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Evaluation of the Gender Policy (2015–2020)

Evaluation Report: Volume II - Annexes

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WFP Office of Evaluation

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Key personnel for the evaluation

Office of Evaluation

Andrea Cook	Director of Evaluation
Deborah McWhinney	Evaluation Manager
Giulia Pappalepore	Evaluation Analyst

External evaluation team

Barnaby Peacocke	Team Leader
Sadie Watson	Gender and Organizational Lead
Susanne Turrall	Gender and Programming Lead
David Walker	Gender and Evaluation Lead
Hope Kabuchu	Gender and Regional Lead
Karen Bahr Caballero	Gender and Regional Lead
Pernille Sørensen	Food Security and Nutrition Lead

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Annex 1: Gender Policy Evaluation Terms of Reference



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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.

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

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.

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 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

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>

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/>

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
- 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

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

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

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 behavior. 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 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

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

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

21 Ibid, p. 48.

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

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

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

23 Ibid, p. 6.

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*

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

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.

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.

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>

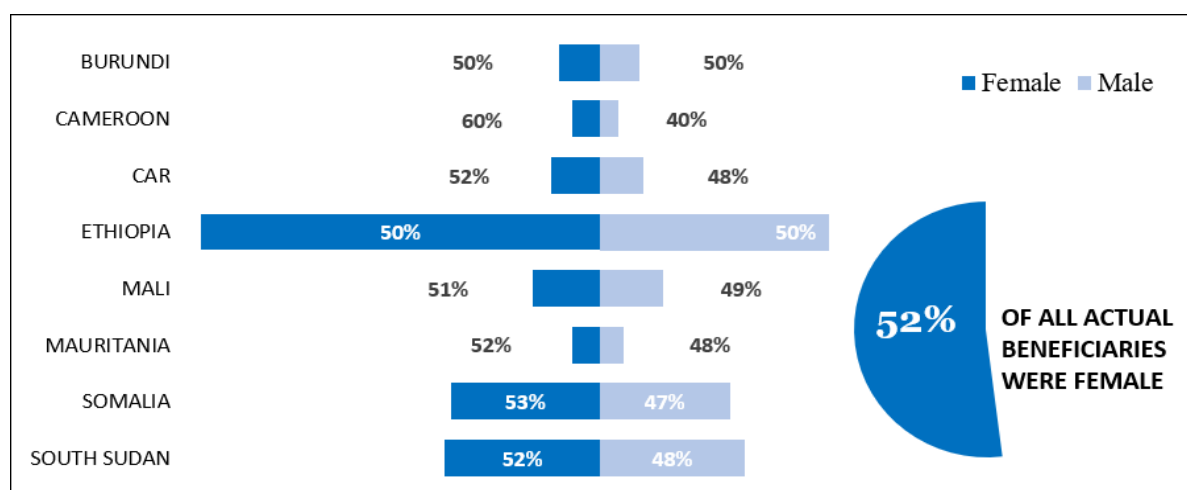
34 WFP/EB.A/2018/4-A/Rev.1, p. 67.

35 WFP/EB.A/2018/7-B*, p. 10.

36 Ibid.

37 Ibid, p. 16.

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



Source: Data from WFP Country Portfolio Evaluations

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.”

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.

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.

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

41 WFP/EB.1/2014/5-A*, p 18

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, 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 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

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

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 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.

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.

48 Ibid, p. 12.

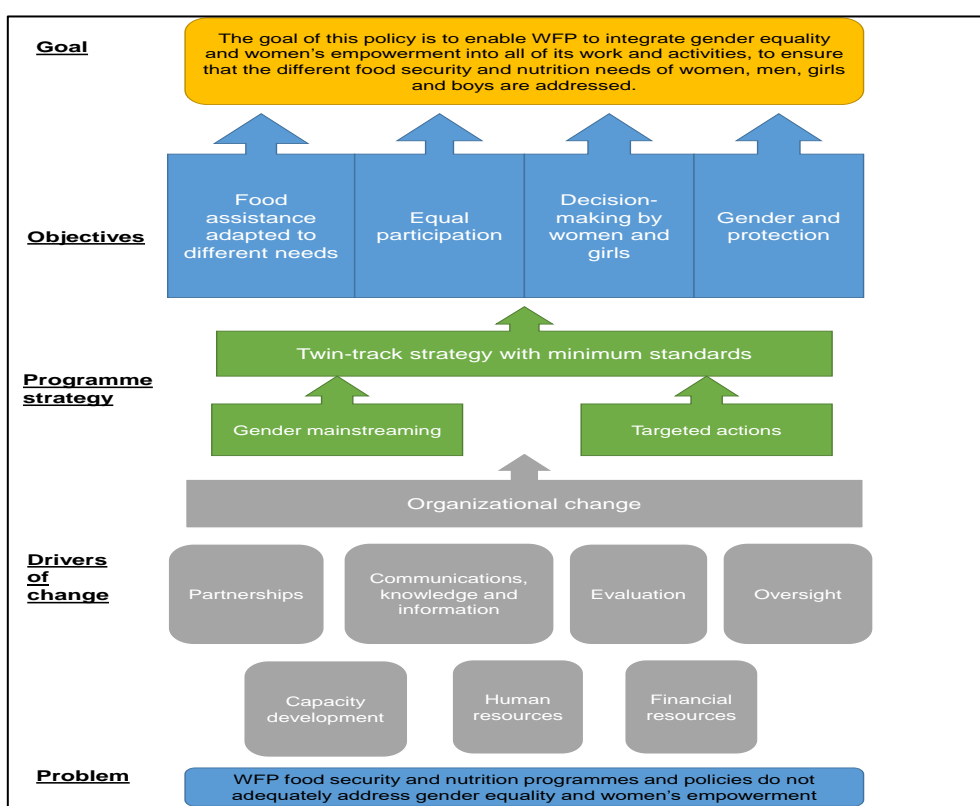
The evaluation will cover the policy implementation period from 2015 to 2019. It will assess results achieved across both gender mainstreaming activities and targeted actions.

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).

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

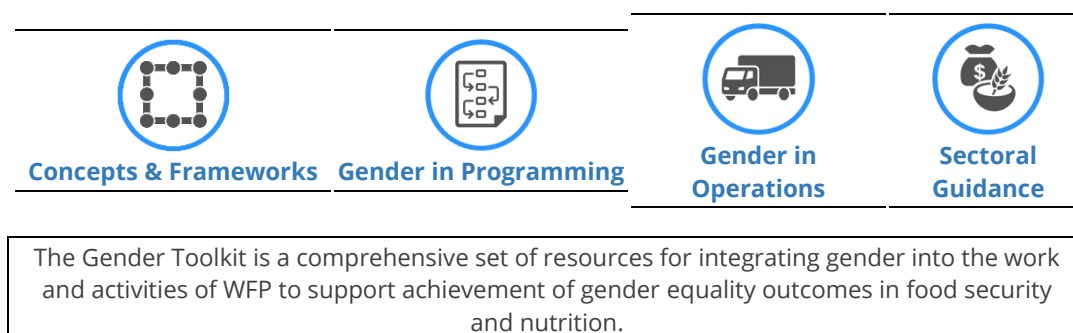
49 Ibid, p. 14-15.

50 Ibid, p. 15-20.

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 evaluation 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.

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

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.

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.

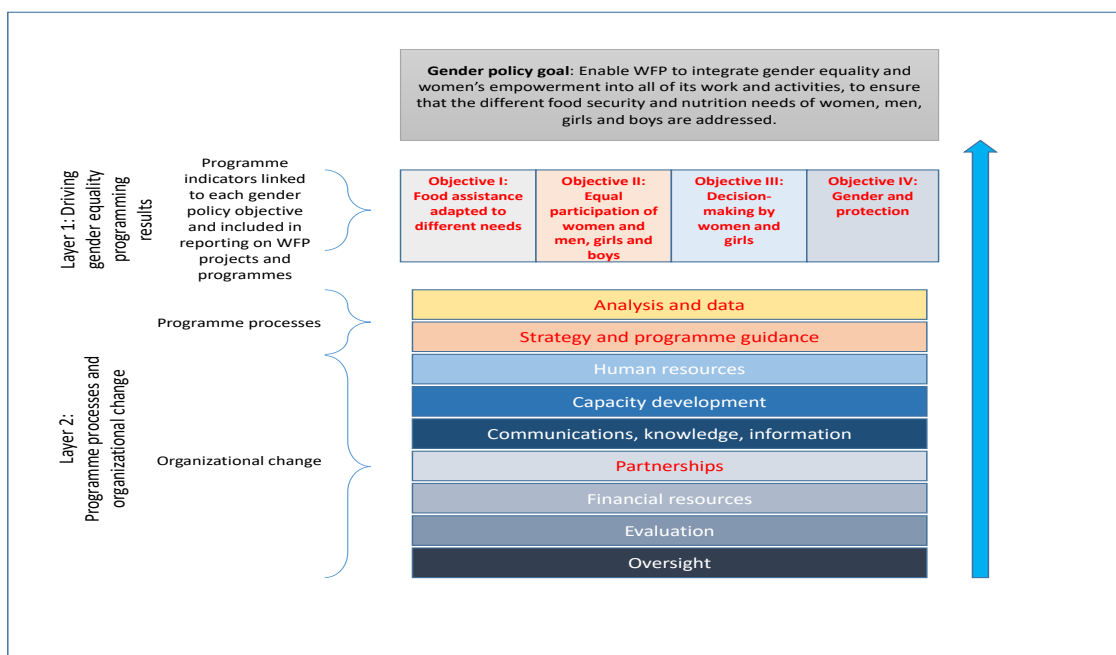
64. Whereas WFP produces a wide range of data and documentary evidence related to gender, there are not full and complete data sets across all indicators identified at the corporate level. WFP aims to achieve the goal and objectives of the Gender Policy through the implementation of the Gender Policy 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%.

53 WFP/EB.1/2016/4-B, p. 2.

Figure 4 – Overview of the Gender Action Plan⁵⁴



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

⁵⁴ Ibid, p. 4.

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

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 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).

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

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>

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 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;
- iv) Other internal factors, (e.g. its comparative advantages, clarity of key principles and related guidance, and enabling incentives);

⁵⁹ Ibid, p. 13-20.

- 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 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 2: 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	
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

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

Annex 2: Evaluation Stakeholders

The Stakeholder Matrix below lists the main stakeholder groups, provides a description of their key areas of interest in the Gender Policy, and identifies the main areas in which the stakeholder group has contributed to the evaluation.

