3.7 Ensure that WFP policies take into account the impact of mobility issues on daily life inside and outside the office, for all employees including those who are lesbian, gay, bisexual, transgender or intersex, those with disabilities and those who are HIV-positive or have other chronic medical conditions	HRM	
3.8 Work towards equal representation of women and men employees at P3 and NOC levels and below. Country offices to set targets and define balanced representation for their local contexts	Country offices	Regional bureaux; HRM
3.9 Support women's involvement in WFP decision-making at all levels. Track human resource indicators that capture women's involvement in decision-making and report through WFP reporting processes including the Performance and Competency Enhancement system. HRM to provide regular reviews of gender statistics covering divisional leadership teams and regional bureaux	EMG; senior leadership; country directors	HRM
Outcome 4, Capacity development: WFP has technical and professional expertise in GEWE		
<i>Indicator 4.1:</i> % of staff who complete a basic gender learning course on the Gender Learning Channel of the WFP WeLearn portal	<i>Baseline:</i> (2017)	<i>Target:</i> 60% (2020)
<i>Indicator 4.2:</i> % of WFP offices with members of the GRN	<i>Baseline:</i> 48.6% (2014)	<i>Target:</i> 100% (2020)
<i>Indicator 4.3:</i> Number of gender advisers – staff members – in WFP, P3 level and above	<i>Baseline:</i> 1 P5 at HQ (2016)	<i>Target:</i> headquarters – 1 P5, 1 P4, 1 P3; regional bureaux – 1 P4 or NOC; large country offices – 1 P3 or NOB
4.1 Ensure that the GRN has strong managerial oversight and gender balance through the inclusion of senior women and men from all functional areas	GEN	All WFP offices

TABLE A3: GAP ACTION AREAS AND RESPONSIBLE UNITS, BY OUTCOME

Action area	Lead units	Support units
4.2 Develop and implement a comprehensive capacity development plan. Update it at least every three years	GEN	HRM
4.3 Develop and implement capacity development activities for the GRN	GEN; regional bureaux	Country offices
4.4 Develop and implement participatory learning activities for WFP, partners and technical experts	GEN	
4.5 Develop and deliver tailored refresher courses on gender considerations for senior management	GEN	HRM
4.6 Develop and deliver basic gender training for all levels of WFP employee in all offices and sub-offices. Tailor training to specific contexts and thematic areas. Track results annually and make training available to the staff of partners	GEN; regional bureaux; country offices	HRM
4.7 Deliver training on basic gender and food security issues with particular attention to the inclusion of gender dimensions in WFP guidance and tools, data collection and analysis, project appraisal and design, partner selection and resource management	GEN; regional bureaux; country offices	
Outcome 5, Communications, knowledge and information: WFP systematically documents and shares knowledge on and tools and good practices for GEWE		
<i>Indicator 5.1:</i> % of relevant standard project reports and annual country reports reporting on gender equality results and lessons learned	<i>Baseline:</i> 100%	<i>Target:</i> 100%
<i>Indicator 5.2:</i> Number of gender-specific research products produced by WFP	<i>Baseline:</i> 2 (2017)	<i>Target:</i> 5 (2020)
5.1 Systematically share and document knowledge on and tools and good practices for GEWE, with internal and external audiences	GEN	PGM
5.2 Develop a GAP scorecard system – or equivalent – for country offices, linked to implementation of the gender policy and supported by examples of good practice	GEN	
5.3 Include GEWE in communication plans ensuring that it is an integral component of the information disseminated internally and publicly	PGM	GEN
5.4 Consistently share evidence of the relationship between gender and food security and of WFP's contribution to GEWE, with internal and external audiences	PGM; RMP	GEN
5.5 Participate in inter-agency communities of practice on GEWE	GEN	PGM

