



TERMS OF REFERENCE
EVALUATION OF THE GENDER POLICY (2015-2020)

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“We resolve, between now and 2030, to end poverty and hunger everywhere; to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls”; and to ensure the lasting protection of the planet and its natural resources.”¹

1. Background

1.1 Introduction

1. Policy Evaluations focus on a WFP policy and the mechanisms and activities that are in place to implement them. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.

2. The Terms of Reference (TOR) are for the evaluation of the current **Gender Policy (2015-2020)**², approved by WFP Executive Board in May 2015. This policy aimed to “build on WFP’s many successes in the field, where its gender-transformative approach to food assistance programmes and policies helps bridge the gender gap in food security and nutrition. As a product of broad consultations with WFP stakeholders, the policy reflects the collective voice of WFP.”³

3. The TOR were prepared by Deborah McWhinney, Evaluation Manager in the WFP Office of Evaluation with support from Giulia Pappalepore, Research Analyst, and based on a document review and consultations with stakeholders.

4. The purpose of the TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides introduction and information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents an overview of the policy and the activities developed to implement it, and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized.

5. The evaluation is scheduled to take place from April 2019 to March 2020. It will be managed by WFP’s Office of Evaluation (OEV) and conducted by an independent evaluation team. The evaluation report will be presented to the WFP Executive Board in June 2020.

6. The annexes provide additional information on the evaluation timeline, a long list of countries proposed for field missions, gender-related commitments in previous Policies, Gender Action Plan indicators, UN System-wide Action Plan implementation and key gender concepts.

1.2 Context

External

7. The Millennium Development Goals were agreed following the Millennium Summit of the United Nations in 2000. Seven goals were established for achievement by 2015, including the promotion of gender equality and women’s empowerment. The achievement in some areas was positive – most notably, girls’ enrolment in schools. However, it was clear that significant gender equality gaps and challenges to women’s empowerment remained.

¹ Transforming our World: The 2030 Agenda for Sustainable Development, <https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf>, p. 6.

² WFP/EB.A/2015/5-A.

³ Ibid, p. 2.

8. The post-2015 agenda was defined by the 2030 Agenda for Sustainable Development and its 17 goals. The 2030 Agenda drew broad commitment from countries across the globe. Consensus was reached on 17 common goals, including SDG 5 to achieve gender equality and women's empowerment, which includes targets to end all forms of discrimination, violence and harmful practices against all women and girls, ensure universal access to sexual and reproductive health and rights and ensure women's full and equal participation and opportunities to participate in leadership at all levels of decision-making. In addition to this specific goal, the Agenda 2030 also makes very clear and strong commitments to gender mainstreaming across all goals:

Realizing gender equality and the empowerment of women will make a crucial contribution to progress across all the Goals and targets. The achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities. Women and girls must enjoy equal access to quality education, economic resources and political participation, as well as equal opportunities with men and boys, for employment, leadership and decision-making at all levels. We will work for a significant increase in investments to close the gender gap and strengthen support for institutions in relation to gender equality and the empowerment of women at the global, regional and national levels. All forms of discrimination and violence against women and girls will be eliminated, including through the engagement of men and boys. The systematic mainstreaming of a gender perspective in the implementation of the Agenda is crucial.⁴

9. The focus on gender equality and women's empowerment was part of a broader 'gender and development' approach endorsed by the United Nations in the late 1980s. This meant that, "the focus is not merely on women, but rather on the unequal, socially-constructed gendered power relations that are a fundamental component of development processes...gender issues should be considered as fundamental to all aspects of development policy and practice, in line with a gender mainstreaming approach."⁵

10. The UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) was established to operationalize the strategy included in the UN System-wide Policy on Gender Equality and the Empowerment of Women adopted in 2006 by the UN Chief Executives Board (CEB). The UN-SWAP is "intended to serve as an accountability and performance monitoring framework designed to measure, monitor and drive the progress towards a common set of standards in which to aspire and adhere for the achievement of gender quality and empowerment of women in the United Nations system."⁶ It focuses on corporate processes and institutional arrangements within individual entities rather than the work by UN entities at the country level, which is tracked through the UN Country Team scorecards and performance indicators. In 2018, UN-SWAP 2.0 was adopted. It expanded on UN-SWAP 1.0 by increasing the number of indicators from 15 to 17, built in lessons learned and aligned with the 2030 Agenda for Sustainable Development its focus on results.

11. The Committee on World Food Security's (CFS) Forum on Women's Empowerment in the Context of Food Security and Nutrition in 2017 noted that, "Gender equality, women's rights and women's empowerment are central to achieving the CFS vision of fostering the progressive realization of the right to adequate food, achieving food security for all, by raising levels of

⁴ Transforming our World, p. 10.

⁵ UN Women Training Centre - Interactive Infographic: <https://trainingcentre.unwomen.org/timeline/#19>

⁶ UN Women, System-wide Action Plan for Implementation of the United Nations CEB Policy on Gender Equality and the Empowerment of Women. <https://www.unsceb.org/CEBPublicFiles/High-Level%20Committee%20on%20Programmes/Public%20Document/SWAP.pdf>

nutrition, improving agricultural productivity and natural resource management, and improving the lives of people in rural areas with full and equitable participation in decision-making. Without achieving gender equality, the full realization of, women's rights and women's economic, social and political empowerment, especially for rural women, food security and nutrition will not be achieved.”⁷

12. There is considerable work being done by the humanitarian community to address gender equality and the empowerment of women and girls in humanitarian response. WFP is a member of the Inter-Agency Standing Committee (IASC), which was created by the United Nations General Assembly, through its [resolution 46/182](#) in 1991, as the highest-level humanitarian coordination forum of the United Nations system. It brings together 18 Principals (Heads) of United Nations and non-United Nations entities to ensure coherence of preparedness and response efforts, formulate policy, and agree on priorities for strengthened humanitarian action.

13. Since 2006, the IASC Reference Group on Gender in Humanitarian Action has supported the integration of gender equality and women's empowerment in the humanitarian action system. In 2017, an IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action was endorsed – thereby reasserting these issues as “a core principle of its humanitarian action”.⁸ The Policy provided a “framework that specifies principles, standards, and actions that IASC Bodies, Members and Standing Invitees should abide by at global and field level to integrate gender equality and the empowerment of women and girls into all preparedness, response and recovery efforts.”⁹ The Policy is meant to be used alongside the IASC Gender Handbook (2017)¹⁰ and the recently endorsed IASC Gender and Age Marker (2018, GaM).¹¹ WFP was one of the entities that piloted the IASC Gender with Age Marker, which was subsequently adapted to meet organization's purposes and operations.

14. The IASC Gender with Age Marker (GaM) looks at “the extent to which essential programming actions address gender- and age-related differences in humanitarian response. It was developed in response to requests to strengthen the original IASC Gender Marker by including age and, most significantly, by adding a monitoring component.”¹² It is based on 12 Gender Equity Measures – 4 of which are applied to the design phase of a project, the remaining 8 at the monitoring phase. They related to both targeted actions and gender mainstreaming.

15. The World Humanitarian Summit was convened by the UN Secretary General in 2016 to generate commitments aimed at reducing suffering and “delivering better” for individuals affected by humanitarian crises. Agreement was reached among the participating member states, civil society and non-governmental organizations, private sector and academia on an Agenda for Humanity. Five core responsibilities agreed to included: to prevent and end conflicts; to respect the rules of war; to leave no one behind; to work differently to end need; and, to invest in humanity. Thirty-two core commitments were defined to support the achievement of these five responsibilities, including “catalysing action to achieve gender equality”.¹³ The commitments made in this area include:

- Empower women and girls as change agents and leaders

⁷ Chair's Summary. Forum on Women's Empowerment in the Context of Food Security and Nutrition, Committee on World Food Security: <http://www.fao.org/cfs/home/events/womensempowerment/en/>

⁸ Inter-Agency Standing Committee Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action, p.1.

⁹ Ibid, p. 1

¹⁰ https://interagencystandingcommittee.org/system/files/2018-iasc_gender_handbook_for_humanitarian_action_eng_0.pdf

¹¹ <https://iascgenderwithagemarker.com/en/home/>

¹² https://iascgenderwithagemarker.com/wp-content/uploads/2018/10/iasc_gam_information_sheet_2018.pdf

¹³ World Humanitarian Summit Framework (May, 2016): https://www.agendaforhumanity.org/sites/default/files/resources/2017/Jul/WHS_commitment_to_Action_8September2016.pdf

- Ensure universal access to sexual and reproductive health
- Implement a coordinated global approach to prevent and respond to gender-based violence
- Ensure that humanitarian programming is gender-responsive
- Comply with humanitarian policies on women’s empowerment and women’s rights

16. In addition to these specific commitments, attention was given to gender across all commitments: “This strong emphasis on gender reflects a firm desire for the World Humanitarian Summit to serve as a watershed moment whereby real change is achieved so that the needs of women and girls are systematically met and how their roles as decision-makers and leaders are vigorously promoted.”¹⁴ WFP made 125 commitments – among them, those related to empowering and protecting women and girls (nine in total: four policy, four operational and one financial); eliminating gaps in education for children, adolescents and young people (three in total: two partnership, one operational); and, enabling adolescents and young people to be agents of positive transformation (one partnership).¹⁵

17. The extent to which persons of all genders are victims of sexual assault, exploitation abuse and harassment has been unknown due to barriers to reporting and gender dynamics normalizing this behaviour. The “#Metoo” movement, which began in 2006, was strengthened in 2017 after high profile sexual assault cases were present in the media. The movement has provided increased recognition of the scale of the problem and action was demanded on many fronts as individuals felt empowered to tell their truths.

18. In September 2017, the United Nations Secretary-General called on the world to stand in solidarity to condemn sexual exploitation and abuse as he detailed the key initiatives at the heart of his “victim-centred approach to address the scourge across the UN system.”¹⁶ The Secretary-General appointed a UN Special Coordinator in improving the UN response to sexual exploitation and abuse, as well as appointing a system-wide Victims’ Rights Advocate based at the UN headquarters in NY. A “Zero Tolerance” approach focusing on prevention, response and victim assistance was reinforced.

19. The Inter-Agency Standing Committee (IASC) issued a Proposal on Accelerating PSEA in Humanitarian Responses, which was endorsed by the IASC Principals, including the WFP Executive Director, in December 2018. In response, many UN entities and non-government organizations (NGOs) have developed robust strategies to implement scaled-up actions with the aim to eradicate sexual exploitation and abuse.

Internal

20. WFP’s Gender Policy (1996-2001) - Commitments to women: enabling development¹⁷ was followed by the Gender Policy (2003-2007) that made “enhanced commitments to women to ensure food security”(see Annex 5).¹⁸ Whereas references to gender equality do pre-date the 2009 Gender Policy, it was the Gender Policy: Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition Challenges¹⁹ that enshrined these concepts in a policy framework more firmly. This Policy was approved in the first years of the WFP Strategic Plan 2008-2013 period, which marked the beginning of the shift from “food

¹⁴ World Humanitarian Summit, Commitments to Action, p. 6. https://www.agendaforhumanity.org/sites/default/files/resources/2017/jul/WHS_commitment_to_Action_8September2016.pdf

¹⁵ Agenda for Humanity. World Food Programme Commitments. <https://agendaforhumanity.org/stakeholders/commitments/291>

¹⁶ <https://www.un.org/preventing-sexual-exploitation-and-abuse/content/purpose>

¹⁷ WFP/EB.A/99/4-A.

¹⁸ WFP/EB.3/2002/4-A.

¹⁹ WFP/EB.1/2009/5-A/Rev.1

aid” to “food assistance” and an increased focus on protection and nutrition. The Gender Policy in 2009 was accompanied by a Corporate Action Plan in 2010 and a gender mainstreaming accountability framework in 2012.

21. The summary conclusion from the evaluation of the Gender Policy (2009) indicated that the Policy had “suffered from quality limitations stemming from its conscious efforts at realism for WFP and its lack of an institutionally-owned central vision.”²⁰ Whereas the evaluation noted a “growing body of gender-focused work [is] evident at country level”, they stated clearly that a “shift in gear – promised by reinvigorated leadership; accountability reforms; and a strengthened profile for gender – is essential if WFP’s global and institutional commitments to gender are to be made, and its mandate fully and equitably realized.”²¹ The findings and recommendations from an evaluation of the 2009 Gender Policy in 2013 were used when developing the Gender Policy (2015-2020).

22. The WFP Gender Policy (2015-2020) was developed following a wide-ranging, consultative process. It claimed to reflect the “collective voice of WFP”. The Policy identified a “twin-track strategy” (i.e. gender mainstreaming and targeted actions) and established minimum standards for achieving its four objectives, detailed in Annex 6 (i.e. Food assistance adapted to different needs; equal participation; decision-making by women and girls; gender and protection). The Policy also provided clear definitions for key terms (see Annex 10 for more definitions from the Gender Toolkit), including the following:

- i. **Gender** refers to socially constructed roles, behaviours and expectations; sex refers to anatomical and biological characteristics defining males and females. Awareness of gender is important for WFP’s work because gender roles can vary among cultures and change over time, and WFP food assistance can support positive changes
- ii. **Gender equality** is the state in which women and men enjoy equal rights, opportunities and entitlements. For WFP, promoting gender equality means providing food assistance in ways that assign equal value to women and men while respecting their differences. The treatment of women and men should be impartial and relevant to their respective needs.
- iii. **Women’s empowerment** is the process through which women achieve choice, power, options, control and agency in their own lives. It is a goal in its own right. To be empowered, women must have not only equal capabilities and equal access to resources and opportunities to those of men, but also the ability to use these rights and opportunities to make right choices and decisions as full and equal members of society. For WFP, this means that food assistance policies and programmes must create conditions that facilitate, and do not undermine, the possibilities for women’s empowerment.²²
- iv. **Gender-transformative** refers to transforming unequal power relations to promote shared power, control of resources and decision-making between women and men, and support for gender equality and women’s empowerment. For WFP, gender-transformative food assistance involves designing and implementing policies and programmes that recognize the importance of gender equality and women’s empowerment in achieving positive development outcomes and promoting universal human rights.²³

²⁰ WFP Office of Evaluation. An Evaluation of WFP’s 2009 Gender Policy: This Time Around?, January, 2014, p. 48.

²¹ Ibid, p. 48.

²² WFP Gender Policy (2015-2020), p. 4.

²³ Ibid, p. 6.

23. The WFP Strategic Plan 2017-2021 states that, “WFP’s integration of gender equality and women’s empowerment into all of its work and activities is particularly important, with many targets specifically recognizing gender equality and women’s empowerment (GEWE) both as objectives and as part of the solution. WFP will ensure that women and men equitably participate in the design, implementation, monitoring and evaluation of gender-transformative programmes and policies, and that its work promotes decision-making by women and girls.”²⁴ Whereas this is the only reference in the document to gender-transformative programmes, it does mark a corporate shift in focus for the organization.