Stakeholder	Interest in the Gender Policy evaluation	Areas of contribution to the evaluation	Role/contact
I. WFP internal stakeholders			
1.1 Head office			
Executive Board	<p>Executive Board</p> <ul style="list-style-type: none"> - Review of progress on gender as a corporate priority over policy period - Organizational and programme integration of Gender Policy, including a review of policy implementation accountabilities - Gender mainstreaming and support under strategic plan and country strategic plans - Strengths and weaknesses of gender support mechanisms - Good practice learning and challenges - Guidance on future policy direction in line with corporate priorities 	<ul style="list-style-type: none"> - Approval of the Gender Policy and oversight of its implementation - Executive Board delegated authority to Executive Director to prioritize Gender Policy within WFP and its programmes - Performance seen in gender mainstreaming in WFP - Changes in terms of value addition and effectiveness 	Focus group discussion with members of the Executive Board
Deputy Executive Director	<p>Ethics, ombudsman, oversight</p> <ul style="list-style-type: none"> - Performance of instruments to support safety, dignity, integrity and the protection of rights of beneficiaries, including PSEA and prevention of HSHAPD among employees including protection from retaliation - Gender audit findings and response - New initiatives related to HSHAPD, including the Safe and Harmonious Workplace Culture initiative <p>Office of Evaluation</p> <ul style="list-style-type: none"> - Oversight, quality, benchmarking, buy-in and utility of evaluation, including the use of findings to inform the formulation of relevant gender and other policy updates and/or new policies 	<ul style="list-style-type: none"> - Priorities for GEWE within WFP operations - Performance seen in gender mainstreaming in WFP - Changes in terms of value addition and effectiveness - Manage evaluation process; ensure evaluation independence and impartiality; ensure quality assurance mechanisms followed; support evaluation team and team leader - Without prejudice to the confidentiality of the office concerned, ensure the evaluation team has access to all available data, documentation and information; facilitate stakeholder engagement - Review draft evaluation products and evaluation deliverables; consolidate and share feedback on inception and evaluation reports - Facilitate preparation of the management response 	Key informant interviews with: <ul style="list-style-type: none"> - Deputy Executive Director - Ethics Office - Supply Chain - Director of Evaluation

Stakeholder	Interest in the Gender Policy evaluation	Areas of contribution to the evaluation	Role/contact
Financial & Human Resource Management	<p>Budgeting</p> <ul style="list-style-type: none"> - Gender budgeting and programming: understanding and performance <p>Human resources, performance management, staff wellness</p> <ul style="list-style-type: none"> - Gender parity/representation of women and men employees at global, regional and national levels - Core values and/or competencies in gender equality and women's empowerment of employees, including integration in recruitment strategies and performance management (PACE) - Gender-aware and family-friendly workforce policies, including the impact of mobility issues on people with disabilities and chronic medical conditions - Delivery and performance of strategies for the prevention of HSHAPD and PSEA and protection from retaliation 	<ul style="list-style-type: none"> - Oversight of the Gender Policy investments with respect to human and financial resources - Clarity of Gender Policy and its role - Priorities for GEWE within WFP resourcing - Performance seen in gender mainstreaming in WFP - Changes in terms of value addition, and effectiveness 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Budget and Programming - Human Resources
Operations Management	<p>Regional bureau, knowledge management, operations management support</p> <ul style="list-style-type: none"> - Gender integration and uptake in operations management support, innovation and knowledge management: oversight and technical support to WFP regions and country offices toward adoption of strategies, policies and systems supporting gender in operations - Financial tracking mechanism for monitoring GEWE resourcing 	<ul style="list-style-type: none"> - Oversight of the Gender Policy with respect to operations management and decentralization - Priorities for GEWE within WFP operations - WFP in the regions overview - Performance seen in gender mainstreaming in WFP - Changes in terms of value addition and effectiveness 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Chief of Staff - Operations Management Support - Innovation and Knowledge Management
Partnerships	<p>Strategic partnerships, Rome-based agencies, United Nations system</p> <ul style="list-style-type: none"> - Partnerships with United Nations agencies, private sector, donors and other entities supporting gender mainstreaming - Gender in field level agreements, contracts and compliance - Interagency coordination mechanisms, including Rome-based agencies, and food security, nutrition and gender clusters - Participation and performance in the UN-SWAP peer review process - Integration of GEWE into public and internal communications and awareness-raising strategies 	<ul style="list-style-type: none"> - Oversight of the Gender Policy with respect to partnerships, including resource mobilization - Priorities for GEWE within WFP partnerships - Performance seen in gender mainstreaming in WFP - Changes in terms of value addition and effectiveness 	<p>Key informant interviews with Strategic Partnerships</p>
Programme & Policy Development	<p>Humanitarian and development programmes, nutrition, school feeding</p> <p>Programme and policy performance and accountability – strategic use of evaluation findings as they relate to GEWE strategies, policies and thematic guidelines, including:</p> <ul style="list-style-type: none"> - Gender Policy in emergency preparedness and response - Gender Policy in asset building and livelihoods - Gender Policy in preventing malnutrition, including social and behaviour change communication 	<ul style="list-style-type: none"> - Oversight and technical support to WFP regions and country offices – adoption of WFP strategies, policies and systems in relation to school feeding, social protection, HGsf - Priorities for GEWE within WFP programmes - Performance seen in gender mainstreaming in WFP 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Programmes and Policy Development Director - Programme Technical Leads (GFA, FFA/T-Assets, Nutrition) - Gender Office

Stakeholder	Interest in the Gender Policy evaluation	Areas of contribution to the evaluation	Role/contact
	<p>Research, assessment and monitoring</p> <ul style="list-style-type: none"> - Gender in VAM data collection and analysis, Field monitoring, including gender in the CRF - Gender-related research, including gender and cash-based transfers 	<ul style="list-style-type: none"> - WFP global GEWE learning and evidence use - Utility of corporate monitoring systems vis-a-vis policy delivery 	<p>Key informant interviews with Research Assessment and Monitoring</p>
	<p>Gender</p> <ul style="list-style-type: none"> - Strengths and weaknesses of gender architecture - Strengths and weaknesses of GAP, GTP, GRN and other mechanisms for gender mainstreaming - Assessment of progress on policy implementation - Corporate gender understanding, accountabilities, prioritization and performance in organizational and programme areas - Gender budgeting - Good practice and barriers to change - Review of reporting and follow-up - Performance of instruments to support safety, dignity, integrity and the protection of rights 	<ul style="list-style-type: none"> - Oversight and leadership of the Gender Policy implementation - Priorities for GEWE within WFP as an organization - Experiences of current policy with respect to organizational changes, programme processes (GAP Layer 2) - Gender mainstreaming, minimum standards, targeted actions - Delivery of objectives (GAP Layer 1), - CSP and programme development in regional bureaux and country offices, GAM, IRM-CRF systems - GTP uptake, implementation and performance 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Senior Gender Advisor - Programme Policy Officers - Gender Office Consultants
I.2 Regional bureaux			

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Regional Bureaux</p>	<p>Interested in building corporate understanding and alignment of the ethical, programmatic, organizational, business, and strategic value-added of supporting GEWE with respect to the dual humanitarian and development mandate of WFP, including in the areas of:</p> <p>Data and analysis</p> <ul style="list-style-type: none"> - Collection, analysis and use of sex- and age-disaggregated data and gender indicators – including in emergencies - Integration of gender and age analysis in food security, nutrition and emergency context analyses <p>Strategy and programme cycle</p> <ul style="list-style-type: none"> - Integration of gender analysis and approaches in programme cycles and quality control systems - Effective mainstreaming of GEWE in WFP country and regional programmes and roadmap activities - Tracking and oversight of gender outcomes through the monitoring of CSPs and CRF - Inclusion of sex and age groups in regional and national programme assessments, design, implementation, monitoring and evaluations <p>Capacity building, including gender</p> <ul style="list-style-type: none"> - Integration of GEWE in regional guidance, policies and other programme and operational support documents for activities and clusters - Delivery of regional gender action plans including provision of GEWE capacity building for WFP, field and government partner staff - Effectiveness of gender mainstreaming and targeted actions supporting GEWE in WFP country and regional programmes and roadmap activity areas <p>Financial resources</p> <ul style="list-style-type: none"> - Integration of gender-related costs in CSP and country-regional programme budgets, budget templates and partner agreements - Accountability to 15 percent budgetary target for gender-related activities - Resource mobilization supporting gender mainstreaming and targeted actions <p>Oversight</p> <ul style="list-style-type: none"> - Integration of gender and age analysis in corporate risk assessments and reporting - Functionality and adherence to IASC gender and age marker and WFP Gender Policy minimum standards at country and regional levels - Effectiveness of strategies for the prevention and mitigation of GBV 	<ul style="list-style-type: none"> - Oversight and leadership of the gender strategies - Experiences of current policy with respect to organizational changes, programme processes (GAP Layer 2), GTP implementation, gender mainstreaming minimum standards, targeted actions, delivery of objectives (GAP Layer 1), CSP and programme development in regional bureaux and country offices, GAM, CRF - Performance seen in gender mainstreaming in WFP - Priorities for GEWE within WFP as an organization - Changes in terms of value addition, and effectiveness 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Regional and Deputy Regional Directors - Regional Advisors - Activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) Leads - Communications, Fundraising and Partnerships - Monitoring - VAM
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Stakeholder	Interest in the Gender Policy evaluation	Areas of contribution to the evaluation	Role/contact
I.3. Country offices			
Country Director and Deputy Country Director	<p>Policy oversight and leadership at country level interested in:</p> <ul style="list-style-type: none"> - Ethical, organizational, programmatic, business, and strategic value-added of GEWE with respect to WFP mandate and relationships with government - Integration of gender analysis in CSP - Inclusion of sex and age groups in programme assessments, design, implementation, monitoring and evaluations - Mutual accountability with partners for integrating GEWE into WFP food and in-kind assistance 	<ul style="list-style-type: none"> - WFP country gender priorities and CSP GAM assessment - WFP Gender 'culture' - WFP country office awareness of Gender Policy - WFP GEWE relationships with United Nations agency partners (United Nations country Representative, UNCT, Gender Thematic Group) - WFP capacities, support systems and organizational mechanisms for gender mainstreaming & outreach - Incentives and barriers for change toward achieving GEWE mainstreaming and objectives - Perceptions of GEWE added value in WFP 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Country Director - Deputy Country Director
Gender Focal Point and/or Gender Results Network	<p>Policy intermediary at country level interested in:</p> <ul style="list-style-type: none"> - Staff and partner awareness raising and capacity building - Integration of GEWE in WFP programmes, operations and organizational practice - Oversight and support for protection from gender-based violence - Harassment, sexual harassment, abuse of authority, and discrimination (organizational) and protection from sexual exploitation and abuse (operational) 	<ul style="list-style-type: none"> - WFP Gender 'culture' - WFP country office awareness of Gender Policy - Organizational drivers of change (human resources; capacity development; communications, knowledge and information; partnerships; financial resources) - Programme processes (analysis and data; strategy, guidance and the programme cycle) - WFP capacities, support systems and organizational mechanisms for gender mainstreaming and outreach - Gender reporting processes and demands - Examples of new approaches to GEWE being tried - Responses to changes in external and internal contexts - United Nations relationships and gender thematic group - WFP partnerships supporting GEWE 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Gender Officer - GRN Members (where present)