TABLE A3: GAP ACTION AREAS AND RESPONSIBLE UNITS, BY OUTCOME

Action area	Lead units	Support units
Outcome 6, Partnerships: WFP partnership agreements include elements on GEWE		
<i>Indicator 6.1:</i> Number of gender equality partnerships established at corporate level	<i>Baseline:</i> (2017)	<i>Target:</i> increase
<i>Indicator 6.2:</i> Number of field-level agreements at the country office level – for CSPs – that contain GEWE provisions	<i>Baseline:</i> (2017)	<i>Target:</i> 2 per CO (2020)
6.1 Engage in partnerships with other United Nations agencies and other entities, and use external capacities such as gender experts and advisers from the Gender Standby Capacity Project	GEN	
6.2 Work with partners at the regional, national and local levels, identifying areas for improvement and mutual accountability for integrating GEWE into WFP food assistance	Regional bureaux; country offices	Partnership and Advocacy Coordination Division (PGC); GEN
6.3 Partner academic institutions to work on advocacy, research and capacity development	GEN; regional bureaux; country offices	PGC
6.4 Systematically consider GEWE in field-level agreements by incorporating standards, tracking, monitoring and reporting	Regional bureaux; country offices	Project Budget and Programming Service (RMBP); PGC
6.5 Review standard contract templates and include a gender clause where appropriate	GEN	Legal Office (LEG)
6.6 Systematically participate and promote GEWE in inter-agency coordination mechanisms at multiple levels, especially with the other Rome-based agencies	Deputy Executive Director	GEN; Rome-Based Agencies and Committee on World Food Security Division (PGR)
6.7 WFP cluster leads to promote GEWE in inter-agency forums and among partners	Emergency Preparedness and Response Support Division (OSE)	Global food security, logistics, and emergency telecommunications clusters; GEN
6.8 Participate in the UN SWAP peer review process with the other Rome-based agencies	GEN	

TABLE A3: GAP ACTION AREAS AND RESPONSIBLE UNITS, BY OUTCOME

Action area	Lead units	Support units
Outcome 7, Financial resources: Funding is tracked and contributes to GEWE in all operations and functional areas		
<i>Indicator 7.1:</i> Planned requirements for GEWE as % of total WFP planned requirements	<i>Baseline:</i> 11% (2015)	<i>Target:</i> 15% (2020)
<i>Indicator 7.2:</i> Actual expenditures on GEWE as % of WFP actual expenditures	<i>Baseline:</i> 11% (2015)	<i>Target:</i> 15% (2020)
7.1 Ensure corporate funding is made available to implement WFP's gender policy	OED	Budget and Programming Division (RMB)
7.2 Use existing systems for tracking funding and contributions to GEWE. Avoid major changes until the CRF and operational budget structure have been reviewed by the Board in November 2016	GEN	RMB; RMP; regional bureaux; country offices
7.3 Consider GEWE reporting requirements during design of the new CRF and operational budget structure	RMP; Resource Management Integration and Support Office (RMX)	GEN; OMS
7.4 Develop and implement a system for tracking GEWE-related resources and results in the new CRF. Monitor GEWE-related resources as a percentage of total resources against a baseline of 11% and a target of at least 15% by 2020	GEN; RMP	Leadership Group
7.5 Use the IASC gender marker code or equivalent in all project documents, country strategic plans and budget revisions	Regional bureaux; GEN	OMS
7.6 Allocate a percentage of programme support and administrative funding to gender activities, using the gender marker system	RMB	Leadership Group
7.7 Ensure that a fully resourced GEN focuses on the integration of GEWE into all organizational procedures	OED	
7.8 Develop a strategy for supporting country offices in mobilizing resources for activities that promote GEWE	Government Partnerships Division (PGG); regional bureaux	EMG; GEN; country offices

TABLE A3: GAP ACTION AREAS AND RESPONSIBLE UNITS, BY OUTCOME

Action area	Lead units	Support units
Outcome 8, Evaluation: All WFP evaluations consider results related to GEWE		
<i>Indicator 8.1:</i> Score awarded in the annual meta-review of WFP evaluations	<i>Baseline:</i> 7.51–10.50 (2014)	<i>Target:</i> 10.51–12.00 (2020)
8.1 Evaluate the gender policy five years after its approval. Use evaluation findings to inform the formulation of policy updates and/or new policies	OEV	OSZ; GEN
8.2 Conduct an interim check on metrics 2.5 years after approval of the GAP	RMP	
8.3 Continue work towards UN SWAP requirements related to evaluations, with OEV's evaluations achieving an "exceeding" score in the annual meta-review by 2018, and decentralized evaluations achieving one by 2021	OEV	
Outcome 9, Oversight: WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE		
<i>Indicator 9.1:</i> % achievement of requirements for the UN SWAP 2.0 (2018 onwards) performance indicators	<i>Baseline:</i> 80% (2014)	<i>Target:</i> 100% (2020)
<i>Indicator 9.2:</i> % of audits undertaken where gender is integrated into the risk assessment approach	<i>Baseline:</i> PGA (2015)	<i>Target:</i> 100%
9.1 Establish a senior-level mechanism for monitoring delivery on WFP's commitments to GEWE	EMG	GEN
9.2 Involve management in consultations on risks related to GEWE, as part of the annual planning cycle for risk-based audits	Inspector General and Oversight Office (OIG)	GEN
9.3 Carry out a gender audit or review gender mainstreaming in regular audit engagements, in line with the risk-based audit approach of the Office of Internal Audit	OIG	GEN