24. The results of WFP’s UN-SWAP implementation have been steadily improving since 2012. In 2018, WFP “exceeded” targets in nine of 17 areas (reporting on gender-related SDG results, evaluation, audit, policy, leadership, gender-responsive performance management, organizational culture, capacity assessment, knowledge and communication), “met” targets in 4 areas (gender-related SDG results, gender architecture, capacity development, coherence) and was “approaching” in 3 categories (financial resource tracking, financial resource allocation, equal representation of women)²⁵. The detailed results for years 2012-2018 are presented in Annex 9.

25. The WFP Policy on Country Strategic Plans,²⁶ which was approved along with the Strategic Plan 2017-2021 as part of the Integrated Road Map, refers to gender and women’s empowerment in its reflection on the “evolving context of hunger”. It includes the statement that, “the lack of gender equality and women’s empowerment hinders progress in all areas of sustainable development, especially ending poverty and hunger.”²⁷ The data presented in the Policy is neither sex nor age-disaggregated.

26. There is ample evaluative evidence on the successes and continued challenges related to WFP’s efforts to promote gender equality, women’s empowerment and stimulate gender transformative results since the Gender Policy (2015-2020) was approved. The Synthesis of Operation Evaluations from 2016-17 noted that there was an “increased gender sensitivity but a focus on ‘including women’”.²⁸ The strategic evaluation of the pilot Country Strategic Plans found that, “intensive work has been done to ensure that gender is appropriately addressed in CSPs. There has been no comparable effort for other cross-cutting issues. The challenge that remains in preparing, implementing and monitoring CSPs is to move beyond the quantitative aspects of gender (and other cross-cutting issues) into substantive transformational action.”²⁹ Despite this, the evaluation concluded that, “CSPs have not yet made WFP more effective in achieving its gender equality goals and tackling other cross-cutting issues.”³⁰

²⁴ WFP/EB.2/2016/4-A/1/Rev.2*, p. 19, para 47.

²⁵ WFP does not report on the UNSWAP Performance Indicator (PI) 3 “Programmatic results on gender equality and the empowerment of women” because the results are reported under PI1 and PI2

²⁶ WFP/EB.2.2016/4-C/1/Rev.1*

²⁷ Ibid, p. 6.

²⁸ WFP Office of Evaluation. Operation Evaluations Synthesis 2016-17: Optimising performance. October, 2017, p. 8.

²⁹ WFP/EB.2/2018/7-A, p. 8.

³⁰ Ibid, p. 9.

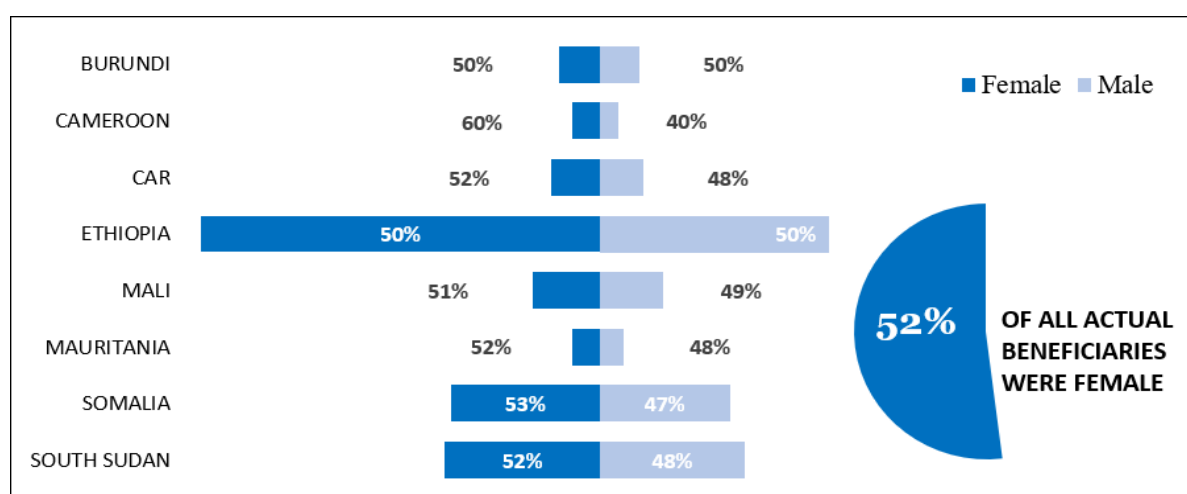
Table 1 - Cross-cutting issues identified by WFP

Source	Cross-cutting issues mentioned
Policy on CSPs ³¹	Gender equality; impacts of climate, environmental and other cross-cutting issues
Key considerations for CSP/ICSP drafting ³²	Gender, disability and innovation
ACR guidelines ³³	Progress towards gender equality; protection; accountability to affected populations; extra optional section (e.g. environment)
Annual Performance Report, 2017 ³⁴	Accountability to affected populations; protection; gender; environment

27. The evaluation of the WFP Policy on Humanitarian Protection³⁵ found “a broad conflation of gender and protection issues so that gender was considered in terms of gender-based violence rather than women’s empowerment.” Further, it noted that, “over time, WFP has made significant progress in launching and consolidating gender mainstreaming mechanisms and mandatory analysis and in developing strategies for meeting the requirements of the gender policy.³⁶ At times, these tools have tended to replace or obscure protection analysis and programming.”³⁷

28. A Synthesis of eight Country Portfolio Evaluations in Africa (2016-2018) noted that, “All eight portfolios ‘reached women’ as beneficiaries in terms of equitable distribution (52% average over the eight portfolios – Figure 1). However, despite implementation of the WFP 2015-2020 Gender Policy, few transformative changes were sought or achieved.

Figure 1: Beneficiaries disaggregated by sex by Country (2011-2017)



Source: Data from WFP Country Portfolio Evaluations

³¹ WFP/EB.2/2016/4-C/Rev.1, p. 20.

³² <https://newgo.wfp.org/documents/key-considerations-for-cspicsp-drafting>

³³ <https://newgo.wfp.org/services/acr-manual-annual-country-report>

³⁴ WFP/EB.A/2018/4-A/Rev.1, p. 67.

³⁵ WFP/EB.A/2018/7-B*, p. 10.

³⁶ Ibid.

³⁷ Ibid, p. 16.

29. The assessment of WFP by the Multilateral Organization Performance Assessment Network (MOPAN) in 2019 provided a very clear overview of organizational and programme performance in the cross-cutting area of gender:

WFP has undertaken considerable efforts to improve its focus on gender equality, but gaps remain in human and financial resources for implementation. A new Gender Policy was issued for 2015-20, supported by a corporate Gender Action Plan and the development of Regional Gender Implementation Strategies as the basis for country office action plans. The new strategic plan includes clear commitments on gender equality with a range of indicators. Regular reporting to the Executive Board includes progress on gender mainstreaming in the organisation against the Gender Policy and Action Plan and on efforts to integrate gender into WFP programmes. However, evidence from evaluations points to the limited inclusion of gender in the design of interventions and, consequently, inconsistent results for improving gender equality and empowering women. The most often-cited reasons were insufficient human and financial resources to support implementation and the limited capacity of staff to understand and meet organizational commitments, including transformative gender change. Interviews and survey responses highlight increased attention to gender equality in WFP current planning and programming but recognize the scope and need for more concerted action³⁸...Gender results are only partially achieved. WFP operations have not yet consistently embedded gender analysis into the design of interventions. Guided by WFP's corporate indicators, the evaluations found that WFP has focused on equal numbers rather than transformative results. Gender issues are sometimes overlooked, particularly amid complex emergencies. However, overall, gender results are experiencing a positive trajectory.³⁹

30. The Executive Director of WFP has made repeated statements about the “zero tolerance” policy in place at WFP to address sexual exploitation and abuse (SEA), and harassment, sexual harassment, abuse of authority, and discrimination at WFP since his arrival in 2017. An Executive Director's Circular was issued in March 2018 on Protection from Harassment, Sexual Harassment, Abuse of Authority and Discrimination reinforcing that “every person has the right to be treated with dignity and respect, and to work in safe environments free from harassment, abuse and discrimination.”⁴⁰ It also clearly states WFP's commitment to a “zero-tolerance approach to abusive conduct.”

31. In order to uphold WFP commitments towards zero tolerance approach to sexual exploitation and abuse, as per WFP Executive Director's Circular on Special Measures for Protection from Sexual Exploitation and Sexual Abuse (PSEA) issued on 15 December 2014 (OED2014/020), in March 2018, the Ethics Office was appointed WFP Organizational Focal Point for PSEA. It also became responsible for facilitating a multi-disciplinary approach to PSEA and supporting interagency coordination and UN coherence. There have also been steps taken recently to strengthen the WFP PSEA Focal Points network, set up a PSEA Advisory Group and to develop a WFP Strategy on Protection from Sexual Exploitation and Abuse (PSEA) 2020-2022, spearheaded by the Ethics Office.

³⁸ MOPAN. WFP Performance Assessment 2017-2018. Published February 2019, p. 24.
<http://www.mopanonline.org/assessments/wfp2017-18/WFP%20report%20final.pdf>

³⁹ Ibid, p. 41-42.

⁴⁰ WFP Executive Director's Circular OED2018/007, March 2018.

2. Reasons for the Evaluation

2.1 Rationale

32. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess their quality and effectiveness. Since its publication in May 2015, the Gender Policy (2015-2020) is now in its fourth year. For that reason, OEV decided to include it in its 2019 Annual Programme of Work in consultation with the Gender Office.

33. The investment in gender equality and women's empowerment increased in 2012 under the previous Executive Director, who created the Gender Office and shifted its position in the organizational structure to report to the Deputy Executive Director. The evaluation of the Gender Policy (2009) in 2013 also sparked corporate reflection and change given its clear conclusion: "*When will we ever learn?*" Both the previous gender policy evaluations noted similar shortcomings. If things are to change, WFP's commitment to addressing gender issues must be sincere and sustained."⁴¹ Considerable effort was taken to consult widely in the development of the Gender Policy (2015-2020) and develop a policy that was both aspirational and included clear accountabilities through the identification of minimum standards across a wide-range of corporate sectors. This evaluation aims to provide evidence to inform the Gender Office's decision to extend, revise or rewrite the current Gender Policy (2015-2020).

2.2 Objectives

34. Policy evaluations serve the dual objectives of accountability and learning.

35. **Accountability** – The evaluation will assess and report on the quality and results of the policy, its associated guidance and activities to implement it. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked overtime.

36. **Learning** – The evaluation will determine the reasons why certain changes occurred or not, to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to assist in decision-making around further implementation and eventual development of a new gender policy.

37. The evaluation will be retrospective in order to document how the twin tracks of gender mainstreaming and targeted actions have worked since the policy was approved in 2015. It will also consider the current context of the WFP Strategic Plan 2017-2021 and how WFP can further integrate gender into its work to deliver equitable and empowering results that contribute to progress towards gender equality (SDG 5) in the context of food security and nutrition.

38. Findings from this evaluation will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate.

39. It is expected that the results (findings, conclusions and recommendations) of the evaluation will be used to strengthen the quality of gender mainstreaming efforts and targeted actions in the Country Strategic Plans, organizational response across a range of sectors and contribute to the development of WFP's gender policy framework and to WFP's work to serve its beneficiaries.

2.3 Stakeholders and Users of the Evaluation

40. Gender equality and women's empowerment is of relevance and importance to all stakeholders. The primary intended users of the evaluation are WFP senior leadership,

⁴¹ WFP/EB.1/2014/5-A*, p 18

including the Office of the Executive Director, policy-makers and programme designers at HQ, Regional Bureau (RB) and Country Office (CO) levels. As the policy owner, the Gender Office is the primary stakeholder in this evaluation. Other key stakeholders include all those identified in the Gender Policy as crucial “drivers for change”: Human Resources Division (HRM), the Technical Assistance and Country Capacity Strengthening Service (OSZI), Innovation and Change Management Unit (INC), Communications, Advocacy and Marketing Division (CAM), Partnership Branch (PG), Performance Measurement Division (RMP), Budget Division, Office of Evaluation (OEV) and the Inspector General and Oversight Office (OIG). The Ethics Office (ETO) is also an important stakeholder.

41. Potential global stakeholders and users of the evaluation will include UN Women in their role as coordinators of the UN SWAP, as well as other humanitarian and development actors, academics, consortia and networks working on gender equality and women’s empowerment issues, as well as donor countries and/or their aid/development agencies, national/international NGOs, national governments, regional entities, universities and research institutions.

42. Local community members/leaders where gender mainstreaming and/or targeted activities are being implemented, as well as the women, men, girls and boys benefiting from these initiatives, are also key stakeholders.

43. WFP colleagues from a selected number of Divisions and offices listed above will be asked to be members of a small Internal Reference Group (IRG). These will be determined by OEV in consultation with the Gender Office. This IRG will act in an advisory capacity to the Evaluation Manager and will play an active role in debriefing sessions and in commenting on draft documents produced by the evaluation team. External experts from academia, research institutes, donor organizations, international NGOs and foundations with a focus on gender equality and women’s empowerment will be invited to be members of an Expert Advisory Panel. Attention will be paid to ensure gender balanced and gender-competent reference groups and Advisory Panel.

44. The inception report will include a more in-depth stakeholder analysis. The evaluation team will be asked to further deepen the stakeholder analysis through the use of appropriate tools, such as gender-sensitive accountability maps, power-to-influence or stakeholder matrices. The stakeholder mapping carried out as part of the evaluation of the 2009 Gender Policy should be built upon.

45. Similarly, the comparator organizations studied in the evaluation of the previous Gender Policy will be considered as this may provide interesting opportunities for learning. These are FAO, UNHCR, CARE-USA and Oxfam Great Britain. The other two Rome-based agencies, FAO and IFAD, will also be considered given the importance of RBA collaboration. Further, agencies that have made commitments to GEWE, have similar breadth of operations and modalities, as well as being members of inter-agency groups as suggested by the Gender Office include UNDP, CARE International, Oxfam (GB or other), Mercy Corps, IRC and ICRC.