Stakeholder	Interest in the Gender Policy evaluation	Areas of contribution to the evaluation	Role/contact
Policy and Programmes	<p>Programme outcome and activity oversight and management (emergency preparedness and response, school feeding, nutrition, smallholder farmers, food systems, climate change...) interested in:</p> <ul style="list-style-type: none"> - Raising gender awareness in WFP programming - Country capacity strengthening of GEWE in programming - Programme integration of gender-based analysis - GEWE integration into capacity strengthening of government counterparts - Building understanding of gender and intersectionality in national programmes e.g. nutrition-sensitive programming - Understanding of the Gender Policy and of corporate responsibilities to gender - Approaches to gender that will improve programme effectiveness and impacts 	<ul style="list-style-type: none"> - WFP country office programme awareness of Gender Policy - Extent to which a relationship can be drawn between gender mainstreaming in the programme and delivery of WFP Gender Policy objectives (focusing on activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition)) - Use of gender context analysis in CSP and/or programmes (all levels of three-pronged approach) - Women's involvement in programme planning - Integration of GEWE in monitoring and reporting systems – use of gender indicators, CRF indicators - WFP decentralized guidance and support for GEWE integration through regional programme leads - Examples of WFP partnerships supporting GEWE - Understanding of gender budgeting and targeting - Resource mobilization and resource allocations for gender mainstreaming and targeted actions - Incentives and barriers for change toward achieving GEWE mainstreaming and objectives 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Programmes Manager - Activity Leads for 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition)
Programme Monitoring and VAM	<ul style="list-style-type: none"> - Collection, analysis and use of sex- and age-disaggregated data and gender indicators – including in emergencies – through both the Corporate Results Framework and donor (project-specific) systems - Integration of gender and age analysis in food security, nutrition and emergency context analyses, and its use in strategic and programme planning 	<ul style="list-style-type: none"> - Delivery against GAP indicators for analysis and data: <ul style="list-style-type: none"> Percentage of projects/CSPs reporting cross-cutting gender indicators Percentage of food security and nutrition reports using sex-disaggregated data - Use of gender context analysis in CSP - Integration of GEWE in programme monitoring and reporting systems – gender indicators, CRF indicators 	<p>Key informant interviews with</p> <ul style="list-style-type: none"> - Monitoring - VAM
Finance and Administration	<ul style="list-style-type: none"> - Financial resourcing, human resources (recruitment, staff care, protection from HSHAPD, and protection against retaliation) - Integration of gender-related costs in CSP and country-regional programme budgets, budget templates and partner agreements - Accountability to 15 percent budgetary target for gender-related activities 	<ul style="list-style-type: none"> - Planned GEWE requirements as percentage of total WFP planned requirements - Actual expenditure on GEWE as percentage of WFP actual expenditures - Resourcing and fundraising for gender-transformative activities and/or mainstreaming - Employee understanding of gender budgeting 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Finance with Programmes Lead - HR Lead

Stakeholder	Interest in the Gender Policy evaluation	Areas of contribution to the evaluation	Role/contact
Communications and Partnerships	<ul style="list-style-type: none"> - Communication, partnerships and resource mobilization leadership in-country, including documentation and advocacy, United Nations strategic partnerships and donor relations 	<p>Communications</p> <ul style="list-style-type: none"> - Investments in GEWE communication and knowledge - Examples of gender specific research products - Support for gender-transformative communication - Decentralized support for GEWE knowledge sharing - Understanding of transformative GEWE in country offices - GEWE-related advocacy <p>Partnerships</p> <ul style="list-style-type: none"> - Fund mobilization for GEWE - Donor understanding of the WFP approach to GEWE - GEWE in field-level agreements at country level - Dialogue about GEWE with partners (government/United Nations memorandums of understanding (MoUs), NGO strategic agreements and FLAs) 	<p>Key informant interviews with Communications and Partnerships</p> <ul style="list-style-type: none"> -
Supply Chain Operations	<ul style="list-style-type: none"> - Integration of GEWE in local supply chain and logistics 	<ul style="list-style-type: none"> - Integration of GEWE in Purchase for Progress, supply chain and logistics (e.g. gender parity in warehousing) - Gender awareness among logistics and emergency telecommunications clusters - Government capacity strengthening in preparedness and response strategies and approaches to support GEWE 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Supply Chain - Logistics - P4P Lead
I.4. Area offices			
Area Office Employees	<ul style="list-style-type: none"> - Stakeholder coordination, liaison and support at local level, including field level partners, target communities and women, men, girls and boys as beneficiaries - Possible recipients of gender training: knowledge of approaches to gender to improve programme performance - Awareness of gender in WFP programming - Understanding of the Gender Policy and of corporate responsibilities to gender - Support and use of gender support mechanisms (GTP, GRNs, capacity and communications) - Gender-based and/or age- and sex-disaggregated monitoring 	<ul style="list-style-type: none"> - Awareness of Gender Policy - WFP Gender 'culture' in field office - Examples of GEWE outcomes - WFP field office capacities and support for GEWE - Women's involvement in field office decision making - Women's involvement in programme planning - WFP GEWE relationships with partners (discussion, FLAs) - Gender reporting processes and demands - Incentives and barriers for change - Perceptions of GEWE added value in WFP 	<p>Key informant interviews with</p> <ul style="list-style-type: none"> - WFP Field Office staff (Head of Office, Programme and Logistics) - Monitoring Lead and/or Field Monitors
II. External stakeholders			
II.1. International stakeholder relationships			

Stakeholder	Interest in the Gender Policy evaluation	Areas of contribution to the evaluation	Role/contact
Inter-governmental	Inter-Agency Standing Committee <ul style="list-style-type: none"> - WFP progress on shared commitments to GEWE - WFP Gender Policy, GAP and mainstreaming mechanisms - WFP adoption of approaches that improve GEWE in organizational change and programme processes 	<ul style="list-style-type: none"> - Understanding of WFP progress in shared commitments and institutional focus areas - WFP Gender Policy alignment to IASC commitments - Innovation in WFP Gender Policy and GEWE approaches 	Document review
II.2. Regional stakeholder relationships			
Regional Networks	For example: SADC, ECOWAS, NEPAD Interested in: <ul style="list-style-type: none"> - Role of the Gender Policy in supporting regional networks to design gender-transformative food and nutrition policies - WFP support for regional GEWE initiatives - WFP accountability for resources allocated or mobilized within the country/region 	<ul style="list-style-type: none"> - Regional strategic gender priorities: <ul style="list-style-type: none"> • WFP Gender Policy alignment • Gender capacity and capacity development • Innovation in GEWE WFP contribution and focus	Document review
II.2. National stakeholder relationships			
Government	Government departments, programmes and line ministries Responsible for design and implementation of national policies, strategies and plans for GEWE as part of national Zero Hunger strategies. Interests include: <ul style="list-style-type: none"> - Progress made on shared commitments to GEWE - Shared understanding of institutional and programme arrangements for GEWE mainstreaming and targeted actions to improve national sector policies and programmes - Cross-leveraging resources and resource mobilization strategies to support GEWE 	<ul style="list-style-type: none"> - Government strategic gender priorities: <ul style="list-style-type: none"> • WFP Gender Policy alignment • Gender capacity and capacity development • Innovation in GEWE • GEWE Culture WFP contribution and focus	Key informant interviews with: <ul style="list-style-type: none"> - Gender Counterpart (if present) - Strategic Technical Counterparts for Zero Hunger Initiative (Nutrition, smallholder farmers)
United Nations Country Team and Agencies	UNCT The highest-level interagency coordination and decision-making body in the country interested in: <ul style="list-style-type: none"> - WFP support to interagency coordination through the gender thematic group - WFP delivery against the national UN-SWAP Scorecard and Action Plan - WFP contributions to gender-related data collection and national context analysis, including integrated context analysis (national) and seasonal livelihood programming (sub-national); ensuring a gender-responsive contribution to the Common Country Assessment - WFP support to SDG2 gender mainstreaming 	<ul style="list-style-type: none"> - United Nations strategic gender priorities: <ul style="list-style-type: none"> • WFP-United Nations Gender Policy alignment • United Nations gender capacity and capacity development • Innovation in GEWE • GEWE Culture WFP contribution and focus <ul style="list-style-type: none"> - Specific organization's strategic priorities: <ul style="list-style-type: none"> • Gender policy and approach to gender • Gender architecture • Gender capacity and capacity development tools • Innovation in GEWE Accountability and oversight for GEWE and GEWE Culture	Document review

Stakeholder	Interest in the Gender Policy evaluation	Areas of contribution to the evaluation	Role/contact
National Donors	<p>Australia; GAC; DANIDA; Germany; Japan; Netherlands; NORAD; Sida; DFID/UKAID; USAID</p> <p>Interested in:</p> <ul style="list-style-type: none"> - WFP accountability for investments supporting (directly or indirectly) the Gender Policy and delivery of the GAP - Understanding of institutional and programme arrangements that deliver gender equality results - Utility and performance of partnerships to support gender equality outcomes and results 	<ul style="list-style-type: none"> - Regional strategic gender priorities: <ul style="list-style-type: none"> • WFP Gender Policy alignment • Gender capacity and capacity development • Innovation in GEWE <p>WFP contribution and focus</p>	Key informant interviews with (where possible) gender representative
Comparator Agencies - Gender Policy Benchmarking	<p>Oxfam, UNHCR, Sida,</p> <ul style="list-style-type: none"> - Understanding of Gender Policy, GAP and institutional mechanisms for gender strengths and weaknesses - Knowledge of approaches to gender that will improve programming - Understanding what progress has been made on shared commitments to GEWE - Greater understanding of institutional and programme approaches that deliver gender equality results - FAO gender counterparts involved in UN-SWAP RBA peer-review process 	<ul style="list-style-type: none"> - Organization's strategic priorities: <ul style="list-style-type: none"> • Gender policy and approach to gender • Gender architecture • Gender capacity and capacity development • Innovation in GEWE • Accountability and oversight for GEWE and GEWE Culture 	Key informant interviews with Gender Representative
Cooperating Partners	<p>International and national, NGOs and civil society organizations (CSOs)</p> <p>Interested in:</p> <ul style="list-style-type: none"> - Understanding of the WFP Gender Policy, GAP and institutional mechanisms for gender mainstreaming and targeted actions - Understanding of progress made on shared commitments toward GEWE - Knowledge of approaches to gender that will improve programming 	<ul style="list-style-type: none"> - Regional /national strategic gender priorities: <ul style="list-style-type: none"> • WFP Gender Policy alignment • Gender capacity and capacity development • Innovation in GEWE <p>WFP contribution and focus</p>	Key informant interviews and focus group discussions
II.2. Local partners decentralized level			
Area Office Partners	<p>International and national, NGOs and CSOs</p> <p>Providing direct contact with communities and women, men, girls and boys as beneficiaries, and the delivery and monitoring of field programmes. Interested in:</p> <ul style="list-style-type: none"> - Joint implementation of WFP programmes and practical integration of Gender Policy in the field - Provision of gender training, budgeting and support - Design and effectiveness of field level agreements in supporting GEWE - Gender, age- and sex-disaggregated monitoring - Knowledge of approaches to gender that will improve programming 	<ul style="list-style-type: none"> - NGO strategic gender priorities: <ul style="list-style-type: none"> • WFP gender capacity and capacity development • Innovation in GEWE • NGO's GEWE Culture <p>WFP contribution and focus</p>	Key informant interviews and focus group discussions
II.3. Beneficiaries			