ANNEX III

WFP's performance in implementing UN SWAP, 2012–2017

The United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) provides a benchmark with 15 performance indicators used to measure progress in its six elements.

The UN SWAP rating system for performance indicators is: Missing, Approaches, Meets, Exceeds or Not applicable. For the 2017 reporting cycle, WFP exceeded the requirements for nine of the indicators, met them for four and approached them for two.

Performance indicator	2012	2013	2014	2015	2016	2017
Accountability						
1. Policy and plan	Meets	Meets	Exceeds	Exceeds	Exceeds	Exceeds
2. Gender-responsive performance management	Approaches	Approaches	Meets	Exceeds	Exceeds	Exceeds
Results						
3. Strategic planning	Approaches	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
4. Monitoring and reporting	Approaches	Meets	Exceeds	Exceeds	Exceeds	Exceeds
Oversight						
5. Evaluation	Approaches	Approaches	Meets	Meets	Meets	Approaches
6. Gender-responsive auditing	Approaches	Approaches	Meets	Meets	Exceeds	Exceeds
7. Programme review	Approaches	Meets	Meets	Meets	Exceeds	Exceeds
Human and financial resources						
8. Financial resource tracking	Approaches	Approaches	Meets	Meets	Meets	Meets
9. Financial resource allocation	Approaches	Approaches	Meets	Meets	Exceeds	Meets
10. Gender architecture	Approaches	Approaches	Approaches	Approaches	Approaches	Approaches
11. Organizational culture	Meets	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
Capacity						
12. Capacity assessment	Approaches	Approaches	Approaches	Approaches	Exceeds	Exceeds
13. Capacity development	Approaches	Approaches	Approaches	Approaches	Meets	Meets
Coherence, knowledge and information management						
14. Knowledge generation and communication	Meets	Meets	Exceeds	Exceeds	Exceeds	Exceeds
15. Coherence	Meets	Exceeds	Exceeds	Exceeds	Exceeds	Meets

Acronyms used in the document

CRF	Corporate Results Framework
CSP	country strategic plan
EMG	Executive Management Group
FAO	Food and Agriculture Organization of the United Nations
GAP	Gender Action Plan
GEN	Gender Office
GenCap	Gender Standby Capacity Project
GEWE	gender equality and women's empowerment
GRN	Gender Results Network
GTP	Gender Transformation Programme
HRM	Human Resources Division
IASC	Inter-Agency Standing Committee
ICSP	interim country strategic plan
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IRM	Integrated Road Map
LEG	Legal Office
NOA	National Officer – grade A
NOB	National Officer – grade B
NOC	National Officer – grade C
NOD	National Officer – grade D
OED	Office of the Executive Director
OIG	Inspector General and Oversight Office
OIGI	Office of Inspections and Investigations
OMS	Operations Management Support Unit
OS	Operations Services Department
OSE	Emergency Preparedness and Response Support Division
OSN	Nutrition Division
OSZPH	Emergencies and Transitions Unit
PGC	Partnership and Advocacy Coordination Division
PGG	Government Partnerships Division
PGM	Communications and Advocacy Division
PGR	Rome-based Agencies and Committee for World Food Security Division
RM	Resource Management Department

RMB	Budget and Programming Division
RMBP	Project Budget and Programming Service
RMP	Performance Management and Monitoring Division
RMX	Resource Management Integration and Support Office
T-ICSP	transitional interim country strategic plan
UNDP	United Nations Development Programme
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women