3. Subject of the Evaluation

3.1 Gender Policy (2015-2020)

46. WFP’s mission statement from 2004 includes the following: “WFP will ensure that its assistance programmes are designed and implemented on the basis of broad-based participation. Women in particular are key to change; providing food to women puts it in the hands of those who use it for the benefit of the entire household, especially the children. WFP assistance will aim to strengthen their coping ability and resilience.”⁴² Since that time, there were formal “commitments to women” before the development of the first Gender Policy in 2009. This first Policy identified three goals related to strengthening the institutional

42 WFP Mission Statement. <https://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp076289.pdf>, p. 2.

environment that supports and encourages gender mainstreaming, improving the effectiveness and sustainability of WFP's programmes addressing hunger in partner countries, and promoting the integration of a gender perspective into food and nutrition policies, programmes and projects of cooperating partners and countries.⁴³

47. The Gender Policy (2009) was followed by a Corporate Action Plan 2010-2011, which was “the operational tool for the WFP gender policy. The plan covers both the normative and the operational functions of WFP and translates the gender policy into actions with verifiable indicators and targets, assigns responsibilities and indicates resource requirements.”⁴⁴

48. The Gender Policy (2015-2020) was developed following a “comprehensive review of research into the links between gender and food security and nutrition”,⁴⁵ as well as a detailed consultation process that included country offices, regional bureau, HQ Divisions, donors and Executive Board members. It took the evidence on limited progress noted in the evaluation of the Gender Policy from 2009 seriously and worked to present a vision, objectives, accountability framework, and minimum standards for gender mainstreaming activities and targeted actions.

49. The goal of the Gender Policy is “to enable WFP to integrate gender equality and women’s empowerment into all its work and activities, to ensure that the different food security and nutrition needs of women, men, girls and boys are met.”⁴⁶ To achieve this goal, four objectives were cited:

- *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.
- *Equal participation.* Women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition programmes and policies.
- *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.
- *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.⁴⁷

50. The Policy has clearly identified standards and accountabilities as part of a twin-track strategy, including both gender mainstreaming across WFP's areas of work and targeted actions. Emphasis is given to the importance of sex- and age-disaggregated data and gender analyses for understanding gender differentiated needs.

51. The Policy includes a theory of change (see Figure 1), which identifies organizational components identified as “drivers of change”. These include: partnerships, communications/knowledge/information, evaluation, oversight, capacity development, human resources and financial resources. Minimum standards are defined for gender mainstreaming, targeted action and organizational change. Together, these underpin and support programme strategies involving either gender mainstreaming (systematic integration of a gender perspective into every stage of the project cycle) or targeted actions (“special measures responding to a clear need that is identified through gender analysis and cannot be addressed

43 WFP Gender Policy: Promoting Gender Equality and the Empowerment of Women, 2009: <https://docs.wfp.org/api/documents/WFP-0000025796/download/>, p. 9.

44 WFP Gender Policy: Corporate Action Plan (2010-2011): https://documents.wfp.org/stellent/groups/public/documents/eb/wfp208231.pdf?_ga=2.27360441.401145550.1554652738-1509196074.1525960902, p. 6.

45 WFP Gender Policy (2015-2020), p.5

46 Ibid, p.2.

47 Ibid, p. 10-11.

through gender mainstreaming”).⁴⁸ However, as the ToC does not refer to "programme" specifically, attention will be paid to ensuring that programmes and emergency responses are included in the scope.

3.3 Scope of the Evaluation

52. The evaluation will cover the Gender Policy (2015-2020) primarily focusing on addressing the quality of the policy and its implementation mechanisms, including guidance, tools, technical capacity, resourcing, and policy results and contexts in which they occurred. When assessing the quality of the policy, the evaluation will refer to international benchmarks for policy design in effect at the time of its development. The evaluation will cover the policy implementation period from 2015 to 2019. It will assess results achieved across both gender mainstreaming activities and targeted actions.

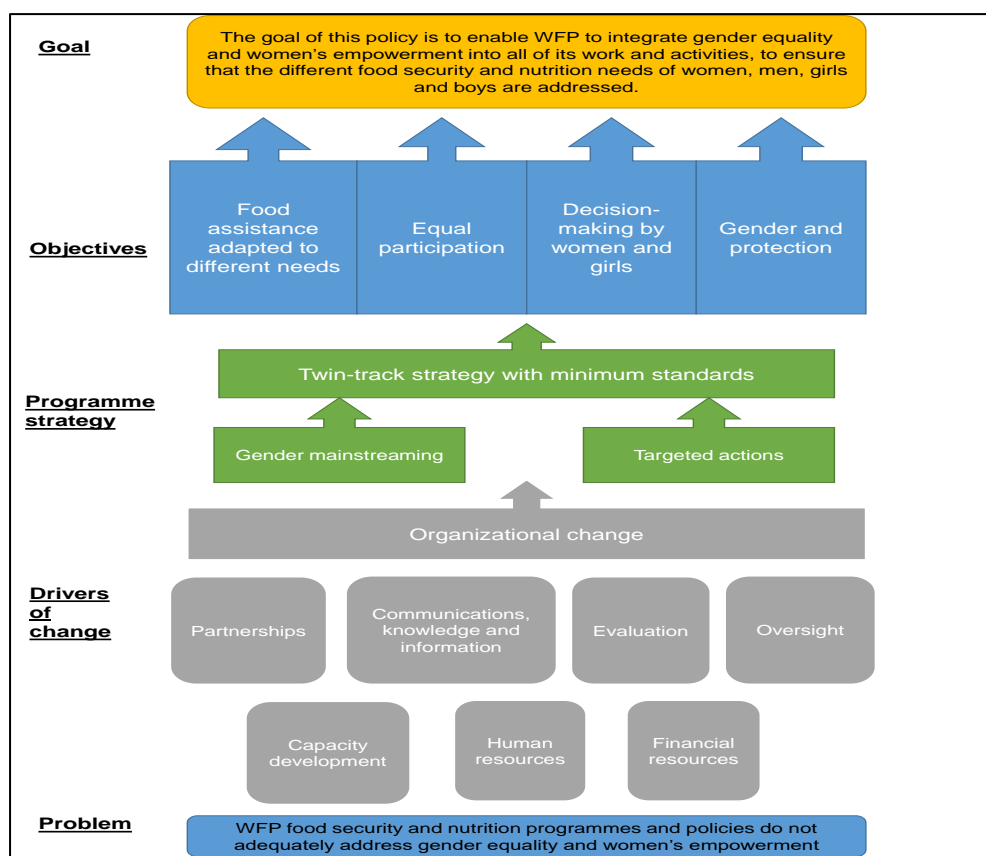
3.2 Overview of WFP Activities for Policy Implementation

53. The Gender Policy (2015-2020) referred to the planned development of complementary elements, including a framework for regional and country strategies, a gender toolkit and a policy dissemination plan. These components will all constitute part of the evaluand for this evaluation.

54. Whereas many policies referred to gender equality and women's empowerment following the approval of the Gender Policy in 2015 (see Annex 6), the focus of this evaluation will be on the elements of organizational change and programme strategy that were identified in the theory of change for the policy (see Figure 2).

⁴⁸ Ibid, p. 12.

Figure 2 – Theory of change for the WFP Gender Policy (2015-2020)



55. The Gender Policy (2015-2020) includes ten minimum standards for gender mainstreaming and five for targeted interventions, which were developed to “assist country offices in closing gender gaps.”⁴⁹ A further 31 specific measures identified according to the categories listed as “drivers of change” in the Theory of Change are presented in the Policy. This was done to ensure that employees working in different areas of the organization have clearly defined accountabilities and responsibilities for “achieving organizational change towards gender equality and women’s empowerment.”⁵⁰

56. Annual Updates to the Executive Board by the Gender Office have included information according to the following categories: policy dissemination/gender and IRM, Gender Action Plan, Gender Transformative Programme (GTP), UN System-Wide Action Plan (UN SWAP⁵¹), capacity development/human resources, Gender Resource Network (GRN), Gender and Age Marker (GaM) and Regional Gender Strategies. In WFP, the primary means of mainstreaming gender are the GTP, the GaM, UN SWAP and a gender architecture that supports WFP offices worldwide.⁵² All of these areas will be included as part of the evaluand as they were put into place or actioned as part of the roll-out of the Policy.

57. The Gender Toolkit was developed following the approval of the WFP Strategic Plan (2017-2021). It provides detailed guidance for employees, contractors and partners that is specific to the new organizational approach detailed in the Integrated Road Map.

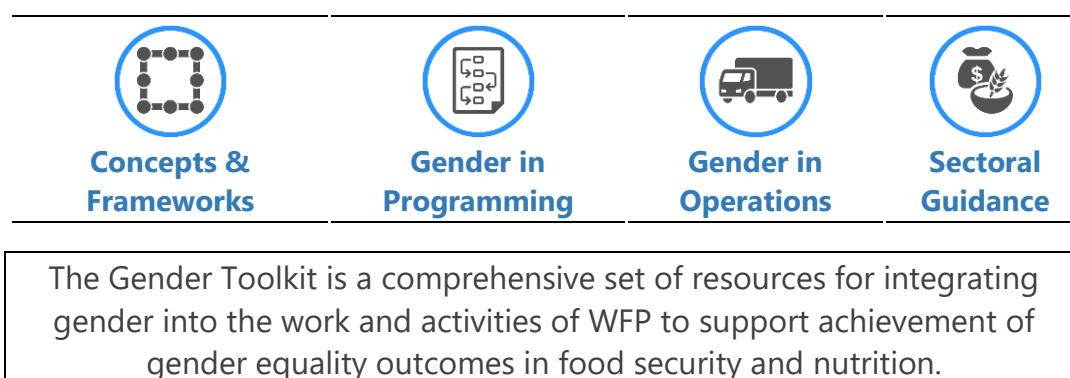
⁴⁹ Ibid, p. 14-15.

⁵⁰ Ibid, p. 15-20.

⁵¹ System-wide Action Plan for Implementation of the Chief Executives Board United Nations System-Wide Policy on Gender Equality and the Empowerment of Women.

⁵² Update on the Gender Policy (2015-2020). WFP/EB.A/2018/5-G, p. 7.

Figure 3 – Gender Toolkit (2018)



58. In addition to examining the corporate, HQ-level accountabilities and responsibilities, the Regional Gender Implementation Strategies developed in 2016 will provide insights into the regional specificities, challenges, approaches to implementation that were identified in each of the six regions.

4. Evaluation Approach, Questions, and Methodology

4.1 Overview of Evaluation Approach

59. The evaluation team will be expected to follow the most rigorous approach possible to maximize the quality, credibility and utility of the evaluation. The evaluation will be summative with an emphasis on relevance (EQ1), effectiveness, efficiency and sustainability (EQ2). Given the existence of a theory of change, the evaluation will be theory-based.

60. The evaluation will also be forward-looking as it works to identify and document lessons learned across the organization.

61. The evaluation teams will be expected to develop and propose appropriate approaches through which the evaluation can draw a plausible conclusion, within some level of confidence, on whether the policy and its implementation have made an important contribution to observed results in gender mainstreaming, targeted actions or organizational accountabilities related to gender equality and women's empowerment.

62. The evaluation will include cases chosen to represent countries with varying degrees of engagement with gender-transformative activities, programmes and initiatives. A list of criteria used to guide the selection of a long-list of countries to be considered for field missions has been included in Annex 3 along with the long list of proposed field missions.

63. The evaluation will also include an analysis of human, financial and institutional resourcing arrangements established to implement this Policy, drawing on the minimum standards for organizational change identified in the Policy.

4.2 Evaluability Assessment

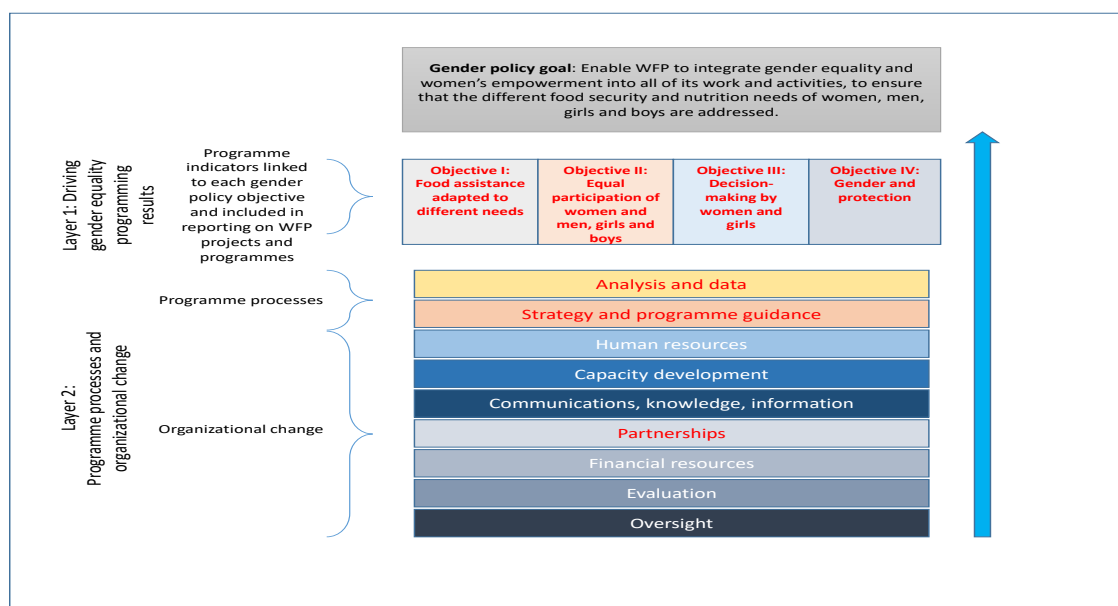
Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

64. Whereas WFP produces a wide range of data and documentary evidence related to gender, there are not full and complete data sets across all indicators identified at the corporate level. WFP aims to achieve the goal and objectives of the Gender Policy through the implementation of the Gender Policy and corporate Gender Action Plan.⁵³ This twin-track strategy, described in the Gender Policy, is embedded in the Gender Action Plan in Layers 1 – driving gender equality programming results; and Layer 2 – programme processes and organizational change (see Figure 4). Achievements under both Layers are reported internally within WFP and to the Executive Board.

65. In Layer 1 of the GAP, the programme indicators linked to each gender policy objective are mapped and embedded in WFP’s reporting frameworks (Annex 7). Layer 1 uses indicators from WFP’s Corporate Results Framework linked to the Gender Policy objectives to measure WFP’s achievement of gender results that contribute to ending global hunger. A review of data from the Annual Performance Report (APR) 2017 for Layer 1 indicates the following:

- *Data availability:* Only one of seven CRF outcome indicators linked to the four objectives in the Gender Policy indicates a reporting rate higher than 60% (moderate acute malnutrition treatment performance: default rate, mortality rate, non-response rate, recovery rate). Only four of the six cross-cutting indicators from the CRF linked to these four objectives have been reported on (C.3.2: proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women; C.3.1: proportion of households where: women, men, both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality; 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.2.1: proportion of targeted people accessing assistance without protection challenges, disaggregated by sex and age).
- *Performance:* The APR 2017 provides an assessment of performance only for two out of seven outcome indicators. Performance of country offices on cross-cutting gender-related indicators show that for all indicators except one, the percentage of projects that met the target in 2017 was above 65%.