Stakeholder	Interest in the Gender Policy evaluation	Areas of contribution to the evaluation	Role/contact
Beneficiaries	<p>Women's groups, community groups, food management groups, households and individuals interested in:</p> <ul style="list-style-type: none"> - Holding WFP to account for resources allocated on their behalf - Improving the effectiveness of WFP-supported programme activities and resources in addressing the practical, strategic and differentiated needs of women, men, boys and girls of different age groups - Improving WFP and partner understanding and responsiveness to securing the role of women and girls in decision-making processes and their rights of access to resources of all kinds 	<ul style="list-style-type: none"> - Beneficiary perceptions of WFP contributions to gender equality - What can be done better (more) (or less) by WFP 	<p>Three focus group discussions</p>

Annex 3: Evaluation Matrix

Evaluation questions ⁶⁰	Strength of evidence for indicators/measures of progress ⁶¹ ■ Strong (good) ■ Medium (satisfactory) ■ Poor (weak)	Main sources of information / data collection method	Data analysis methods/ triangulation
Evaluation question 1: How good is the Gender Policy?			
<p>Policy relevance:</p> <p>1.1. To what extent are the Gender Policy conceptual framework, vision, purpose, outcomes, outputs and activities still valid, as designed and shared, and relevant to broader gender, equity and empowerment considerations within the context of WFP's mandate?</p>	<ul style="list-style-type: none"> ■ Clear understanding and interpretation of the policy ■ Availability of a clearly structured framework for implementation of policy concepts ■ Incorporation of viable monitoring and performance framework with targets and milestones ■ Incorporation of viable accountabilities and agreements for follow-through by those involved ■ Provision of clear guidance and communication ■ Consistency of interpretation, utility and application of the policy across WFP offices and functions ■ Perceptions on the clarity, relevance and practicality of the policy and implementing framework ■ Evidence the policy influenced or guided decisions, including the degree to which they were gender-transformative ■ Evidence of the inclusion and diversity of WFP employees engaged with the policy and action plan implementation 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Deputy Executive Director, Assistant Executive Directors, Director of Policy and Programme; Government Partnerships Director - Gender Office - Regional bureau programme leads - Regional bureaux RGAs - Country Director-Deputy Country Directors - County office gender focal point <p>Document review, including:</p> <ul style="list-style-type: none"> - Gender Policy document and GAP - Previous WFP gender policies - Management response to 2014 policy evaluation - Zero Hunger strategic reviews - Corporate Results Framework (CRF) - Communications strategy - Annual updates on the Gender Policy to the Executive Board 	<p>Qualitative analysis of key informant interview data triangulated with documentation assessments</p> <p>ToC analysis – coherence and utility</p> <p>Timeline analysis</p> <p>Triangulation of key informant interview data at different levels within WFP</p>
<p>Policy design:</p> <p>1.2. To what extent has WFP fully considered the findings, conclusions and recommendations of the 2014 evaluation of the 2009 Gender Policy in the development of the current version of the Gender Policy?</p>	<ul style="list-style-type: none"> ■ Extent to which 2014 evaluation recommendations and management response are reflected in the 2015 Gender Policy and updates ■ Degree of consultation in policy design process, including WFP and external stakeholder engagement at field and country office, regional and global levels ■ Evidence of shared commitments and ownership to policy among WFP employees 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Gender office - Evaluation longitudinal benchmark partners - HQ employee feedback - Regional bureau programme leads - Regional bureau RGAs <p>Document review, including:</p> <ul style="list-style-type: none"> - Gender Policy 2015-2020 and GAP - Management response database and tracking system 	<p>Analysis of 2014 evaluation recommendations, management response and updated policy</p> <p>Qualitative analysis of key informant interview data triangulated with documentation assessments</p>

60 The evaluation questions (EQs) are aligned to the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria of relevance (EQ1), effectiveness (EQ2) and efficiency (EQ3), while the DAC sustainability criterion is addressed through the combination of analyses under all three EQs.

61 The evaluation team reviewed each of the indicators/measures of progress and in relation to quality and depth of evidence available from WFP sources, primary and secondary data sources (Key informant interviews, focus group discussions, evaluations, synthesis evaluations, thematic studies, assessments, corporate reporting and corporate databases at the country office and global levels).

		<ul style="list-style-type: none"> - 2014 Gender Policy Evaluation and Management response - Staff consultation documents - Staff feedback records 	
<p>Policy benchmarking:</p> <p>1.3. To what extent is the Gender Policy innovative, coherent, strategic in focus, and aligned with similar policies of other comparable humanitarian and development organizations?</p>	<ul style="list-style-type: none"> ☐ Integration of new concepts and approaches to conceptualizing and/or mainstreaming gender ☐ Comparator agency recognition and response to gender mainstreaming, including organizational culture, and programme processes ☐ Examples of innovation in GEWE that can be plausibly linked to having resulted from the policy ☐ Coherence and complementarity with benchmark organizations with respect to policy design, strategic approach; gender architecture; gender capacity and tools; accountability and oversight ☐ Coherence and complementarity with international good practice and standards 	<p>External benchmarking document review (UNHCR, Sida, FAO)</p> <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Country office gender advisors/focal points - Regional bureau gender advisors/focal points (if in same capital city as WFP Regional bureau) - Headquarters gender advisors/focal points 	<p>Benchmarking analysis through review of core documents and external key informant interviews (alignment, innovation and context)</p> <p>Qualitative analysis of key informant interview data triangulated with documentation assessments</p>
<p>External gender environment:</p> <p>1.4. Did the Gender Policy reflect good practice, has it remained relevant, and is it forward-looking in the face of evolving gender equality and women's empowerment concepts and approaches at national, regional, and international levels and globally agreed normative standards?</p>	<ul style="list-style-type: none"> ☐ Coherence with, and relevance to, national policies and frameworks including SDG2 Zero Hunger and SDG5 gender commitments ☐ Complementarity with global United Nations normative standards and SDG statements and commitments (SDG2, 5, 17) ☐ Comparison with global movements around gender ☐ Relevance of policy to current concepts and approaches (e.g. transformative; addresses intersectionality; accountability) ☐ Evidence that the Gender Policy was informed by trends in learning and experience from national and international external sources 	<p>External environment and events:</p> <ul style="list-style-type: none"> - e.g. ☐MeToo, Commission(s) on the Status of Women (CSWs), Women Deliver, Women's Regional Conferences, and WFP supported events such as the Conference of the Parties covering gender and climate change <p>Document review:</p> <ul style="list-style-type: none"> - Quadrennial Comprehensive Policy Reviews - SDG 2 Zero Hunger including national Zero Hunger strategic reviews - SDG 5 gender - UN-SWAP guidance <p>Country desk reviews:</p> <ul style="list-style-type: none"> - UN Sustainable Development Cooperation Frameworks - Government Gender Policy commitments - Partnership documents <p>Key informant interviews and focus group discussions with:</p> <ul style="list-style-type: none"> - Gender Office - Benchmarking partner gender leads - Host government gender focal points 	<p>Timeline analysis</p> <p>Qualitative analysis of key informant interview data triangulated with documentation assessments</p>
<p>Internal WFP environment:</p> <p>1.5. To what extent is the Gender Policy coherent with WFP Strategic</p>	<ul style="list-style-type: none"> ☐ Coherence and coverage in WFP policies, strategies and frameworks, including Integrated Roadmap, CRF and country strategic plans 	<p>Internal benchmarking (corporate):</p> <ul style="list-style-type: none"> - WFP Strategic Plan (2014-2017), WFP Strategic Plan (2017-2021), and CRF 	<p>Timeline analysis</p> <p>Qualitative analysis of key informant interview data triangulated with</p>