Figure 4 – Overview of the Gender Action Plan⁵⁴



⁵³ WFP/EB.1/2016/4-B, p. 2.

⁵⁴ Ibid, p. 4.

66. In addition to GAP Layer 1 CRF indicators, the WFP Gender Toolkit provides a non-exhaustive list of gender equality activities and indicators, which a WFP country office may choose to implement or use to monitor its country strategic plan (CSP). A preliminary analysis shows that out of 142 suggested indicators, only a small percentage has been included into the corporate system (COMET) from which COs, based on their activities, determine which indicators will be relevant for their activities.

67. Layer 2 of the GAP details the internal work that various units in WFP need to carry out to ensure that gender is “everybody’s business”. This includes results related to gender equality and women’s empowerment in programmatic (Outcome 1 and 2) and organizational change processes (Outcome 3 to 9). Action areas have been defined according to each of the nine outcomes defined under GAP layer 2 (see Figure 3 above and Annex 8) and are measured against 19 corporate level indicators.

- *Data availability:* Baseline data are available for 17 out of 19 corporate level indicators and clear targets are set for 17 out of 19 indicators. However, the quality of baseline data is uneven, with the majority of baselines defined looking at different years (i.e. 2014, 2015, 2016, 2017) and some indicators having no reference to the baseline year (see Annex 7, indicator 1.2 2.2, 3.1, 5.1). Moreover, four indicators present different baseline values when comparing data provided in the Update on the Gender Policy 2017 and 2018 (indicator 3.1, 4.2, 6.1, 9.2). Almost all target values are set for year 2020, except for a few indicators that indicate either 2018 or have no reference year (indicator 2.3, 3.1, 3.2, 4.3, 5.1, 6.1, 9.2).
- *Performance:* Out of 19 indicators, 15 were reported on in the Update on the Gender Policy 2017⁵⁵ and 17 were reported on in the Update on the Gender Policy 2018. Nonetheless, quality of data provided is questionable in some cases, with values provided being not fully aligned with the indicator definition (e.g. indicator 6.2, 9.1 and 9.2 - 2016 value).

68. The Gender Action Plan also uses the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) as a benchmark for gender mainstreaming. Each UN SWAP standard is linked to at least one action area identified in the GAP Layer 2 framework. Following a specific recommendation from the evaluation of the Gender Policy 2009-2015,⁵⁶ WFP’s implementation of the UN SWAP goes 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.⁵⁷

69. Further, the Gender Toolkit notes that the operationalization of the UN SWAP corporate commitment is further facilitated by the Gender Results Network, which ensures that all WFP employees assume the collective responsibility of integrating gender equality into their work and through all the Regional implementation strategies, which reflect the six elements of the UN SWAP framework. An overview of UN SWAP indicators and WFP results from 2012 to 2017 is provided in Annex 10.

70. In addition to reporting on results from CRF indicators through the Annual Performance Report, the Gender Office reported on results achieved across both Layers of the GAP in their

⁵⁵ Update on the Gender Policy, Executive Board Annual Session 12-16 June 2017, 18-22 June 2018

⁵⁶ Recommendation no 4 - Everybody’s business: A shift in mindset is needed. Namely, that gender is everybody’s business, whatever their institutional role and wherever their daily work takes place. Responsibility – including for the UNSWAP - does not sit within the Gender Office alone.

⁵⁷ These include, the Budget, Communications, Human Resources, Finance and Performance Management Divisions, and the Offices of the Executive Director, Evaluation, and the Inspector General and Oversight

Updates on the Gender Policy to the Executive Board's Annual Sessions in 2016, 2017 and 2018.

71. OEV will ensure that an initial set of relevant background documentation and data sets are accessible to the evaluation team by way of electronic-library.

4.3 Evaluation Questions

72. The evaluation will address the following three questions and sub questions, which will be detailed further in an evaluation matrix to be developed by the evaluation team during the inception phase. Collectively, the questions aim to generate evaluation insights and evidence that will help policy makers make better policies and programme staff in the implementation of policy. The evaluation aims to generate a better understanding of diverse stakeholder perspectives in terms of assumptions and expectations that the policy should meet.

73. **Question 1: How good is the Policy?** The evaluation will compare the policy, as articulated in 2015, with international good practice, practice of comparators and partners, and other benchmarks to understand whether the policy was geared towards attaining best results. This includes the degree to which the policy:

- i. Has a definition, conceptual framework, vision, purpose, outcomes, outputs and activities of continued validity and highlighted gender and broader equity and empowerment considerations;
- ii. Fully considered the findings, conclusions and recommendations of the 2013 evaluation of the 2009 Gender Policy;
- iii. Has a strategic focus that was aligned with effective and innovative policies of other humanitarian and development organizations such as: a) UN agencies (e.g. UNICEF, FAO, UNFPA); b) IFIs (e.g. WB, ADB, IDB); c) development and humanitarian partners (e.g. BMZ, JICA, Global Affairs Canada, DFID, EU, SIDA, Netherlands⁵⁸); d) inter-agency groups (IASC); and international NGOs (e.g. Oxfam International, CARE, Plan, InterAction).
- iv. Reflected good practice, is appropriate, remains relevant and is forward-looking in the face of evolving gender equality and women's empowerment concepts and approaches at national and international levels, as well as internal WFP developments, including continued relevance in view of the SDGs goals related to gender equality and women's empowerment;
- v. Is coherent with i) WFP strategic plans (2014-2017 and 2017-2021) and relevant WFP corporate policies or frameworks, ii) the shift from food aid to food assistance, including coordination mechanisms for gender mainstreaming in WFP (HQ, RB and COs) and iii) policies of other UN and cooperating partners, as well as host governments; and,
- vi. Is feasible and actionable (practicality of the update).

74. **Question 2: What were the results of the Policy?** The evaluation will collect and analyse information and data on results that can plausibly be associated with the policy and mechanisms established to implement it. The evaluation will identify the main areas in which results were achieved and those that were not achieved and will make the distinction between outcomes as formulated in each Strategic Plan, as well as outside the corporate reporting

⁵⁸ OECD-DAC Gender Equality and Women's Empowerment-related aid top 10 donors. <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/gender-related-aid-data.htm>

system. It will assess their diffusion and sustainability. In so doing, the evaluation will generate, to the extent possible, an understanding of the circumstances and factors that contributed to the changes observed in the field to establish plausible associations between these occurrences and the stated policy and its implementation measures.

75. Specifically, the evaluation will explore the extent to which there is evidence of results achieved by WFP's interventions in the following expected results from targeted actions:

- i. Women, men, girls and boys benefit from food assistance programmes and activities that are adapted to their different needs and capacities;
- ii. Women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition policies and programmes;
- iii. Women and girls have increased decision-making power regarding food security and nutrition in households, communities and societies; and,
- iv. 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.

76. The evaluation will also assess results achieved in gender mainstreaming (10 minimum standards) and in organizational change processes (30 minimum standards), as defined in the Gender Policy.⁵⁹

77. Specific attention will be paid to sex- and age-disaggregated data, evidence of accountability to affected populations and gender analysis using a range of qualitative data collection methods.

78. **Question 3: Why has the Policy produced the results that have been observed?** In answering this question, the evaluation will generate insights into the context, incentives, barriers or triggers that caused the observed changes (question 2). It will look at circumstances and explanatory factors that resulted from the way in which the policy was developed and articulated (question 1), the way in which it was implemented (e.g. looking at resource issues, technology), and others (e.g. underlying understanding, assumptions etc. that influence behaviour), including an assessment of:

- i) The existence/absence of internal and external factors, including:
 - a. support for and prioritization of gender-transformative initiatives from all stakeholders;
 - b. support from and prioritization by senior management;
 - c. funding to implement the policy;
 - d. technical expertise that can be "built, borrowed or bought" or tools that can be adapted from WFP's existing toolkits;
 - e. relevant and appropriate indicators and data collection methods; and,
 - f. accountability for contributing to reach change within the households, communities and societies where WFP works.
- ii) Development and use of guidance to implement the policy, including the availability, adequacy, and their application at HQ, RB, CO, monitoring and reporting;
- iii) Human resource capacities and competencies in WFP at HQ, RB, and CO levels, including changes to the way that WFP provides capacity strengthening for improved GEWE results and drive the organisation towards increased inclusivity and gender equality;

⁵⁹ Ibid, p. 13-20.

- iv) Other internal factors, (e.g. its comparative advantages, clarity of key principles and related guidance, and enabling incentives);
- v) Institutional/organizational culture, structures and processes for diffusion and sustainability of capacity in this area; and,
- vi) External factors and drivers of change (e.g. national leadership, partnerships with national, regional and global stakeholders working to promote gender equality and women's empowerment).

4.4 Methodology

79. The evaluation team will be expected to take a rigorous, theory-based methodological approach to maximize the quality, credibility and use of the evaluation. The evaluation methodology will systematically address the evaluation questions and sub-questions (in section 4.3 above) in a way that meets the dual purposes of accountability and learning. The theory of change included in the Gender Policy (2015-2020) will be reviewed and validated to ground the evaluation in a clear results-based framework. This work will be drafted by the external evaluation team and validated through consultation with key stakeholders in the inception phase. Even though the topic of this evaluation is gender-focused, attention will still be paid to ensuring that a gender analysis is mainstreamed throughout this process, including in the evaluation questions and indicators.

80. During the Inception Phase, the evaluation team will elaborate the evaluation matrix (as per Section 4.3 above), test and complete the methodology, including data collection instruments details as agreed with the Evaluation Manager. The evaluation team will be required to develop strong qualitative data collection methods and quantitative analysis methods to inform the evaluation questions given the existence of both large sets of documentation and data. The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS), which provides details on the elements to be included in the methodology, including attention required to gender equality and the empowerment of women.

81. Given that work to support GEWE requires a multi-sectoral approach with multiple causal pathways, the evaluation team will use theory-based approaches to understand what works, for whom, in what contexts and why? The evaluation will adopt a mixed method approach combining qualitative and quantitative data and will acknowledge the complexity inherent in any work to promote GEWE. The methods to be considered include a detailed document and data review, key informant interviews with a range of WFP's employees and partners and a survey of key stakeholders on the range of expected results.

82. A substantial document review will be required to assess the ways in which gender equality and women's empowerment has been conceived of, measured and reported on throughout the organization in the past three years. The documents to be consulted include all related WFP policies and their respective approaches to GEWE, all centralized evaluations and corresponding management response that have been published since 2015, country-level and corporate reporting on GEWE indicators, including to donors and the Executive Board, as well as audit reports.

83. A literature review will include academic work on GEWE, as well as reporting on the measurement and outcomes of programmes and initiatives to designed to achieve gender transformative results. There are a considerable number of 'lessons learned' documented through reviews, evaluations and studies by international NGOs and other actors working in this field that will be drawn upon.

84. Tools and approaches used by other international organizations will be examined alongside those from WFP to gather lessons and enhance learning. The policy positions, definitions and directives of donors on GEWE work will also be examined. Gender and diversity-balanced consultations with beneficiaries (focus groups), national governments, UN agencies, donors, NGO partners, WFP staff and outside experts will be conducted to obtain a

range of views on WFP’s work to strengthen gender equality and women’s empowerment. Other quantitative and qualitative evaluation tools/methods may be used, such as surveys and/or participatory data gathering methods.

85. Country case studies will be developed using a theory-based approach and will rely on various information and data sources to demonstrate impartiality, minimize bias and optimize a cross-section of information sources. An initial set of criteria has been defined to inform the selection of WFP offices to be visited. These include: participation in one of the three phases of the Gender Transformative Programme, CO size, representation across all regions, presence of a gender advisor, participation in the Rural Women’s Empowerment Programme, recipient of Danish Trust Fund and density of recent evaluations and/or audit missions. Annex 2 describes the steps that were taken to arrive at this list of countries and presents a long list of selected COs.

86. The evaluation will include the following country studies/missions:

Phase	Type of study	Number of countries (max.)
Inception	Inception visit	2
Data collection	Field visits	6
	Desk review	6

Source: Office of Evaluation

87. Findings will be defined following the triangulation of evidence from different sources of evidence. The sources of evidence will be presented along with the evaluation questions and the analytical approach in a detailed evaluation matrix, which will be developed by the evaluation team and included in the Inception Report. An evidence binder will be provided by the evaluation team to the Evaluation Manager.

88. The evaluation will take a participatory approach – regularly engaging with and integrating feedback from global, regional and country-based actors and following-up.

5. Organization of the Evaluation

5.1 Phases and Deliverables

Table 1: Proposed timeline summary of key evaluation deliverables

	Phases(deliverables)	March-April 2019	May-August 2019	Sept. – Oct. 2019	Nov. '19 – March '20	June 2020
1	Preparation (by OEV) Terms of Reference; Contract with Eval. Team; Document review; Stakeholder consultation; Identification of evaluation team	X				
2	Inception HQ Briefing; Review of documents and data included the electronic library prepared by OEV (quantitative and qualitative); Inception mission; Inception Report		X			
3	Data collection Debriefing presentations			X		
4	Reporting Draft and Final Evaluation report; Stakeholders’ workshop report; Summary Evaluation Report				X	

	Phases(deliverables)	March- April 2019	May- August 2019	Sept. – Oct. 2019	Nov. '19 – March '20	June 2020
5	Presentation (by OEV) Board Presentation; Executive Brief; Other					WFP Executive Board June 2020

Source: Office of Evaluation

5.2 Evaluation Component

89. A team leader and team members with appropriate evaluation and technical capacities will be hired to conduct the evaluation. Within the team, the team leader bears ultimate responsibility for all team outputs, overall team functioning, and client relations. The team leader requires strong evaluation and leadership skills, experience with evaluating gender equality and women's empowerment initiatives with both a programmatic and corporate focus. His/her primary responsibilities will be (a) setting out the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) and evaluation tools in line with agreed EQAS standards and agreed timelines.

90. The team will not have been involved in the design, implementation or monitoring of the Gender Policy (2015-2020) nor have conflicts of interest. The evaluators are required to act impartially and respect the UNEG Code of Conduct and Ethics Guidelines. Proposals submitted by evaluation firms to conduct this evaluation will be assessed against their procedures ensuring ethical conduct of their evaluators.

91. The team should have strong capacity in conducting global evaluations that incorporate country level case studies, and the use of mixed methods in evaluation. The team will be required to have a strong technical experience in assessing gender equality and women's empowerment – both programmatic interventions that are targeted in nature and those where gender equality has been mainstreamed, as well as corporate initiatives to ensure a strengthened organizational response to GEWE commitments, including analysis and synthesis of both qualitative and quantitative data and information. The team will be multi-disciplinary including an appropriate balance of extensive knowledge, skill and expertise in evaluating food security-related gender equality and women's empowerment linked to the areas of focus of the Gender Policy. The team should have experience evaluating corporate policies in development and humanitarian organisations, as well as those with dual mandates. The evaluation team should comprise men and women of mixed cultural backgrounds.

92. During country case studies, core team members should be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have the appropriate language capacity (French, Spanish, Arabic). Office support in data analysis will be required to support the evaluation team members.

93. The evaluation team members should contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, collect and analyse information; participate in team meetings with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to analysis of evidence and to the preparation of the evaluation report.

94. Support will be provided by OEV to collect and compile relevant documentation, not available in public domain, facilitate the evaluation team's engagement respondents and provide support to the logistics of field visits.

5.3 Roles and Responsibilities

95. This evaluation is managed by OEV. Deborah McWhinney has been appointed Evaluation Manager responsible for the evaluation preparation and design, follow-up and first level quality assurance throughout the process following EQAS. Second-level quality assurance, including approval of the TOR, budget, full evaluation report and summary evaluation report will be carried out by the Director of Evaluation.

96. The Evaluation Manager has not worked on issues directly associated with the subject of evaluation in WFP in the recent past. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the inception and field missions; conducting the first reviews of evaluation products; participating in the analysis workshop; coordinating and facilitating the stakeholder workshop; and, consolidating comments from stakeholders on the main evaluation products. She will also be the interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth communication and implementation of the evaluation process. Giulia Pappalepore, an OEV Research Analyst, will provide research support throughout the evaluation. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

97. The Evaluation Manager and/or Research Assistant may participate in the inception or field missions at the discretion of the Director of Evaluation. OEV will ensure the independence of the evaluation, WFP employees will not participate in meetings where their presence could bias the responses of respondents.

98. An Internal Reference Group of focal points from across the organization will also be created to review draft inception and evaluation reports, as well as to provide guidance on the conduct of the evaluation at the request of the Evaluation Manager on an "as needed" basis. A larger Consultative Group will be made up of senior WFP staff/Directors at the HQ and RB levels, who will be included in the dissemination of key documents.

99. An Expert Technical Panel will also be struck for this evaluation to provide specialist input on the approach and methodology. The Expert Technical Panel will be composed of individuals with technical expertise and experience with GEWE from a food security and nutrition perspective, including gender equality concepts and practice that are programmatic and organizational in nature.

5.4 Communication

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

100. Emphasizing transparent and open communication, the Evaluation Manager will ensure consultation with stakeholders on each of the key evaluation phases. The evaluation ToR and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country, regional and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A more detailed communication plan for the findings and evaluation report will be drawn up

by the Evaluation Manager during the inception phase, based on the operational plan for the evaluation contained in the Inception Report.

101. OEV will make use of data sharing software (Dropbox) to assist in communication and file transfer with the evaluation teams. In addition, regular teleconference and one-to-one telephone communication between the evaluation team and manager will ensure continued discussion on a range of issues.

102. Main deliverables during the evaluation phase will be produced in English. Should translators be required for fieldwork, the evaluation team will make the necessary arrangement and include the cost in the budget proposal. OEV will organize a stakeholder's workshop after field work to discuss the draft evaluation findings, conclusions and recommendations.

103. The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official UN languages in June 2019. OEV will ensure dissemination of lessons through the annual evaluation report, presentations in relevant meetings, WFP internal and external web links. The COs and RBs are encouraged to circulate the final evaluation report to external stakeholders.

5.5 Budget

104. The evaluation will be financed from OEV's Programme Support and Administrative budget.

Annex 1 – Timeline: Evaluation of the Gender Policy

	Timeline	By Whom	
Phase 1 - Preparation			March – May 2018
	Document and data collection (e-library)	RA	15/03/2019
	Desk review. Draft 1 TORs submitted to QA2.	EM	09/04/2019
	Comments on draft 1 returned to EM; revisions	QA2	11/04/2019
	DoE clearance for circulation of TORs to IRG, ERG, Expert panel	DOE	12/04/2019
	Comments returned to EM	RA/EM	26/04/2019
	Revise draft TOR based on WFP feedback	EM	30/04/2019
	Final TOR sent to WFP Stakeholders & LTA firms	EM	30/04/2019
	Contracting evaluation team/firm	EM	31/05/2019
	Establishment of Governance Structure	EM	31/05/2019
Phase 2 - Inception			May - Aug 2019
	Team preparation prior to HQ briefing (reading Docs)	Team	27/05- 14/06/2019
	HQ briefing (WFP Rome)	EM & Team	17-21/06/2019
	Inception Mission(s) in country	EM+TL	1-5/07/2019
	Submit Draft Inception Report (IR) to OEV	TL	19/07/2019
	OEV quality assurance and feedback	EM	23/07/2019
	Submit revised draft IR (D1) to OEV	TL	30/07/2019
	OEV quality assurance	EM	06/08/2019
	Share IR with internal reference group for their feedback	EM	08/08/2019
	Deadline for IRG comments	IRG	30/08/2019
	OEV consolidate all comments in matrix and share them with TL	EM	03/09/2019
	Submit revised IR (D2)	TL	10/09/2019
	Circulate final IR to WFP Stakeholders FYI; post a copy on intranet.	EM	13/09/2019
Phase 3 - Evaluation Phase, including Fieldwork			Sept – Nov. 2019
	Fieldwork (Sept-Oct) & Desk Review. Field visits & internal briefings with CO and RB (ppt) after each country visit	Team	14/09 – 08/11/2019
	Overall debriefing with HQ, RB and COs Staff (ppt)	EM+TL	14/11/2019
Phase 4 - Reporting			Nov – March '20
Draft 0	Submit draft Evaluation Report (ER) to OEV	TL	04/12/2019
	OEV quality feedback sent to the team	EM	10/12/2019
Draft 1	Submit revised draft ER to OEV	TL	20/12/2019
	OEV to provide an additional round of comments	EM	07/01/2020
Draft 2	Submit revised draft ER (D2) to OEV based on OEV comments.	TL	13/01/2020
	Submitted to DoE for clearance for circulation to WFP stakeholders.	DoE	15/01/2020
	Shared ER with IRG, ERG, Expert panel for feedback.	EM	17/01/2020
	Stakeholders' workshop	EM/TL	21-22/01/2020
	OEV consolidate all WFP's comments (matrix) and share them with TL	EM	03/02/2020
Draft 3	Submit revised draft ER (D3)	TL	10/02/2020
	Submit draft Summary Evaluation Report (SER)	TL	14/02/2020
	OEV quality feedback on SER sent to the team	EM	18/02/2020
	Submit revised SER	TL	21/02/2020
	Seek DoE clearance to send SER to Executive Management.	EM	25/02/2020
	OEV circulates SER to WFP's Senior management for comments	EM	28/02/2020
	OEV sends and discusses the comments on the SER to the team for revision	EM	14/03/2020
Draft 4	Submit final draft ER (with the revised SER) to OEV	TL	22/03/2020
	Seek Final approval by DoE. Clarify last points/issues with the team	EM+TL	29/03/2020
Phase 5 Executive Board (EB) and follow-up			April – June '20
	Submit SER/rec to RMP for MR + SER for editing and translation	EM	01/04/2020
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	27/05/2020
	Presentation of Summary Evaluation Report to the EB	DoE	12/06/2020
	Presentation of management response to the EB	D/RMP	12-16/06/2020

Annex 2: Evaluation Communication and Learning Plan

Internal (WFP) communication plan

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Purpose of communication	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
Preparation (Jan-April 2019) TOR (May 2019)	Full ToR ToR summary	OEV, CO, RB, HQ,	Conceptualization & Strategic	Evaluation Manager (EM)	Consultations, meetings and written exchanges	Draft ToR for comments / Final for information
Inception (May-August 2019)	HQ Briefing + Inception Mission + Validation Workshop + Inception Report (IR)	HQ, RB, CO, stakeholders	Operational & Informative	EM	Written exchange	Draft IR for comments Final IR for information
Fieldwork debrief (Oct. 2019)	PPT	CO, RB, HQ, stakeholders	Operational	Evaluation Team Leader (TL)	Meeting / Teleconference	For information and verbal feedback
Reporting (Dec 2019-March 2020)	Draft and Final Evaluation Report (ER), Workshop	CO, RB, HQ, EAG, stakeholders	All	EM, Director of Evaluation	Written exchanges (+ matrix of comments on request) and presentations	Draft ER for written comments / Final ER for information
Learning workshop (Jan 2020)	PPT	CO, RB, HQ	Learning	EM, Director of Evaluation	Workshop	Utilization of the findings and conclusions of the evaluation
Follow-up/EB (Apr-Jun 2020)	Evaluation Brief	CO, RB, HQ	Informative	EM, Director of Evaluation	Written exchange	Dissemination of evaluation findings and conclusions.
Dissemination event (July 2020)	PPT	CO, RB, HQ	Informative	EM, Director of Evaluation	Event	Dissemination of evaluation findings and conclusions.

External communications plan

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Purpose of communication	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
ToR (April 2019)	Final ToR ToR summary	Public, UNEG	Strategic	OEV	Websites	Public information
Formatted ER/Translated SER (April 2020)	Final Report (incl. SER)	Public, UNEG	Strategic & Operational	OEV, EB Secretariat	Websites	Public information
Evaluation Brief, (April 2020)	2-page Evaluation Brief	Board Members & wider public	Strategic	OEV	Website	Public information
Annual Session of the Executive Board (15-19 Jun 2020)	SER & Management Response	Board Members	All	OEV & RMP	Formal presentation	For EB consideration
Dissemination event (July 2020)	PPT	External stakeholders and wider public	Informative	EM, Director of Evaluation	Event	Dissemination of evaluation findings and conclusions.

Annex 3 – Selection of the proposed field missions and long list of countries

The selection of Country Offices included in the long list was purposive but drawing on a broad set of criteria - including CSP status, budget and duration, CO size, ranking on the Human Development Index - to achieve a representative sample and ensure that specific elements were covered. The criteria aim to achieve a balance between regions, commitment towards GEWE initiatives, size of the Country office, gender-related country-specific indicators (see bullets below) and evaluation coverage.

The following steps were taken to select countries for potential field missions and desk studies. An HQ briefing was held on 13th March among the Evaluation Manager, the Evaluation Analyst, the Gender Office and the Regional Gender Advisers to discuss a preliminary list of key criteria to look at for Country Case study selection. Starting from this long list of criteria, a short list of country selection criteria was defined, including:

- Participation in Gender Transformation Programme
- Presence of a Gender Adviser
- Participation in the Rural Women Economic Empowerment Programme
- Receipt of Danish Trust Funds for gender-related programming
- Ranking on the Gender Development Index

These criteria were analyzed to create an initial long list of country offices. This list was then checked against the list of recent or planned centralized and decentralized evaluations conducted between 2016-2019, Country Strategic Plan Evaluations planned in 2019, Global Evaluations (Policy Evaluations, Strategic Evaluations, Corporate Emergency Evaluations) and audits. This analysis was conducted to avoid duplication and burden on country offices and national partners which have recently hosted an evaluation/audit exercise. In the case of two decentralized evaluations that are gender equality-related, they were positively included for consideration as a desk study given the commitment to GEWE in the CO and the availability of gender-related data and documentation

Region	Country (TBC)
RBB	Afghanistan
	Laos
	Sri Lanka
RBC	Sudan
	Kyrgyzstan
	Tunisia
RBD	Burkina Faso
	Central African Republic

RBJ	Mozambique
	Zimbabwe
	Lesotho
RBN	Rwanda
	South Sudan
RBP	Bolivia
	Guatemala
	Nicaragua

The number of visits to Regional Bureaux will be decided upon during the inception phase.

		Bangkok	Cairo	Dakar	Jo'burg	Nairobi	Panama
Gender Trans. Prog.	Baseline-self assessment	Pakistan	Algeria, Libya	Mauritania	-	Burundi	
	Improvement Plan	Afghanistan	Tajikistan, Tunisia, Yemen	Cameroon, Niger, Senegal CO	-		Peru/Bolivia, Guatemala
	Final Self-assessment	Laos	Egypt CO, Kyrgyzstan	-	Mozambique (Desk)	Kenya CO Rwanda	Nicaragua
Gender Adviser	Yes	Afghanistan, Bangladesh, India, Myanmar, Thailand RB	Egypt RB, Sudan, Syria	Cameroon, Mauritania, Senegal RB	Malawi, Mozambique, Tanzania	Burundi, Ethiopia, Kenya CO, Rwanda, South Sudan, Uganda,	Bolivia Colombia Guatemala Nicaragua Panama RB
JP RWEE	Yes	Nepal	Kyrgyzstan	Liberia, Niger		Ethiopia, Rwanda	Guatemala
Danish Trust Fund		Afghanistan Sri Lanka	Lebanon	Nigeria, Cameroon	RoC	South Sudan	Ecuador
Gender Inequality Index (> 0.600)		PNG		Benin, B. Faso, CAR, Chad, Cote d'Ivoire, Gambia, Liberia, Mali, Sierra Leone	DRC		
Ongoing DEs in 2019 (OEV)		Nepal India Bangladesh	Tunisia Armenia	Liberia Guinea-Bissau Cote d'Ivoire CAR Burkina Faso	Malawi	Rwanda (completed?) Kenya X 2 Ethiopia X 2 Burundi	Nicaragua Haiti El Salvador Honduras
Proposal		Afghanistan Laos Sri Lanka	Sudan Kyrgyzstan Tunisia	Burkina Faso/ CAR Liberia	Mozambique Zimbabwe Lesotho	Rwanda South Sudan	Bolivia Guatemala Nicaragua

Annex 4 - Members of the Internal Reference Group (IRG)

The following units will be asked to identify members for the IRG.

Office of the Executive Director
Inspector General and Oversight Office (OIG)
Ethics Office (ETO)
Office of the Deputy Executive Director
Gender Office (GEN)
Human Resources Division (HRM)
Regional Bureau Bangkok (RBB)
Regional Bureau Cairo (RBC)
Regional Bureau Dakar (RBD)
Regional Bureau Johannesburg (RBJ)
Regional Bureau Nairobi (RBN) - no Regional Gender Advisor currently
Regional Bureau Panama (RBP)
Operations Services Department
Emergency Preparedness and Support Response Division (OSE)
Policy & Programme Division (OSZ)
Nutrition Division (OSN)
School Feeding Service (OSF)
Partnership, Governance and Advocacy Department
Partnership Division (PG) - PGG
Resource Management Department
Budget and Programming Division (RMB)/ Finance and Treasury Division (RMF)
Performance Management and Monitoring Division (RMP)
Chief of Staff
Communications, Advocacy and Marketing (CAM)

Note: the names of Divisions/Units are subject to change.