<p>Plan (2014-2017) and WFP Strategic Plan (2017-2021), relevant WFP corporate policies or frameworks, and responds to the shift from food aid to food assistance?</p>	<ul style="list-style-type: none"> ☐ Complementarity and alignment with other WFP policies, including partnership, humanitarian principles, school feeding, building resilience for food security and nutrition ☐ Evidence of programme and organizational employees adopting policy conceptually and practically in their work ☐ Complementarity and coherence with regional gender strategies 	<ul style="list-style-type: none"> - WFP policies, including partnership, protection, humanitarian principles, food security and nutrition <p>Internal (regional and country):</p> <ul style="list-style-type: none"> - Regional strategies - Regional gender strategies/plans - Country strategic plans, including Gender Office feedback on global acute malnutrition (GAM) ratings <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Country office employees - Regional bureau employees - Headquarters thematic leads - Programme staff - Field office staff - Gender advisors/focal points/GRNs 	<p>documentation assessments</p>
<p>Evaluation question 2: What were the results of the Gender Policy?</p>			
<p>2.1 Gender Policy Objective (i) To what extent have women, men, girls and boys benefited from food assistance programmes and activities that are adapted to their different needs and capacities?</p>	<ul style="list-style-type: none"> ☐ CRF outcome and cross-cutting indicators as outlined in the GAP, and progress against benchmarks disaggregated by sex and age ☐ Coherence of CRF indicators to policy objectives ☐ Number of WFP corporate reports that report on the extent to which women, men, girls and boys benefit from food assistance programmes summarized by type of report, country office and region ☐ Number of Activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) programme activity reports that report on the extent to which women, men, girls and boys benefit from food assistance by type of report, country office and region ☐ Extent to which country offices can draw a clear relationship between the minimum standards and delivery of Gender Policy Objective 1 ☐ Evidence that women, men, girls and boys have benefited from food assistance programmes and activities from evaluation reports in FFA/FFT nutrition programmes 	<ul style="list-style-type: none"> - COMET reports - Outcome and cross-cutting indicator reporting through SPRs, ACRs and APRs - Office of Evaluation-managed centralized and decentralized evaluations (strategic, policy, country portfolio, impact, operations, corporate emergency) - Gender corporate reports - WFP Multi-Country Gender Studies 2019 (cash-based interventions) <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Regional bureau employees - Headquarters and regional bureau gender leads - Headquarters and regional bureau programme leads - Country office gender advisors/focal points/GRNs - Field office staff <p>Beneficiary and field partner representatives</p>	<p>Qualitative analysis of key informant interviews and focus group discussion data triangulated with documentation assessments</p> <p>Quantitative analysis of corporate reports</p> <p>Programme “deep dive”</p>
<p>2.2 Gender Policy Objective (ii)</p>	<ul style="list-style-type: none"> ☐ CRF outcome and cross-cutting indicators, as outlined in the GAP, and progress against benchmarks disaggregated by sex and age 	<ul style="list-style-type: none"> - COMET reports 	<p>Qualitative analysis of key informant interview and</p>

<p>To what extent have women and men participated equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition policy and programmes?</p>	<ul style="list-style-type: none"> ☐ Coherence of CRF indicators to policy objectives ☐ Number of WFP corporate reports reporting on equal participation by type of report, country office and region ☐ Number of activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) programme policies, guidelines and activity reports incorporating participation by type of report, country office and region ☐ Extent to which country offices can draw a clear relationship between the minimum standards and delivery of the Gender Policy Objective 2 ☐ Evidence that women and men have participated equitably in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition policy and programmes from evaluation reports. 	<ul style="list-style-type: none"> - Outcome and cross-cutting indicator reporting through SPRs, ACRs and APRs - Office of Evaluation-managed centralized and decentralized evaluations (strategic, policy, country portfolio, impact, operations, corporate emergency) - Gender corporate reports - WFP Multi-Country Gender Studies 2019 (cash-based interventions) <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Regional bureau staff - Headquarters and regional bureau gender leads - Headquarters and regional bureau programme leads - Country office gender advisors/focal points/GRNs - Field office staff <p>Beneficiary and field partner representatives</p>	<p>focus group discussion data triangulated with documentation assessments</p> <p>Quantitative analysis of corporate reports</p> <p>Programme “deep dive”</p>
<p>2.3 Gender Policy Objective (iii) To what extent have women and girls increased decision-making power regarding food security and nutrition in households, communities and societies?</p>	<ul style="list-style-type: none"> ☐ CRF outcome and cross-cutting indicators as outlined in the GAP and progress against benchmarks disaggregated by sex and age ☐ Coherence of CRF indicators to policy objectives ☐ Number of WFP corporate reports incorporating decision-making power regarding food security and nutrition in households, communities and societies. ☐ Number of Activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) programme policies, guidelines and activity reports incorporating decision-making power regarding food security and nutrition in households, communities and societies by type of report, country office and region ☐ Extent to which country offices can draw a clear relationship between the minimum standards and delivery of Gender Policy Objective 3 ☐ Evidence that women and girls have increased decision-making power regarding food security and nutrition from evaluation reports 	<ul style="list-style-type: none"> - COMET reports - Outcome and cross-cutting indicator reporting through SPRs, ACRs and APRs - Office of Evaluation-managed centralized and decentralized evaluations (strategic, policy, country portfolio, impact, operations, corporate emergency) - Gender corporate reports - WFP Multi-Country Gender Studies 2019 (cash-based interventions) <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Regional bureau staff - Headquarters and regional bureau gender leads - Headquarters and regional bureau programme leads - Country office gender advisors/focal points/GRNs - Field office staff <p>Beneficiary and field partner representatives</p>	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with documentation assessments</p> <p>Quantitative analysis of corporate reports</p> <p>Programme “deep dive”</p>
<p>2.4 Gender Policy Objective (iv) To what extent has food assistance done no harm to the safety, dignity and integrity of the women, men, girls and boys</p>	<ul style="list-style-type: none"> ☐ CRF outcome and cross-cutting indicators as outlined in the GAP and progress against benchmarks disaggregated by sex and age ☐ Coherence of CRF indicators to policy objectives ☐ Number of WFP corporate reports incorporating reporting on do no harm to the safety, dignity and integrity of the women, men, girls 	<ul style="list-style-type: none"> - COMET reports - Outcome and cross-cutting indicator reporting through SPRs, ACRs and APRs - OEV-managed centralized and decentralized evaluations (strategic, policy, country portfolio, impact, operations, corporate emergency) 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with documentation assessments</p>

<p>receiving it, and is it provided in ways that respect their rights?</p>	<p>and boys receiving it summarized by type of report, country office and region</p> <ul style="list-style-type: none"> ☐ Adoption and use of CRF outcome, cross-cutting and output indicators as outlined in the GAP and progress against benchmarks disaggregated by sex and age ☐ Number of activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) programme policies, guidelines and activity reports incorporating reporting on do no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it, summarized by type of report, country office and region ☐ Extent to which country offices can draw a clear relationship between the minimum standards and delivery of Gender Policy Objective 4 ☐ Evidence (from evaluation reports) that food assistance has done no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it, and that it has been provided in ways that respect their rights 	<ul style="list-style-type: none"> - Gender corporate reports - WFP Multi-Country Gender Studies 2019 (cash-based interventions) <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Regional bureau staff - Headquarters and regional bureau gender leads - Headquarters and regional bureau programme leads - County office gender advisors/focal points/GRNs - Field office staff <p>Beneficiary and field partner representatives</p>	<p>Quantitative analysis of corporate reports Programme “deep dive”</p>
<p>Programme processes results</p> <p>2.5 To what extent were results achieved in terms of the Gender Policy’s programme processes as defined by the Gender Action Plan and minimum standards?</p> <p>Replaces: To what extent, and how, were results achieved in gender mainstreaming as defined by the minimum standards of the Gender Policy?</p>	<ul style="list-style-type: none"> ☐ GAP outcomes, progress and WFP corporate reporting against programme processes ☐ Number of WFP corporate reports incorporating reporting on programme processes across country offices ☐ Number of activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) programme policies, guidelines and reports incorporating reporting on programme processes at country office level ☐ Evidence from evaluation reports and key informant interviews that programme processes have been used, including sex- and age-disaggregated data and context analyses to inform programmes and CSPs ☐ CSP responses to GAM feedback ☐ Programme incorporation of gender analysis ☐ Extent to which country offices can draw a clear relationship between the minimum standards and delivery of programme processes (Annex 9) 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - WFP staff at area office, country office, regional bureau and headquarters levels - WFP NGO partners and donors <p>Documents:</p> <ul style="list-style-type: none"> - CSPs - Country office annual country reports (ACRs) and annual performance reports (APRs) - Country office and regional bureau gender context analyses and assessment documents - WFP country office and regional bureau partner agreements - CSP GAM assessments and feedback (country office, gender office, WINGS) - Country office /programme budgets - Country office/programme, context analysis - Country office field level agreements - Country office/programme partnership agreements - Programme concept notes/ToC and APRs - WFP corporate and decentralized portfolio and country office operational evaluations - WFP guidance manuals and policies for Activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with documentation assessments</p> <p>Gender categorization analysis of CSP Programme “deep dive”</p>

<p>Organizational drivers results</p> <p>2.6 To what extent were results achieved in terms of the Gender Policy's organizational drivers as defined by the gender action plan and associated minimum standards?</p> <p>Replaces: To what extent, and how, were results achieved in Targeted Actions as defined by the minimum standards of the Gender Policy?</p>	<ul style="list-style-type: none"> □ GAP outcomes, progress and WFP corporate reporting against programme processes □ Number of WFP corporate reporting on organizational drivers across country offices, and evidence and examples from corporate reporting at country office, regional bureau and headquarters levels that organizational drivers have been achieved □ Number of gender specialists by contract and office relative to GAP □ Number of GRNs and time spent as GRNs <p>Responses to GRN survey on WFP gender culture, capacities and programming by sex</p> <ul style="list-style-type: none"> □ Number of country offices adopting GTP and review of initial and final benchmarks □ Number of, and review of, WFP internal and external communications incorporating attention to women and GEWE □ Number of, and review of, cooperating partner FLAs and budgets incorporating GEWE □ Number of, and review of, WFP financial budgets at country office and headquarters levels incorporating annexes with analysis incorporating GEWE costs □ Number of, and review of, WFP evaluations (centralized and decentralized) incorporating gender analysis □ Number of, and review of, WFP country office internal audit reports incorporating sections on GEWE □ Evidence of the extent to which country offices can draw a clear relationship between the minimum standards and delivery of organizational drivers (Annex 9) 	<p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Primary data from focus group discussions with WFP staff at area office, country office, regional bureau and global corporate levels - National focus group discussions with NGO partners, donors and beneficiaries disaggregated by sex <p>Country office documents:</p> <ul style="list-style-type: none"> - Country office annual reports (SPRs) - Donor/annual reports from JP-RWEE and Danish Trust Fund projects - Relevant country office operational evaluations - WFP partner agreements (targeted actions) - Activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) programme activity reports 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with documentation assessments</p> <p>Programme “deep dive”</p>
<p>Evaluation Question 3: Why has the Gender Policy produced the results that have been observed?</p>			
<p>Analysis and data:</p> <p>3.1 How have needs assessments, data collection processes and analysis supported the achievement of the Gender Policy objectives?</p>	<ul style="list-style-type: none"> □ Evidence of delivery against GAP indicators for analysis and data: <ul style="list-style-type: none"> - 1.1: Percentage of projects/CSPs reporting cross-cutting gender indicators - 1.2: Percentage of food security and nutrition reports using sex-disaggregated data □ Changes in availability of sex- and age-disaggregated and gender-related data and analysis in SPRs and ACRs 	<ul style="list-style-type: none"> - country office ACRs and SPRs and regional bureau reports, including standard project reports for sampled projects - Gender office reports to Executive Board including GAP corporate-level indicator reporting (<ul style="list-style-type: none"> - VAM reports - Country office CSP gender context analyses - Gender Office reviews of CSP, including GAMs 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with corporate reporting and documentation assessments</p>

	<ul style="list-style-type: none"> □ Changes in number and type of activities to generate and analyse GEWE data at country office level □ Gender categorization of sample of country office gender context analyses and monitoring reports □ Evidence of country offices using gender context analyses to inform CSPs and programmes □ Percentage of activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) programmes showing evidence of conducting gender context analysis to inform programme 	<ul style="list-style-type: none"> - Country portfolio evaluations and decentralized evaluations - Country office CRF reports over COMET platform <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Headquarters research, assessment and monitoring and programme leads - Gender Office - Regional bureau programme leads, monitoring and VAM advisors - Regional bureau RGAs - Country Directors-Depute Country Directors - Country office programme, monitoring/VAM leads 	
<p>Strategy, guidance and the programme cycle:</p> <p>3.2 How have WFP planning and guidance supported the achievement of the Gender Policy objectives?</p>	<ul style="list-style-type: none"> □ Evidence of delivery against GAP indicators for strategy, guidance and the programme cycle: <ul style="list-style-type: none"> - 2.1: Percentage of country offices with function AAP systems - 2.2: Percentage of guidance manuals integrating gender and age dimensions - 2.3: Percentage of I-, TI-, and -CSPs with GM marker code 2a (pre-2017) or GAM 4 □ GAM scores of CSP reports and budgets □ Gender score analysis of country office strategy, guidance and the programme cycle documentation □ Gender categorization of corporate CSP guidelines (including IRM, CRF) □ Percentage of activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) programs showing evidence of clear inclusion of GEWE objectives 	<ul style="list-style-type: none"> - Country office ACRs and APRs and regional bureau reports - CSP guidelines (general and gender office) - Gender Office reports to Executive Board, including GAP corporate-level indicators - Programme-level guidance and tools – for Activity 1 (GFA), 2 (FFA) and/or 6 (prevention of malnutrition) - Gender Office and RBA records of CSP assessments including GAMs - Standard project reports for sampled GFA, FFA-FFT and nutrition projects - Country portfolio evaluations and decentralized evaluations <p>Key informant interviews with</p> <ul style="list-style-type: none"> - Headquarters programme leads - Gender Office - Regional bureau programme leads - Regional bureau RGAs - Country Directors-Depute Country Directors - country office programme lead - country office GFA, FFA-FFT, nutrition programme staff - Country office field office staff 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with corporate reporting and documentation assessments</p>
<p>Human resources:</p> <p>3.3. How has human resources supported and been supported to promote GEWE through its policies and hiring practices?</p>	<ul style="list-style-type: none"> □ Evidence of delivery against GAP indicators for human resources: <ul style="list-style-type: none"> - 3.1: Percentage of of national, international and senior staff who are women - 3.2: Percentage of of respondents in the global staff survey who strongly agree or agree that WFP promotes inclusiveness in its work environment 	<p>Datasets</p> <ul style="list-style-type: none"> - Global staff surveys (GSS) - Gender monitoring dashboard (for parity) - 'WeLearn' portal, PACE materials/guidance <p>Documentation</p> <ul style="list-style-type: none"> - People Strategy evaluation report - UN-SWAP reports 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with corporate reporting and documentation assessments</p>

	<p>Implementation and tracking of gender-aware and family-friendly policies for the WFP workforce are enhanced, including flexible work arrangements, breastfeeding and infant feeding provisions, maternity, paternity and adoption leave, and prevention of abuse and harassment, including sexual harassment</p> <p>Percentage of country offices Integrating GEWE objectives and shared values in recruitment, induction and performance management systems (PACE), including in the recruitment of and performance of programme staff</p> <p>Percentage of country offices integrating HSHAPD and PSEA processes within their HR management systems</p> <p>Changes in number of dedicated Gender Office, regional bureau and country office gender advisors (staff) in WFP by grade and type and duration of contract</p>	<ul style="list-style-type: none"> - Executive Board reporting on parity - PACE documentation - HSHAPD-PSEA special oversight report(s) at country office, regional bureau and headquarters levels (to the Executive Board) - Human resources standard interview guidelines <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Headquarters human resource lead - Gender Office - Ethics Office, Office of the Ombudsman, investigations - Regional bureau human resource lead - Regional bureau RGAs - Country Director-Depute Country Directors - Country office human resource staff - Country office programme lead - Country office general staff - Country office gender focal point and/or GRNs 	
<p>Capacity development:</p> <p>3.4 How have capacity development initiatives supported and been supported to improve technical and professional expertise in GEWE?</p>	<p>Evidence of delivery against GAP indicators for capacity development</p> <ul style="list-style-type: none"> - 4.1 % of staff who complete a basic gender learning course, as provided on the WFP WeLearn portal - 4.2 % of WFP offices with members of the GRN <p>Changes in the number and type of WFP capacity building provided (e.g. on-line materials, guidelines and direct training)</p> <p>Changes in number of users of capacity building at field, country office and regional bureau levels by sex and grade or staff</p> <p>GTP take-up, completion rates and performance ratings among country offices</p> <p>Percentage take-up of online staff capacity development by year by country office, region and contract type</p> <p>Viable understanding of country office staff on clarity of GEWE concepts, guidance and capacity development support</p> <p>Evidence that staff in WFP programmes have undertaken GEWE capacity development</p>	<ul style="list-style-type: none"> - ACRs and APRs - UN-SWAP reports - Capacity development courses and materials (gender; gender and protection, diversity and inclusion; gender and VAM/monitoring and analysis; gender and GFA, FFA, nutrition) - 'WeLearn' portal, Gender Toolkit, Social Norms - PACE materials/guidance - Gender learning channel <p>Key informant interviews with</p> <ul style="list-style-type: none"> - Gender Office - Human resource (learning) - Regional bureau programme leads - Regional bureau RGAs - Country Directors-Deputy County Directors - country office general staff - country office gender focal point and GRNs 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with corporate reporting and documentation assessments</p>
<p>Communication, knowledge and information:</p> <p>3.5 How have WFP documentation and knowledge sharing supported the Gender Policy objectives?</p>	<p>Evidence of delivery against GAP indicators for communication, knowledge and information:</p> <ul style="list-style-type: none"> - 5.1: Percentage of relevant SPRs/ACRs reporting on gender equality results and lesson learning - 5.2: Number of gender specific research products produced by WFP 	<ul style="list-style-type: none"> - Communication plans (internal, external) at Headquarters, regional bureau and country office levels addressing GEWE - Gender Toolkit - Gender learning channel <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Headquarters thematic lead 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with corporate reporting and documentation assessments</p>

	<ul style="list-style-type: none"> • Changes in number and type of gender-informed knowledge sharing □ Percentage of country offices investing in specific communication, knowledge and information processes related to GEWE □ Number and type of programme guidance manuals incorporating GEWE concepts □ Number of internal and external stakeholders familiar with lessons from WFP case studies and examples □ Number of country office programmes reporting examples showing take-up of WFP guidance in activity design and implementation 	<ul style="list-style-type: none"> - Gender office - Communications Division/Innovation and Knowledge Management Division - Regional bureau programme leads - Regional bureau RGAs - Country Directors-Depute Country Directors - Country office programme lead - Country office general and field office staff - Country office gender focal point and GRNs 	
<p>Partnerships:</p> <p>3.6 To what extent have WFP partner dialogue and partnership agreements supported achievement of the Gender Policy objectives?</p>	<ul style="list-style-type: none"> □ Evidence of delivery against GAP indicators for partnerships: <ul style="list-style-type: none"> - 6.1: Number of corporate gender equality partnerships established - 6.2: Number of FLAs at country level (for CSPs) with GEWE provisions □ Number of partnerships working to promote GEWE at headquarters, regional bureau and country office levels by year □ Gender categorization of sample of country office partner agreements (Government/United Nations MoUs, NGO strategic agreements and FLAs) □ Percentage of WFP partner staff reporting dialogue with WFP about Gender Policy commitments □ Percentage of partner staff reporting WFP GEWE training provision □ Evidence of programme partnership agreements articulating GEWE as a priority 	<p>Document analysis:</p> <ul style="list-style-type: none"> - MoUs, FLAs and other shared agreements with WFP country office partners - Corporate partnership strategies and documents <p>Key informant interviews (external) with:</p> <ul style="list-style-type: none"> - Country offices, United Nations partners, government and NGO partners <p>Key informant interviews (internal) with:</p> <ul style="list-style-type: none"> - Gender Office - Government partnerships - Regional bureau RGAs - Country Directors-Deputy Country Directors - Country office programme leads - Country office gender focal point and GRNs 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with corporate reporting and documentation assessments</p>
<p>Financial resources:</p> <p>3.7 To what extent have funds been raised, allocated and tracked to contribute to the Gender Policy objectives?</p>	<ul style="list-style-type: none"> □ Evidence of delivery against GAP indicators for financial resources: <ul style="list-style-type: none"> - 7.1: Planned GEWE requirements as percentage of total WFP planned requirements - 7.2: Actual expenditure on GEWE as percentage of WFP actual expenditures □ Percentage of financial coverage of planned gender activities □ Number of country offices with specific donor funding for targeted actions by year <p>Reported influence of regular operational funding for gender mainstreaming relative to funding that supported targeted actions</p> <ul style="list-style-type: none"> • Evidence of planned GEWE requirements in Activity 1, 2 and 6 programmes 	<p>Documentation</p> <ul style="list-style-type: none"> - Executive Board financial commitments - Annual updates on the Gender Policy to the Executive Board - Gender Office budget (funds requested, allocated and spent) - UN-SWAP reports - Country office budgets - WINGS and country reports <p>Key informant interviews with</p> <ul style="list-style-type: none"> - Executive Board Secretariat - Budget office - Gender Office - Regional bureau programme and finance leads 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with corporate reporting and documentation assessments</p>