Annex 5- Gender-related Commitments (1996-2014)⁶⁰

1996-2001 Commitments to Women	2003-2007 Enhanced Commitments to Women	2009 Gender Policy
<p>Five commitments</p> <p>i) Provide women direct access to appropriate and adequate food.</p> <p>ii) Take measures to ensure women's equal access to and full participation in power structures and decision-making (as beneficiaries and in the organization itself).</p> <p>iii) Take positive action to facilitate women's equal access to resources, employment, markets and trades (including the use of food aid as leverage to obtain additional resources for women).</p> <p>iv) Generate and disseminate gender-disaggregated data and information for planning and evaluation.</p> <p>v) Improve accountability on actions taken.</p>	<p>Eight commitments</p> <p>i) Meet nutritional requirements of expectant & nursing mothers, adolescent girls; raise health/nutrition awareness.</p> <p>ii) Expand activities to enable girls to attend school</p> <p>iii) Women benefit at least equally from assets created through food for training and food for work</p> <p>iv) Contribute to women's control of food in relief distributions</p> <p>v) Equal involvement of women in food distribution committees and other local bodies</p> <p>vi) Mainstream gender in programming activities</p> <p>vii) Contribute to an environment that acknowledges the role of women play in ensuring household food security / closing the gender gap</p> <p>viii) Progress towards gender equality in staffing, opportunities & duties; gender-sensitive HR policies</p>	<p>Vision</p> <p>Enabling environment in WFP for promoting gender equality and the empowerment of women</p> <p>Three goals:</p> <p>i) Strengthen and maintain an institutional environment that supports and encourages gender mainstreaming;</p> <p>ii) Improve the effectiveness & sustainability of WFP programmes addressing hunger in partner countries;</p> <p>iii) Promote the integration of a gender perspective into food & nutrition policies, programmes and projects of partner countries & cooperating partners.</p>
Resourcing		
<p>\$ 3,496,576 spent on Policy implementation (51% being extra-budgetary)</p>	<p>No data on operational allocations to women and girls, but total of \$5.72m spent on Policy implementation. 'Precipitous' drop in funding as 2008 Evaluation concluded.</p>	<p>Total required \$7.05m; \$5m provided as of Jan 2013 (all extra-budgetary); \$2.6m spent on Gender Innovations Fund</p>

⁶⁰ Evaluation of WFP's 2009 Gender Policy: This Time Around? Vol. 2 Annexes, January 2014, p. 76. <https://www1.wfp.org/publications/wfp-gender-policy-policy-evaluation>

Annex 6 - Recent and relevant WFP policies and circulars referring to gender: 2015-2018

<p>Building Resilience for Food Security and Nutrition Policy 2015</p>	<p>[Policy basis and objective]</p> <p>Cross-cutting policies that contributed to WFP’s resilience-building approach include the gender, nutrition and school feeding policies. The gender policy stresses that risks and crises have different impacts on the food security and nutrition of women, men, girls and boys. Programme design and implementation should include considerations of: gender equality, women’s empowerment, how risks affect women, and what opportunities exist for enhancing their resilience.</p> <p>[Programme implications - Design and Implementation]</p> <p>Prioritize gender equality and women’s empowerment. Conflicts, natural hazards and protracted crises often aggravate gender inequalities, and they affect the food security and nutrition of women, men, girls and boys differently. Opportunities to enhance resilience may also be different for women, men, girls and boys. Resilience-building approaches must therefore disaggregate beneficiaries by gender and age, and should ensure that women, men, girls and boys benefit from WFP’s assistance according to their needs, and that their safety, dignity and rights are respected. This often requires a focus on the protection and empowerment of women and girls.</p>
<p>Evaluation Policy 2015</p>	<p>The evaluation function contributes to WFP’s international commitments by considering in evaluation processes, as appropriate, the application of:</p> <p>i) the United Nations Charter, including the principles of equity, justice, human rights and respect for diversity;</p> <p>ii) the humanitarian principles of humanity, neutrality, impartiality, respect and independence;</p> <p>iii) gender, protection and accountability to affected populations:</p> <ul style="list-style-type: none"> - gender equality – in line with the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women, UNEG guidance is applied in all WFP’s evaluations; - protection – WFP abides by universally shared values of equity, justice, human rights – including prevention of sexual exploitation and abuse – and respect for diversity; - accountability to affected populations – as a principal of the Inter-Agency Standing Committee (IASC), WFP made five commitments related to accountability to affected populations – leadership/governance; transparency; feedback and complaints; participation; design, monitoring and evaluation; <p>iv) ethics – in line with its Code of Conduct, WFP also applies UNEG standards of ethical practice and Code of Conduct for Evaluators;</p> <p>v) principles for interventions in fragile situations – WFP’s transition policy framework commits to eight principles: understand the context; maintain a hunger focus; at a minimum, avoid doing harm; support national priorities where possible, but follow humanitarian principles where conflict continues; support United Nations coherence; adapt to dynamic environments; ensure inclusivity and equity; and be realistic; and</p> <p>vi) the Paris Declaration principles of country ownership, alignment, harmonization, managing for development results, and mutual accountability.</p>

<p>Policy on Country Strategic Plans 2016</p>	<p>[Executive summary]</p> <p>Lack of gender equality and women’s empowerment hinders progress in all areas of sustainable development, especially ending poverty and hunger. In many countries, despite progress in reducing poverty overall, food insecurity, undernutrition and overnutrition persist. Hunger is increasingly an urban challenge as well as a rural problem. Climate change increases risk for the poorest countries and most vulnerable people. These dynamics require all stakeholders to work together in combatting hunger, adapting their ways of working accordingly. The changing nature of food insecurity and food systems in individual countries means that responses must be tailored, adaptable and context-specific. Improvement of country-level actions through the CSP approach is essential in enabling WFP to deliver on its objectives in evolving global and country-specific contexts.</p> <p>[Performance management]</p> <p>Each CSP will include a logical results framework. WFP will develop and budget for a country-level monitoring and evaluation plan – a component of its performance management system – as part of each CSP. The plan will be discussed with government counterparts and other partners. Overall performance of CSPs will be assessed in accordance with the Corporate Results Framework. Progress towards gender equality and other cross-cutting corporate results will also be assessed.</p> <p>Under the management of the Office of Evaluation, all CSPs, other than ICSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support. Without prejudice to the independent selection of Country Portfolio Evaluations by the Office of Evaluation in line with the Evaluation Policy, Interim CSPs will undergo decentralized reviews as appropriate.</p> <p>For all CSPs, decentralized evaluations of selected CSP components and appropriate decentralized reviews will be managed by WFP at the country level with support of the relevant regional bureau as needed. All CSPs, other than ICSPs, will undertake a decentralized mid-term review. Findings and recommendations from all reviews and evaluations will inform annual resource-based country operational planning exercises to ensure that timely mid-course improvements are made as necessary. Monitoring systems will track progress towards planned outcomes and measure progress towards gender equality and other cross-cutting corporate results. The required monitoring, evaluations and reviews will be included in CSP budgets and resourced accordingly.</p> <p>[Operationalization of WFP’s Principles]</p> <p>Implementation of cross-cutting and related measures: Gender equality and women’s empowerment as provided under WFP’s Gender Policy (2015–2020)³² will be incorporated into CSPs; impacts of climate, environmental and other cross-cutting issues will be considered in accordance with WFP’s climate, environment and other relevant policies during their formulation and implementation.</p>
<p>Emergency Preparedness Policy 2017</p>	<p>[Principles: The WFP emergency preparedness policy is grounded in six overarching principles]</p> <p>National leadership. “...national and local governments have the primary responsibility for preparedness actions and should be supported by the international community.</p> <p>Humanitarian principles. WFP’s preparedness actions must be consistent with the humanitarian principles of humanity, neutrality, impartiality and operational independence.</p> <p>Accountability to affected populations, including in providing sustainable and gender-transformative food assistance. In its preparedness actions, WFP must be accountable</p>

	<p>to the women, men, boys and girls whom it assists and must involve them in the decisions that affect their lives.</p> <p>Context specificity. WFP’s preparedness is informed by analysis of the specific risks, capacities and requirements of regions and countries, and its preparedness actions should be adapted to a given context.</p> <p>Partnership. WFP is committed to working with partners to build on complementary strengths, including but not limited to joint assessments, and create greater value to achieve a common objective.</p> <p>Innovation. Driven by operational requirements, WFP will continue innovating to enhance its preparedness and the effectiveness of its responses.</p> <p>[Policy Rationale - Organizational architecture]</p> <p>In alignment with the WFP Gender Policy (2015–2020) and the IASC 2008 policy statement Gender Equality in Humanitarian Action, WFP’s consideration of gender issues in developing and implementing its emergency preparedness and readiness activities enables it to identify the distinct needs, vulnerabilities, capacities and resilience of women, men, girls and boys, including those with disabilities. The policy provides an opportunity to reinforce WFPs commitment to promoting gender equality.</p> <p>[Way forward]</p> <p>The incorporation of gender considerations into FASTER supports the deployment of gender-competent emergency responders, which facilitates WFP’s gender-transformative approach to food assistance, security and nutrition. In addition, by adhering to the “do no harm” principle, staff can ensure that programmes and interventions do not create, exacerbate or contribute to gender inequalities or discrimination based on sex, age, gender, sexual orientation, religion or disability or lead to environmental impacts that negatively affect beneficiary communities.</p> <p>[Strategies, policies and frameworks that reinforce the preparedness policy] Several cross-cutting WFP policies contribute to WFP’s emergency preparedness approach. The policy on capacity development acknowledges WFP’s contributions to local and national capacities. The nutrition policy emphasizes the importance of meeting nutrient needs before, during and after emergencies and ensuring that nutrition is considered in emergency preparedness actions. The gender policy guides programme design and ensures the integration of gender equality and women’s empowerment into all of WFP activities so as to address the diverse food security and nutrition needs of women, men, girls and boys.</p>
<p>Nutrition Policy 2017</p>	<p>[Executive summary]</p> <p>In its enhanced engagement in nutrition, WFP will prioritize support to vulnerable groups to increase their access to and consumption of adequate and diverse diets, using gender-sensitive nutrition analysis as the base for gender-transformative nutrition programming in line with the WFP Gender Policy. Combining approaches for improving gender equality and women’s empowerment (GEWE) with nutrition programming has the potential to produce mutually reinforcing results for both GEWE and nutrition. Availability of, access to and demand for nutritious food are fundamental in supporting good nutrition, eliminating poverty and achieving the SDGs for inclusive economic growth, health and education. They require moving beyond the focus on quantity – calories – and increasing attention to quality – nutrients.</p> <p>[Introduction]</p> <p>The 2030 Agenda recognizes that there are enormous disparities in opportunity, wealth and power. “Leaving no one behind” in the fight against malnutrition will require reaching the most vulnerable women, men, girls and boys, with special attention to people living in extreme</p>

poverty; people with disabilities; elderly people; people affected by diseases such as HIV, tuberculosis and malaria; people facing social and economic discrimination; refugees; internally displaced persons; and people affected by humanitarian crises, extreme violence and climate-related and other disasters. As women often bear the primary responsibility for feeding their families, **gender equality and women's empowerment** have critical effects on all aspects of development and human well-being. Ending all forms of discrimination, violence and harmful practices against women and girls, ensuring women's full and effective participation at all levels of decision-making in political, public and economic life, and recognizing, valuing and redistributing unpaid care and domestic work are fundamental to implementing the 2030 Agenda and achieving food security and nutrition for all people.

Both the IPCC and the World Health Organization (WHO) list malnutrition as one of the five key health impacts resulting from climate change. While quantifying the impacts of climate change on nutrition and forecasting them into the future under different climate scenarios remains difficult, several studies have suggested a significant association between child stunting and variables in weather, seasonality and temperature. In Zambia, children born in drought conditions are up to 12 percent more likely to have below-average height and weight than children born in non-crisis years. In Bangladesh, studies show increased wasting and stunting rates among pre-school children after floods as a result of reduced access to food, difficulties in providing proper care and greater exposure to contaminants. In Ethiopia, children born in areas affected by disaster are 35.5 percent more likely to be malnourished and 41 percent more likely to be stunted than other children. To improve nutrition, it is therefore essential that WFP's activities reduce disaster risk, build resilience and help people to adapt to climate change. As vulnerable women are disproportionately affected in their role as caregivers, ensuring their active participation in these activities is essential, taking into account their existing work burden, gender inequalities and capacities.

[Evolving challenges]

Gender dynamics and inequality also require additional analysis in the design of nutrition strategies. Women and girls must enjoy equal access to quality education, economic resources and political participation as well as equal opportunities with men and boys for employment, leadership and decision-making at all levels. There is a **strong link between gender equality and the nutrition status of women and their children**, important factors are the education status, mobility, financial autonomy, age at marriage, age at first childbirth, patterns of decision-making in households and the care environment. Globally, women have caught up with men in secondary education, although drop-out rates remain a problem and there are regional disparities. Childhood marriage still affects one in four girls/adolescent girls/women, depriving them of opportunities for personal development and contributing to the intergenerational cycle of growth failure. HIV/AIDS infection in young women is another prominent factor linking gender inequality and gender-based violence to malnutrition.

[Prioritizing target groups]

The optimal transfer modality of any programme depends on the context. Co-locating or integrating programme activities with other interventions is an essential step in enhancing the nutrition-sensitivity of WFP's programmes and national activities. Such programmes will focus on nutritionally vulnerable groups across the life cycle, from the first 1,000 days, through pre-school-age children, school-age children and adolescents to women of reproductive age, and will apply a gender lens.

[WFP Approach to Addressing Malnutrition]

Strengthen analysis. Appropriate responses – from policies to programmes – must be built from accurate analyses and a thorough understanding of the nutrition context. To improve decision-making related to nutrition, WFP will build on existing data, while identifying gaps and attempting to fill them with new data, to support governments and other partners in

undertaking holistic nutrition situation analyses, including understanding of the nutrient gap – the difference between what is required and what is consumed.

Multi-stakeholder, gender and age analysis must first define the target groups and identify the primary nutrition issues and drivers of malnutrition affecting these groups. Transparent situation analysis promotes national ownership and is aligned with the strategic review process, which WFP will initiate with governments in each country as needed. This analysis must support a clear understanding of how nutrition is affected by inequalities, lack of women's empowerment and other drivers of malnutrition that cut across sectors. It should also support consensus on the most cost-effective food-based interventions to meet beneficiaries' nutrient needs in different contexts, including humanitarian, using local foods, fortified staples and fortified specialized foods, as appropriate. Finally, robust analysis should guide national strategies that define the roles of WFP and its partners in delivering activities related to nutrition. To design appropriate and holistic responses, WFP must consider the **implications of gender inequality** and disaster risk – including climate-related risks – in each setting. WFP will continue working with United Nations partners including UNICEF, and research institutes such as the International Food Policy Research Institute (IFPRI), the University of California, Davis, Harvard/Epicentre and the University of Mahidol to develop an improved approach to nutrition situation analysis, which can better inform national multi-sector nutrition strategies and programmes. These new strategies and programmes should focus on local food systems as complementary to multi-stakeholder platforms that provide forums for coordinating partners and identifying linkages to relevant sectors.