		<ul style="list-style-type: none"> - Country Director-Deputy Country Directors - Country office finance, partnerships and fundraising 	
<p>Evaluation:</p> <p>3.8 To what extent do WFP evaluations support the achievement of the Gender Policy objectives?</p>	<ul style="list-style-type: none"> ☐ Evidence of delivery against GAP indicators for evaluations: <ul style="list-style-type: none"> - 8.1: Score awarded in the annual meta-review of WFP evaluation ☐ Changes in number of GEWE-focused and GEWE-integrated evaluations conducted by year, including centralized, decentralized and country-level evaluations ☐ Gender categorization analysis of sampled evaluations ☐ Examples of innovative evaluation methods exploring GEWE ☐ Extent to which evaluations have led to changes in WFP programmes 	<p>Documentation:</p> <ul style="list-style-type: none"> - UN-SWAP reports - Gender assessment of operational evaluations and decentralized evaluations in countries visited/desk reviewed - Decentralized and centralized evaluations from 2018 and 2019 - UN-SWAP gender EPI scorecards 2016-2019 - Post hoc quality assessment results 2016-2019 <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Office of Evaluation - Gender Office - Regional evaluation officer - Regional bureau RGA, senior programme advisors - Country Director-Deputy Country Directors - Country office programme and M&E leads 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with corporate reporting and documentation assessments</p>
<p>Oversight:</p> <p>3.9 How well have WFP oversight mechanisms, leadership and accountability supported the achievement of the Gender Policy objectives?</p>	<ul style="list-style-type: none"> ☐ Evidence of delivery against GAP indicators for oversight: <ul style="list-style-type: none"> - 9.1: Percentage achievement of UN-SWAP 2.0 performance indicator requirements - 9.2: Percentage of audits where gender is integrated into the risk assessment ☐ WFP staff feedback on changes in leadership and support for GEWE at country office level ☐ Extent of senior manager awareness, commitment, accountability and incentives for GAP action areas ☐ Gender categorisation analysis of country office audit sample ☐ Percentage of country office risk registers incorporating gender analysis 	<p>Documentation:</p> <ul style="list-style-type: none"> - UN-SWAP reports - Country and global audit reports - Risk registers at country office to global level and risk guidelines - Participatory gender audits <p>Key informant interviews with:</p> <ul style="list-style-type: none"> - Deputy Executive Director, Programmes and Policy Director; Partnerships Director - Gender Office - Office of Investigations, including internal audit; Office of the Ombudsman, Ethics office - Regional bureau programme leads - Regional bureau RGAs - Country Director-Deputy Country Directors 	<p>Qualitative analysis of key informant interview and focus group discussion data triangulated with corporate reporting and documentation assessments</p>

Annex 4: Evaluation Methodology

Methodology and approach

Evaluation approach

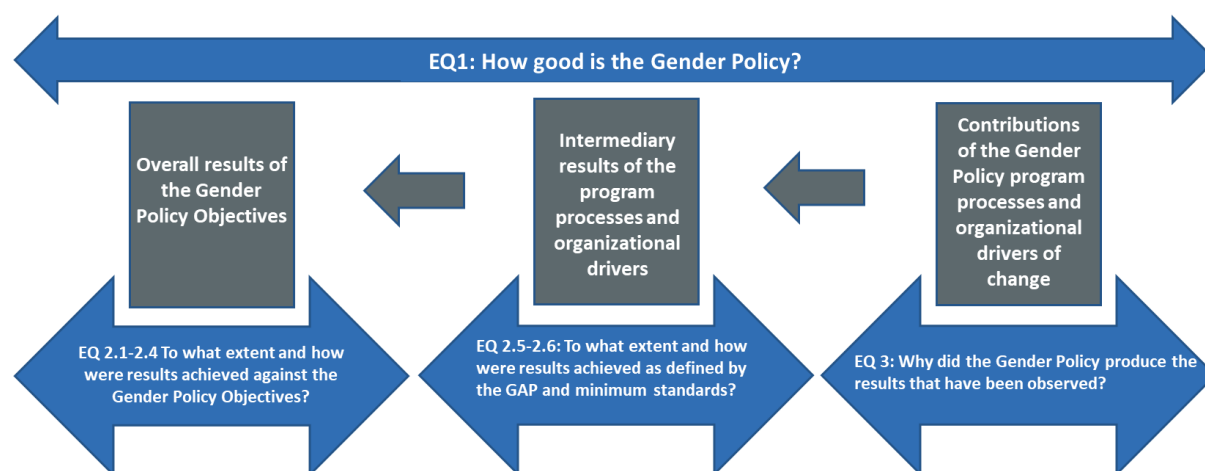
1. The evaluation built on the Gender Policy's theory of change (ToC) and took a theory-based and summative approach. It explored the Gender Policy in relation to WFP organizational norms and practices. The analysis included a review of how WFP commitments under the integrated Road Map responded to the policy, and the ways in which WFP used the policy framework to ensure that good practices toward GEWE are integrated into WFP work across the different countries and contexts in which it operates.

2. In line with the terms of reference (ToR), the scope of the evaluation included policy benchmarking, a review of the theory of change and results, and an examination of the factors that led to these results, including the effectiveness of delivery mechanisms.

3. A summary of the evaluation logic (Figure 1) illustrates how each of the three evaluation questions fits against the basic structure of the Gender Policy theory of change (Figure 2). The overarching evaluation questions (EQs) were:

- i) **EQ1:** How good is the Gender Policy?
- ii) **EQ2:** What were the results of the Gender Policy? (split into EQ 2.1-2.4: To what extent and how were results achieved against the Gender Policy objectives; and EQ 2.5-2.6 To what extent and how were results achieved as defined by the Gender Action Plan and minimum standards?)
- iii) **EQ3:** Why did the Gender Policy produce the results that have been observed?

Figure 1. Evaluation logic for the Gender Policy evaluation



4. During the evaluation, the second part of EQ 2 was restructured to integrate the results for minimum standards in relation to their associated programme processes and organizational drivers as set out in Layer 2 of the Gender Action Plan and Gender Policy theory of change. This allowed for evidence from all results (both programmatic and organizational) to be presented under EQ2. This avoided duplication and allowed clearer interlinkages between the Gender Policy results against causal factors reviewed under EQ3. Sub-questions for each of these overarching evaluation questions have been outlined below:

EQ1: How good is the Gender Policy?

- 1.1. To what extent are the Gender Policy conceptual framework, vision, purpose, outcomes, outputs and activities still valid, as designed and shared, and relevant to broader gender, equity and empowerment considerations within the context of WFP's mandate?
- 1.2. To what extent has WFP fully considered the findings, conclusions and recommendations of the 2014 evaluation of the 2009 Gender Policy in the development of the current version of the Gender Policy?
- 1.3. To what extent is the Gender Policy innovative, coherent, strategic in focus, and aligned with similar policies of other comparable humanitarian and development organizations?

- 1.4. Did the Gender Policy reflect good practice, has it remained relevant, and is it forward-looking in the face of evolving gender equality and women's empowerment concepts and approaches at national, regional, and international levels and globally agreed normative standards?
- 1.5. To what extent is the Gender Policy coherent with WFP Strategic Plan (2014–2017) and WFP Strategic Plan (2017–2021) and relevant WFP corporate policies or frameworks, and to what extent does the Gender Policy respond to the shift from food aid to food assistance?

EQ2: What were the results of the Gender Policy⁶²

- 2.1 Gender Policy Objective (i) To what extent have women, men, girls and boys benefited from food assistance programmes and activities that are adapted to their different needs and capacities?
- 2.2 Gender Policy Objective (ii) To what extent have women and men participated equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition policy and programmes?
- 2.3 Gender Policy Objective (iii) To what extent have women and girls increased decision-making power regarding food security and nutrition in households, communities and societies?
- 2.4 Gender Policy Objective (iv) To what extent has food assistance done no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it, and is it provided in ways that respect their rights?
- 2.5 To what extent were results achieved in terms of the Gender Policy's programme processes as defined by the Gender Action Plan and minimum standards? (Replaces: To what extent, and how, were results achieved in gender mainstreaming as defined by the minimum standards of the Gender Policy?)
- 2.6 To what extent were results achieved in terms of the Gender Policy's organizational drivers as defined by the gender action plan and associated minimum standards? (Replaces: To what extent, and how, were results achieved in Targeted Actions as defined by the minimum standards of the Gender Policy?)

EQ3: Why has the Gender Policy produced the results that have been observed?

- 3.1 How have needs assessments, data collection processes and analysis supported the achievement of the Gender Policy objectives?
- 3.2 How have WFP planning and guidance supported the achievement of the Gender Policy objectives?
- 3.3 How has human resources supported and been supported to promote GEWE through its policies and hiring practices?
- 3.4 How have capacity development initiatives supported and been supported to improve technical and professional expertise in GEWE?
- 3.5 How have WFP documentation and knowledge sharing supported the Gender Policy objectives?
- 3.6 To what extent have WFP partner dialogue and partnership agreements supported achievement of the Gender Policy objectives?
- 3.7 To what extent have funds been raised, allocated and tracked to contribute to the Gender Policy objectives?
- 3.8 To what extent do WFP evaluations support the achievement of the Gender Policy objectives?
- 3.9 How well have WFP oversight mechanisms, leadership and accountability supported the achievement of the Gender Policy objectives?

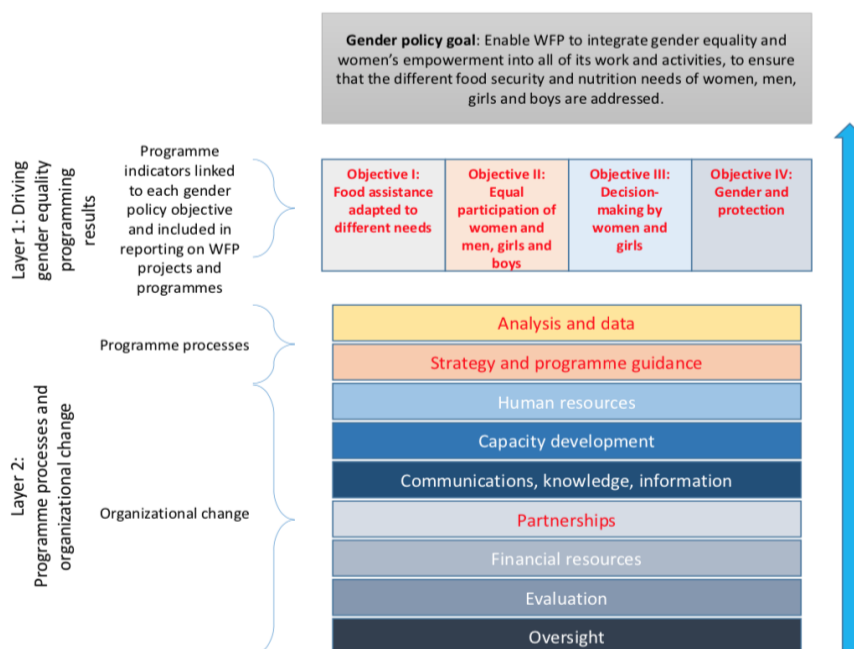
5. The evaluation questions, indicators of progress, data sources and analytical methods can be found in the Evaluation Matrix in Annex 4. The Evaluation Matrix also includes the evaluation team's assessment of the quality of evidence for each measure of progress that corresponds to the different evaluation questions. The evaluation team reviewed each of the indicators/measures of progress in relation to quality and depth of evidence available from WFP sources, primary and secondary data sources (Key informant interviews,

⁶² Changes were made to evaluation questions 2.5 and 2.6 to accommodate re-structuring of these sections in relation to the 4 gender policy objectives.

focus group discussions, evaluations, synthesis evaluations, thematic studies, assessments, corporate reporting and corporate databases at country office and global levels).