Programme support to countries. Comprehensive nutrition responses require a package of interventions that are in line with national priorities and programmes. Such interventions are identified in consultation with governments through analysis and should evolve over time. Remaining flexible, WFP will work with governments to identify the most appropriate response, supporting and strengthening the participation of local communities, and collaborating with partners in humanitarian settings to ensure that needed programmes are implemented. As some countries have inadequate systems, capacities and resources to end malnutrition on their own, WFP will maintain its significant expertise in field operations and its ability to deliver critical programmes in partnership. For example, many low-income, emergency- and conflict-affected countries will continue to require different forms of direct support and service delivery, including for emergency response and preparedness. Some middle-income countries, which have more resources and capacity, still experience high rates of undernutrition – often combined with the growing prevalence of overweight – and are home to the majority of the world's poor people. Support in these countries may focus on improving the efficiency of service delivery and facilitating access to safe, nutritious and sufficient foods for healthy diets.

Policy support to countries. Sustainable nutrition solutions require adequate policies and systems. On request, WFP will support national governments in designing or updating policies based on a thorough understanding of the national nutrition situation; and setting national targets for reducing malnutrition in different population groups, ensuring attention to gender, age and other factors such as disability. WFP will work with governments as needed to: i) facilitate national legislative processes and policy frameworks for reducing malnutrition, including in preparedness planning; ii) support mechanisms for monitoring and evaluating national nutrition issues; and iii) translate policies into national programmes

Preparing for diverse modalities and platforms. In the past decade, the use of CBTs in food assistance has expanded significantly. A wider range of modalities allows WFP to respond more flexibly to context-specific challenges. While existing evidence of the impact of unconditional CBTs on nutrition outcomes is limited, there is potential for using cash to support better-diversified diets. WFP will work with partners, particularly academia, to explore emerging evidence of CBTs' effectiveness when combined with nutrition-specific programmes or behaviour change communications, and share lessons learned. Through its operational research, WFP will seek opportunities to contribute to the global evidence base and disseminate findings on the potential links between CBTs and nutrition, where appropriate, using participatory gender and protection-risk analysis. WFP will also work to

	<p>ensure that interventions employing CBTs consider the unique nutrition requirements of infants and young children. As CBTs become increasingly important in both emergency and non-emergency settings, WFP will ensure that lessons learned from programmes using CBTs are shared throughout the organization and with partners, and that all programmes are designed to be nutrition-sensitive, regardless of modality.</p> <p>[Organizational Change]</p> <p>As a multi-sectoral challenge, malnutrition requires coordinated multi-sectoral solutions. WFP staff must be equipped with the analytical skills to develop a package of interventions with partners, and to utilize multi-stakeholder coordination platforms as needed. This will require the updating and dissemination of guidance on gender-sensitive nutrition analysis and programme design for all forms of malnutrition, incorporating nutrition-sensitive activities in all WFP programme areas, and strategies for reaching particular vulnerable groups.</p>
<p>Climate change Policy 2017</p>	<p>WFP’s climate change policy will contribute to supporting the United Nations Framework Convention on Climate Change, implementation of the Paris Agreement, work under the 2030 Agenda, and achievement of the Sustainable Development Goals, particularly Goal 2 on achieving zero hunger, Goal 17 on partnerships and Goal 13 on climate action. The policy also complements other WFP policies, such as the Environmental Policy, the Nutrition Policy (2017–2021), the Policy on Building Resilience for Food Security and Nutrition, the Gender Policy, and the Policy on Disaster Risk Reduction and Management. It will underpin an integrated approach to ending hunger and malnutrition.</p> <p>[The Global context]</p> <p>The impacts of climate change affect women and men, boys and girls differently, often exacerbating gender inequalities. While ensuring food security is a shared responsibility, men and women often have different roles in households and communities, with men preparing the fields and women growing and preparing most of the food consumed, such as vegetables and small livestock. Women and girls are essential agents in ensuring household food security and nutrition, but they face discrimination in access to, control over and consumption of food. Discriminatory gender roles, unequal distribution of power, and challenges in access to education, land and finance also mean that women and girls are often excluded from decision-making related to disaster preparedness and have less access to information on natural hazards and climate risks, with impacts on their capacities to act on early warnings. At the same time, women and girls already contribute to building climate resilience within their families and communities, and they can be further empowered as major actors through gender-transformative approaches.</p> <p>[WFP Support to Implementation of the 2030 Agenda]</p> <p>Women have a critical role to play in all the SDGs, with many targets specifically recognizing women’s equality and empowerment as both the objective and part of the solution. WFP’s Gender Policy also recognizes these dual benefits of women’s equality and empowerment and implementation of the Gender Policy will strengthen the impact of WFP’s work to address the food security and nutrition impacts of climate change. Efforts to combat climate change and end hunger are undermined and diminished if benefits are not equitably realized between and among men and women.</p> <p>[Policy and Programme Principles for WFP’s Climate Action]</p> <p>Country offices should consider the following principles when building climate action into their programmes:</p> <p>Design participatory, gender-transformative and location-specific adaptation activities. WFP recognizes that adaptation calls for demand-driven, context-specific approaches and requires strong, inclusive leadership at the local and community levels. Programmes must address the specific vulnerabilities, needs, capabilities and priorities of the women, men, girls and boys in</p>

	<p>each community, and be sensitive to the needs of groups such as people with disabilities, youth and indigenous people. They should empower women and girls in achieving food security, climate adaptation and management of disaster risks.</p> <p>[Programme activities- Community Resilience, Risk Reduction, Social Protection and Adaptation]</p> <p>Stoves and safe energy for cooking. When people lack access to fuel, they resort to undercooking and skipping meals or selling food rations to buy cooking fuel, leading to negative impacts on the nutrition of their families. Cooking on open fires and traditional stoves is a major health and climate risk, affecting almost half the world’s population and resulting in 4 million premature deaths a year. Women and children bear the brunt of the direct health impacts and the increased risks of gender-based violence associated with collecting fuelwood. Up to 25 percent of black carbon emissions globally come from burning solid fuels for household energy needs. WFP is a lead actor in the Safe Access to Fuel and Energy (SAFE) initiative, working with beneficiaries and partners to improve access to safe and clean energy for cooking, reducing protection and environmental risks while increasing livelihood opportunities and reducing greenhouse gas emissions.</p>
<p>WFP Executive Director’s Circular on Special Measures for Protection from Sexual Exploitation and Sexual Abuse issued on 15 December 2014 (OED2014/020)</p>	<p>Sexual exploitation means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another (as defined by <i>United Nation’s Secretary-General, Special Measures for Protection from Sexual Exploitation and Abuse, ST/SGB/2003/13</i>)</p> <p>Sexual abuse means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions (as defined by <i>United Nation’s Secretary-General, Special Measures for Protection from Sexual Exploitation and Abuse, ST/SGB/2003/13</i>)</p>
<p>Protection From Harassment, Sexual Harassment, Abuse Of Authority, And Discrimination, Executive Director Circular OED2018/007, 1 March 2018⁶¹</p>	<p>Sexual harassment is any unwelcome sexual advance, verbal or physical conduct of a sexual nature, be it an act of sexual violence⁶ or any other behaviour of a sexual nature, that might reasonably cause offense or humiliation to another person</p> <p>Harassment is any improper conduct that might reasonably be expected or be perceived to cause offense or humiliation to another person.</p>

⁶¹ Superseding WFP policy on Harassment, Sexual Harassment, Abuse of Authority (EDD 2011/009).

Annex 7 - Gender Action Plan Layer 1: Driving Gender Equality Programming Results

Gender Policy Objective	CRF Outcome Indicator	CRF Cross-Cutting Indicator	CRF Output Indicator
<p>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</p>	<ul style="list-style-type: none"> i. Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rate ii. Food consumption score, disaggregated by sex of household head iii. Minimum Dietary Diversity (Women) iv. Proportion of the population in targeted communities reporting benefits from an enhanced asset base (disaggregated by sex and age) 	<p>C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity</p>	<p>A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers</p>
<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"> v. Proportion of eligible population that participates in programme (coverage), disaggregated by sex and age vi. Proportion of target population who participates in an adequate number of distributions (adherence), disaggregated by sex and age 	<p>C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women</p> <p>C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity</p>	<p>C.1: Number of people trained, disaggregated by sex and age</p> <p>E.3 Number of people receiving WFP-supported nutrition counselling</p> <p>F.1 Number of smallholder farmers supported/trained</p> <p>G.1: Number of people obtaining an insurance policy through asset creation (disaggregated by sex)</p>

Gender Policy Objective	CRF Outcome Indicator	CRF Cross-Cutting Indicator	CRF Output Indicator
<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>		<p>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>	
<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>	<p>vii. Coping Strategy Index, disaggregated by sex and age</p>	<p>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</p> <p>C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements</p> <p>C.2.1: Proportion of targeted people accessing assistance without protection challenges, disaggregated by sex and age</p>	

Annex 8 - Gender Action Plan Layer 2 corporate level indicators

Corporate-Level Indicator	Baseline	Target	2016 ⁶²	2017 ⁶³
1.1 % of projects/country strategic plans reporting on cross-cutting gender indicators (C.3.1-C.3.3)	74.5% (2014)	100% (2020)	85% (gender); 87% (protection)	73%
1.2 % of food security assessment reports that collect, analyse and use sex-disaggregated data	not established	100% (2020)	100% SPRs	100%
2.1 % of country offices with a functioning complaints and feedback mechanism for affected populations	49% (2014)	100% (2020)	71% (2015)	80%
2.2 % of WFP standardized guidance (manuals) into which gender and age dimensions are integrated	not established	100% (2020)	100%	63%
2.3 % of country strategic plans (CSP/ICSP/TICSP) with Gender Marker code 2a (2017) or Gender and Age Marker code 4 (2018-2020)	79% (2014)	100% (2018)	100%	86%
3.1 % of national, international and senior staff who are women (by contract type)	P4 44%; P5 38%; D1 38%; D2 29%, U/ASG 43%, NOD 100%; NOC 37%	improvement	NOC 34%, NOD 80%, P4 43%, P5 43%, D1 39%, D2 29% USG/ASG 29%	National 31%, International 43%, GS field 31%, GS HQ 73%, NOA 34%, NOB 37%, NOC 34%, NOD 57%, P2 47%, P3 42%, P4 44%, P5 42%, D1 37%, D2 35%, USG 17%
3.2 % of respondents in the global staff survey who strongly agree or agree that WFP promotes inclusiveness in its work environment	72% (2015)	improvement	na	na
4.1 % of staff who complete a basic gender learning course, as provided on the Gender Learning Channel of the WFP WeLearn portal	2017	60% (2020)	no data	no data

⁶² Update on the Gender Policy 2017

⁶³ Update on the Gender Policy 2018

Corporate-Level Indicator	Baseline	Target	2016⁶²	2017⁶³
4.2 % of WFP offices with members of the Gender Results Network (GRN)	48.6% (2014)	100% (2020)	90%	90%
4.3 Number of gender advisers (staff) in WFP – P3 level and above	1 P5 at HQ (2016)	HQ – 1 P5, 1 P4, 1 P3; RBx – 1 P4 or NOC; large COs – 1 P3 or NOB	16	16
5.1 % of relevant Standard Project Reports (SPRs) / Annual Country Reports (ACRs) reporting on gender equality results and lessons learned	100%	100%	100%	100%
5.2 Number of gender-specific research products produced by WFP	2 (2017)	5 (2020)	indicator not considered	1
6.1 Number of gender equality partnerships established at corporate level	2017	increase	9	8
6.2 Number of Field-Level Agreements (FLAs) at country office level (for CSPs) which contain GEWE provisions	2017	2 per CO (2020)	indicator not considered	100%
7.1 Planned requirements for GEWE as % of total WFP planned requirements	11% (2015)	15% (2020)	12%	13%
7.2 Actual expenditures on GEWE as % of WFP actual expenditures	11% (2015)	15% (2020)	12.60%	12.60%
8.1 Score awarded in the annual meta-review of WFP evaluations	7.51-10.50 (2014)	10.51-12.00 (2020)	8.35	6.00
9.1 % achievement of requirements for the UN SWAP 2.0 (2018 onwards) performance indicators	80% (2014)	100% (2020)	14 (of 15) meet or exceed	87%
9.2 % of audits undertaken where gender is integrated into the risk assessment approach	PGA (2015)	100%	2016 Gender Audit	100%

Annex 9 - 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; OSN; Operations Management Support Unit (OMS)
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	
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)

Action area	Lead units	Support units
<i>Indicator 2.2: % of WFP standardized guidance – manuals – into which gender and age dimensions are integrated</i>	<i>Baseline: not established</i>	<i>Target: 100% (2020)</i>
<i>Indicator 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)</i>	<i>Baseline: 79% (2014)</i>	<i>Target: 100% (2018)</i>
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	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
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

Action area	Lead units	Support units
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
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		

Action area	Lead units	Support units
<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
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

Action area	Lead units	Support units
5.5 Participate in inter-agency communities of practice on GEWE	GEN	PGM
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	
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

Action area	Lead units	Support units
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
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 10 - UNSWAP implementation, 2012 – 2017

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

UNSWAP implementation (detailed), 2018

Performance indicator	2018
1. Strategic planning: Gender-related SDG results	Meets
Indicator 1i: Main strategic planning document includes at least one high-level transformative result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets	
Indicator 1iii: Entity has achieved or is on track to achieve the high-level transformative result on gender equality and the empowerment of women	
2. Reporting on gender-related SDG results	Exceeds
2i. Reporting to the Governing Body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5	
2ii. Systematic use of sex-disaggregated data in strategic plan reporting	
2iii. Reporting every two years to the Governing Body or equivalent on implementation of the entity's gender equality and empowerment of women policy	
3. Programmatic results on gender equality and the empowerment of women	WFP not reporting on this indicator
4. Evaluation	Exceeds
4a. Exceeds requirements of the evaluation performance indicator	
5. Audit	Exceeds
5i. Relevant gender equality findings are systematically presented in annual reports of the internal audit departments	
5ii. Internal audit departments undertake a targeted audit engagement related to gender equality and the empowerment of women at least once every five years	
6. Policy and Plan	Exceeds
6i. Up-to-date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented	
6ii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women	
7. Leadership	Exceeds
7i. Senior managers internally and publicly champion gender equality and empowerment of women	
7ii. Senior managers proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded	

Performance indicator	2018
8. Performance Management	Exceeds
8i. Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff	
8ii. System of recognition in place for excellent work promoting gender equality and women's empowerment	
9. Financial resource tracking	Approaches
9a. Working towards a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women's empowerment	
10. Financial resource allocation	Approaches
10. Financial benchmark is set for implementation of the gender equality and women's empowerment mandate	
11. Gender architecture	Meets
11i. Gender focal points or equivalent at HQ, regional and country levels are (i) appointed from staff level P4 and above; (ii) have written terms of reference, and (iii) at least 20 per cent of their time is allocated to gender focal point functions	
11iii. Gender department/unit is fully resourced according to the entity mandate	
12. Equal representation of women	Approaches
12c. Plan in place to achieve the equal representation of women for General Service staff and at P4 and above levels in the next five years	
13. Organizational culture	Exceeds
13i. Organizational culture fully supports promotion of gender equality and the empowerment of women	
13ii. ILO Participatory Gender Audit or equivalent carried out at least every five years	
14. Capacity assessment	Exceeds
14i. Entity-wide assessment of capacity of staff at HQ, regional and country levels in gender equality and women's empowerment is carried out	
14ii. A capacity development plan is established or updated at least every three years	
15. Capacity development meets	Meets
15. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	
16. Knowledge and communication	Exceeds
16i. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared	

Performance indicator	2018
<p>16ii. Communication plan includes gender equality and women’s empowerment as an integral component of internal and public information dissemination</p> <p>16iii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women</p>	
17. Coherence	Meets
17i. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women	
17ii. Participates in a UNSWAP peer review process	
17iii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity	

Annex 11 –Gender and the CSP: Gender Concepts (Gender Toolkit)

WHY

Gender equality and women's empowerment are fundamental human rights issues and cornerstones of inclusive, equitable and sustainable development. The United Nations – including WFP – is founded on the basis of upholding the internationally-agreed human rights that apply to all women, men, girls and boys without distinction. ([Universal Declaration of Human Rights](#))

The underlying reason why gender equality matters to WFP is because – as stated at the very beginning of the [Gender Policy](#) (2015-2020) – “WFP's ability to achieve its Strategic Objectives depends on its capacity to deliver food assistance that addresses the different needs and priorities of the women, men, girls and boys whom it serves. A world with zero hunger can be achieved only when everyone has equal opportunities, equal access to resources, and equal voice in the decisions that shape their households, communities and societies”.

In order to end hunger, save lives and ensure food security and nutrition for all persons, gender equality and women's empowerment are at the core of WFP's work.

This means that WFP's work should be gender-transformative. All of our interventions should contribute to the food and nutrition security of all persons without distinction and this requires shifting situations and relations of inequality to ones of equality.

WFP recognised the importance of, and officially committed to, “the gender-transformative approach to food assistance programme and policies” and to “working for gender-transformative results with its beneficiaries” in the Gender Policy (2015-2020). Whether a programme involves mainstreaming gender or targeting gender equality, it must address the strategic interests of women and men (or girls and boys as applicable), not solely their practical needs.

WHAT

For gender to be integrated throughout WFP's work and results, and for WFP to contribute to achieving Sustainable Development Goal 5 – “Achieve gender equality and empower all women and girls” – it is essential that we have a common understanding of what “gender” and “gender equality” mean.

Gender	Gender Equality
<p>Gender refers to the range of characteristics that a society defines as being masculine or feminine. Gender describes the state of being a woman, man, girl or boy in a particular culture, at a particular point in time. Gender is connected to roles, behaviours, opportunities, the exercise of human rights, power, the valuing of contributions of women and men, and both access to and control of resources.</p> <p>It is important to keep in mind that gender overlaps – or intersects – with other social identities and forms of discrimination, dis/advantage and in/exclusion, such as sexuality, colour, dis/ability, ethnicity and economic status</p>	<p>Gender equality refers to the equal exercise by women and men, girls and boys, of rights, opportunities, resources and rewards. Equality does not mean that women and men, girls and boys, are the same; but that their exercise of rights, opportunities and life chances are not governed, or limited, by whether they were born female or male. Rights, responsibilities, opportunities and the command of power are not dependent upon being female or male.</p> <p>For WFP, promoting gender equality means assigning equal value to women and men (and girls and boys) and addressing their particular needs, interests, vulnerabilities and capacities, so as to realize food security and nutrition for all persons.</p>

Patriarchy	(Rule of the father) A system (community, society, government etc.) where women (and girls) are subordinate to (or dominated by) men (and boys) in terms of power, status and rights.
Gender Transformation	Substantial changes in gender relations towards equality between women and men (and girls and boys).
Gender Equity	Gender equity is the process of being fair to women and men, girls and boys. Gender equity refers to situations or acts in which women and men, girls and boys, are treated fairly, acknowledging that treatment may be different so as to meet specific needs and interests that contribute to reducing inequalities. Equity leads to equality.
Gender Mainstreaming	Gender mainstreaming is a strategy for achieving gender equality. Gender mainstreaming "is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality." (ECOSOC Agreed Conclusions, 1997/2)
Gender Analysis	A gender analysis is an examination and interpretation of quantitative data and qualitative information about people from a gender perspective. Gender analysis is a tool for documenting and understanding the lives of women and men, girls and boys; for example, their circumstances, needs, interests, roles, responsibilities, relations, activities, opportunities, vulnerabilities, capacities, participation, power, command of resources and exercise of human rights.
Data Disaggregation	Quantitative data (numbers, percentages, proportions, ratios) and qualitative information (preferences, beliefs, attitudes, behaviours, values, scope etc.) about people can be disaggregated by sex and age. This means that data and information related to adults and children can be, and should be, separated, analysed and presented for women, men, girls and boys; across different age groups.
Gender Parity	Gender parity (or "balance") refers to equal numbers of women and men, or of girls and boys, in a particular setting, situation, forum, body etc., for example, in a school, in a workplace, on a committee, in a parliament.
Empowerment	Empowerment refers to the process of building capacities through which an individual can make choices and take decisions about his or her own life. Empowerment is related to self-determination. It is a term that can also be applied to groups. The "power" in "empowerment" refers to "power to...", "power with..." and "power from within"; it does not mean "power over..."
Women's Empowerment	Women's empowerment refers to the process through which women obtain and exercise agency in their own lives, with equal access alongside men to resources, opportunities and power. Women's empowerment involves awareness-raising, building self-confidence, expanding choices, increasing access to and control of resources and reforming institutions and structures so that they contribute to gender equality, rather than perpetuate discrimination and oppression.

Agency	Agency refers to the capacity of an individual, or a group, to make choices and to act on the choices made.
Practical Needs	Practical needs are material needs related to survival; what must exist in order for a person to live a decent life. Examples include potable water, food, shelter and income. Practical needs are typically of an immediate or short-term nature that can be addressed through the provision of goods or services, such as cash, vouchers and food.
Strategic Interests	Strategic interests are related to the position that a person occupies within his or her society. Strategic interests are typically of long-standing duration because they relate to roles, power and control. Examples include access to health services including reproductive health, higher education, ending domestic violence, equal wages, the ability to inherit property and control of one's own body.
Gender Roles	Gender roles refer to the behaviours, tasks and responsibilities that are assigned to, and considered socially acceptable for, women (and girls) and men (and boys), based on socio-culturally determined concepts of femininity and masculinity.
Gender Division of Labour	The gender division of labour refers to the allocation of certain tasks / work / functions to women and to men according to what is considered acceptable for women and for men (based on understandings of masculinity, femininity, gender etc.). As well as prescribing acceptable labour for women and men, the gender division of labour prohibits, or restricts, women and men from performing certain tasks (jobs, roles etc.).
Equality of Opportunity	Equality of opportunity is where both women and men, and girls and boys, are able to take advantage of opportunities to undertake something that is of interest or value to them.
Equality of Outcome	Equality of outcome is where women and men, and girls and boys, benefit from an intervention; that is, a policy, programme or project benefits women and men in an equitable manner. Equality of outcome is considerate of the fact that equality of opportunity may not exist; which means that interventions are tailored to the specific circumstances, needs and interests of women, men, girls and boys to get to equality of outcome.
Gender Exploitive	An intervention – policy, programme, project, service etc. – reinforces, perpetuates and exacerbates gender inequalities, discriminatory gender stereotypes and oppressive gender roles.
Gender Blind	The failure to recognise the influence of gender, resulting in an intervention – policy, programme, project, service etc. – that perpetuates inequalities, potentially causing harm and delivering temporary, rather than sustainable, changes.
Gender Sensitive	Used to describe an intervention – policy, programme, project etc. – that considers and aims to address the specific needs, interests, capacities and contexts for women, men, girls and boys, but does not address gender relations and the need to address the distribution of power between women and men, and girls and boys, for sustainable outcomes.
Gender Transformative	An initiative (law, policy, programme, project etc.) that changes gender relations in favour of the equal sharing of power by women and men, and girls and boys. The action involves revising the socio-cultural, political and economic structures and norms that underpin inequalities.

Gender Marker	A corporate monitoring tool for tracking the integration of gender equality and women's empowerment in WFP initiatives, including design, implementation and results.
Stakeholder	A stakeholder is any person, group or institution that has an interest in, or can influence, a WFP intervention (policy, programme, project, service etc.).
Stakeholder Analysis	Stakeholder analysis is the systematic identification and analysis of different individuals and groups who have an interest in, can influence and/or can be impacted by a WFP intervention – positively or negatively. Gender-sensitive stakeholder analysis consciously examines commitments, capacities and efforts of the different women and men (and girls and boys), as well as organisations, in mainstreaming gender and advancing gender equality and women's empowerment.
Partnerships	"Collaborative relationships between actors that achieve better outcomes for the people we serve by (a) combining and leveraging complementary resources of all kinds; (b) working together in a transparent, equitable and mutually beneficial way; and (c) sharing risks, responsibilities and accountability to achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved." (WFP Corporate Partnership Strategy 2014-2017)

Sexual & Reproductive Health & Rights (SRHR)	Sexual Health	Sexual Rights
	"a state of physical, emotional, mental and social well-being in relation to sexuality; it is not merely the absence of disease, dysfunction or infirmity. Sexual health requires a positive and respectful approach to sexuality and sexual relationships, as well as the possibility of having pleasurable and safe sexual experiences, free of coercion, discrimination and violence." (World Health Organization, 2006, Defining sexual health: Report of a technical consultation on sexual health.)	"all persons, without distinction, are able to receive the highest attainable standard of health in relation to sexuality, including access to sexual and reproductive healthcare services; seek and impart information in relation to sexuality; receive sexuality education; have respect for bodily integrity; have a free choice of partner; decide to be sexually active or not; have consensual sexual relations; have consensual marriage; decide whether or not and when to have children and pursue a satisfying, safe and pleasurable sexual life." (World Health Organization, 2006, Defining sexual health: Report of a technical consultation on sexual health.)
	Reproductive Health	Reproductive Rights
	"a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity, in all matters relating to the reproductive system and to its functions and processes. Reproductive health therefore implies that people are able to have a satisfying and safe sex life and that they have the capability to reproduce and the freedom to decide if, when and how often to do so." (United Nations, 1994, <i>Report of the International Conference on</i>	the rights of all persons "to decide freely and responsibly the number, spacing and timing of their children and to have the information and means to do so, and the right to the highest attainable standard of sexual and reproductive health. They also include the right of all to make decisions concerning reproduction free of discrimination, coercion and violence, as expressed in human rights documents." (United Nations, 1994, <i>Report of the International Conference on Population</i>

Population and Development, [A/CONF.171/13](#), para 7.2.) and Development, [A/CONF.171/13](#), para 7.3.)

Gender Based Violence (GBV)

“Gender-based Violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person’s will and that is based on socially ascribed (i.e. gender) differences between males and females. It includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion, and other deprivations of liberty. These acts can occur in public or in private.” (Inter-Agency Standing Committee, 2015, [Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing Risk, Promoting Resilience and Aiding Recovery](#), p. 5.)

Sexual Exploitation

“Sexual exploitation means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.” (United Nation’s Secretary-General, *Special Measures for Protection from Sexual Exploitation and Abuse*, [ST/SGB/2003/13](#).)⁶⁴

Sexual Abuse

“Sexual abuse means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.” (United Nation’s Secretary-General, *Special Measures for Protection from Sexual Exploitation and Abuse*, [ST/SGB/2003/13](#).)⁶⁵

Sexual Harassment

“Sexual harassment includes any unwelcome sexual advance or unwanted verbal or physical conduct of a sexual nature.”⁶⁶ ([WFP Policy on Harassment, Sexual Harassment and Abuse of Authority](#))

Harassment

“Harassment is any improper conduct by an individual that is directed at and offensive to another person in the workplace and that the individual knew, or reasonably ought to have known, would cause offence or harm to that person. Harassment does not have to be intentional or deliberate – what is important is how the improper conduct is perceived by a reasonable individual and the subsequent effect it has on the other person.”⁶⁷ ([WFP Policy on Harassment, Sexual Harassment and Abuse of Authority](#))

Protection

“All activities aimed at obtaining full respect for the intrinsic rights of all individuals in accordance with international law – international humanitarian, human rights and refugee law – taking into account differences in age, gender, minority or other background.” (Inter-Agency Standing Committee Emergency Directors’ Group, 2015, [Protection and Accountability to Affected Populations in the Humanitarian Programme Cycle](#), Preliminary Guidance Note, p. 8.)

⁶⁴ See also the WFP Executive Director’s Circular on Special Measures for Protection from Sexual Exploitation and Sexual Abuse issued on 15 December 2014 (OED2014/020)

⁶⁵ See also the WFP Executive Director’s Circular on Special Measures for Protection from Sexual Exploitation and Sexual Abuse issued on 15 December 2014 (OED2014/020)

⁶⁶ Definition revised with the adoption of the [Protection From Harassment, Sexual Harassment, Abuse Of Authority, And Discrimination, Executive Director Circular OED2018/007, 1 March 2018](#) – “Sexual harassment” is any unwelcome sexual advance, verbal or physical conduct of a sexual nature, be it an act of sexual violence⁶⁶ or any other behaviour of a sexual nature, that might reasonably cause offense or humiliation to another person”

⁶⁷ Definition revised with the adoption of the [Protection From Harassment, Sexual Harassment, Abuse Of Authority, And Discrimination, Executive Director Circular OED2018/007, 1 March 2018](#) – Harassment” is any improper conduct that might reasonably be expected or be perceived to cause offense or humiliation to another person”.