6. The evaluation questions (EQs) are aligned to the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria of relevance (EQ1), effectiveness (EQ2) and efficiency (EQ3), while the DAC sustainability criterion is addressed through the combination of analyses under all three EQs.

Figure 2. Gender Policy theory of change



Source: WFP, 2016. Gender Action Plan: Walking the Talk. WFP/EB.1/2016/4-B.

Evaluation limitations and mitigation measures

7. During the course of the evaluation, the following limitations have been encountered:

- **Theory of change:** The WFP Gender Policy theory of change incorporates a set of minimum standards that map both upwards to the Gender Policy objectives and downwards to the programme processes and organizational drivers that are designed to contribute to the objectives. The evaluation team has therefore had to make ongoing judgements as to the most appropriate use of minimum standards evidence against which they could measure both the objectives and drivers and triangulate with other evidence sources.
- **Gender Policy objectives:** WFP does not report against the Gender Policy objectives or minimum standards except through the Corporate Results Framework. The evaluation team has therefore triangulated evidence from a range of sources, including key informants, evaluations, studies and reports, and reviewed their coherence against relevant Gender Policy objectives, Gender Action Plan outcome areas and Corporate Results Framework-related indicators in order to present evidence to answer the evaluation questions.
- **Data limitations:** WFP does not report either against the Gender Policy objectives or minimum standards except through the Corporate Results Framework. The evaluation team has therefore assimilated evidence from a range of sources, including key informant interviews, evaluations, studies and reports, and reviewed their coherence against relevant Gender Policy objectives, Gender Action Plan outcome areas and Corporate Results Framework-related indicators.
- **Incomplete 2019 data:** Final data for some Gender Action Plan indicators was not available at the time of writing the report. This is in part because in 2020 the Gender Office will not be providing a formal update to the Executive Board for 2019.

- **Cancellation of a country visit:** One of the six country visits was cancelled due to closure of the country office during unrest. Evidence from the Lebanon country office was included in the desk review.
- **Employee rotation:** The loss of institutional memory due to WFP rotation policy affected two country office visits. To fill in gaps, the evaluation team interviewed seven WFP employees now working in other countries.
- **Time lag:** The time lag between policy development to improved capacity, implementation and results is acknowledged as a limitation, particularly when looking at results. The evaluation team has tried to take this into account in their analysis by examining trends rather than single-year data.

8. The evaluation team does not consider these limitations to have affected the overall analysis and findings of the evaluation report.

Changes to methodology

9. The evaluation team developed a gender categorization tool to review the commitment of WFP to a gender-transformative approach, both in how it functions at an organizational level and in how its food assistance programmes and policies help bridge the gender gap in food security and nutrition.⁶³ The tool was intended to explore the extent to which the documentation of WFP policies, country strategic plans, programmes, plans and guidelines have progressed toward a better understanding and integration of gender across WFP organizational functions and programmes.

10. Having tagged just under half of all the documents reviewed with one or more categories, the evaluation team reviewed the utility of the tool in relation to document types. Whilst it provided useful insights into the use of the gender and age marker by WFP when reviewing county strategic plans, it was challenging to discern patterns of meaning where documents were not “like for like”, and unpack different categories within the individual documents. As a consequence, the evaluation team found that it did not produce significant insights for the comparative analysis of policies, programme documents, plans or guidance. The gender categorization tool has therefore not been used in the analytical stage of the evaluation.

Data collection and analysis

Data collection

11. In order to contextualize the Gender Policy, assess its quality, review results and triangulate findings, the evaluation adopted a mixed-methods approach, involving a secondary document and literature review, primary data collection through key informant interviews and focus group discussions, a review of relevant quantitative datasets from WFP databases, including COMET, and five country visits and seven country desk reviews.

Documentary evidence

12. Secondary documentation analysis has supported core dimensions of the evaluation methodology. Documentation (including full sets of country strategic plans, annual performance reports, standard project reports, annual country reports, country office gender results network reports and gender expenditure summaries, annual gender policy updates to the Executive Board, regional Gender Action Plan reports, WFP technical and gender studies and guidelines, comparator agency policies, and published literature) was used to build understanding of the Gender Policy in relation to all evaluation questions, covering the contexts in which WFP works, common themes and trends, and areas where evidence differs.

All the documents reviewed have been listed in Annex 19.

Key informant interviews and focus group discussions involving separate groups of women and men

13. The views of all stakeholders involved in the evaluation process were listened to and noted. Primary data collection was through key informant interviews and focus group discussions, which reviewed the different capabilities, motivations and opportunities facing WFP employees, partners and beneficiaries, identified the value-added contributions of the Gender Policy delivery mechanisms, and explored the factors

⁶³ Categories were: a) gender exploitative; b) gender blind; c) sex and age disaggregated; d) gender responsive; e) gender equal; f) gender transformative. Full definitions can be found in the inception report.

that supported or challenged results. A consultation with members of the Executive Board was also conducted via four preliminary questions and a subsequent focus group discussion.

14. The evaluation team met with 230 individuals (138 women, equivalent to 60 percent of interviewees, and 92 men) including 65 men and 110 women WFP employees at the country, regional and headquarter levels, and 27 men and 28 women external stakeholders. A full list of people consulted can be found in Annex 5. The evaluation team has, as far as possible, solicited views from women and men employees from WFP and its partners in order to ensure that a cross-section of views is gathered, and that the evaluation findings contribute to the creation of more gender-transformative approaches. The evaluation team was able to meet with beneficiaries in four countries (Nicaragua, Rwanda, Zimbabwe and Kyrgyzstan) visited during the inception mission.

15. All key informant interview and focus group discussion evidence has been triangulated against secondary data sources.

16. Each interviewee was asked questions about the Gender Action Plan Layer 2 questions that were relevant to their role. Where appropriate (for example, in key informant interviews with programme employees), key informant interviews explored causal pathways connecting Layer 2 of the Gender Action Plan's theory of change to Layer 1 Gender Policy objective results (EQ2.1-4).

Country visits/desk reviews

17. Visits to five country offices, one regional bureau (RBN) and WFP Rome headquarters were used for primary data collection using key informant interviews and focus group discussions alongside remote interviews with two regional bureaux (RBP and RBB). A further seven countries were identified for desk reviews of secondary evidence and two regional bureaux for telephone interviews. Criteria for selection of countries were defined by the Office of Evaluation, shared in the evaluation ToRs, and built upon in order to incorporate feedback from the Kyrgyzstan and Rome inception visits. They included:

- Geographic coverage with country offices selected to represent all six regions of operation
- Progress against the Gender Transformation Programme.
- The presence of gender-targeted actions supported by donors, including Denmark and the multi-donor-supported Joint Programme for Rural Women's Economic Empowerment (JP-RWEE)
- A balance of operational environments as indicated by the crisis response, resilience and root causes focus areas described under the country office county strategic plan strategic outcome areas.
- A balance of office sizes, reflecting the range of WFP organizational structures and the ability of offices to recruit specialist programme, gender and core employees.

Table 1. Desk review and country visits by the evaluation team

Regional Bureau	Country Visit	Desk Review
RB Nairobi	Rwanda	South Sudan
RB Johannesburg	Zimbabwe	Mozambique
RB Dakar	Mauritania	Burkina Faso
RB Cairo		Kyrgyzstan
		Lebanon
RB Bangkok	Sri Lanka	Afghanistan
RB Panama	Nicaragua	Bolivia

WFP quantitative and qualitative data

18. WFP quantitative and qualitative data from the COMET database, alongside standard project reports, annual country reports, annual performance reports, gender reports, human-resource management (Human Resource Division) data sets, the 2018 general staff survey and other sources (for example, research products and donor reports) were used to assess all areas of the evaluation.

Gender results network survey

19. To supplement primary field data and secondary documentation analysis, an online survey was used to learn about gender results network members' perspectives on WFP with respect to progress toward gender mainstreaming. This analysis explored the extent to which they believed their office has progressed (providing country office to headquarters perspectives), how clear they considered their role to be to themselves as well as to others, how well the gender results network members are supported, and their perspectives of what has changed over the last three to five years. The survey questions and findings are provided in Annex 6.

20. The survey was sent to 670 gender results network members. The response rate has been just over 20 percent (132 individuals). A full 60 percent of respondents were women, and there was good coverage from all of the regional bureaux.

Data analysis

21. A range of data analysis tools were used by the evaluation team to review evidence and answer the evaluation questions. These include gender policy benchmarking, programme "deep dive" analysis, timeline analysis, gender results network survey analysis, and a summative analysis of the theory of change.

i. Gender Policy benchmarking

22. Benchmarking analysis has supported EQ1 by contrasting the WFP Gender Policy against the gender policies of three comparator organizations, focusing on instruments for policy operationalization, such as gender action plans, gender architecture and other relevant areas. The criteria for comparator agency selection was set such that they represent one or more of the following gender benchmarking criteria:

- a. A longitudinal comparison (organizations that were included in the 2014 WFP Gender Policy evaluation benchmarking exercise)
- b. A humanitarian agency comparison (organizations with a similar global humanitarian mandate to that of WFP)
- c. A development agency comparison (organizations that provide long-term support to countries toward their SDG2 Zero Hunger strategies and that engage in SDG17 partnerships).⁶⁴

23. Three comparator agencies were selected – UNHCR, Oxfam International and Sida – each representing one or more of the benchmarking criteria. Underlying the selection of comparator organizations was their global mandate and presence, large and diverse employees, and the presence of a global gender architecture. It was also important to contrast the way in which WFP and other agencies have responded and innovated over time in relation to changes in the global gender context, and how this has been influenced by the dual humanitarian and development mandate of its work.

24. The process involved a desk study complemented by telephone/Skype or face-to-face key informant interviews with one to two people identified by the partner institution (to include one gender and one programme representative), plus a gender representative at country level. A list of key informants and documents reviewed can be found in Annex 5 and Annex 19. The full Benchmarking analysis and framework can be found in Annex 11.

ii. Programme "deep dive"

25. The programme "deep-dive" assessment explored the extent to which gender has been mainstreamed across three WFP activity categories of the Corporate Results Framework, including unconditional resource transfers to support access to food (Activity 1, focusing on general food assistance (GFA), asset creation and livelihood support (Activity 2, focusing on food assistance for assets (FFA) and food assistance for training (FFT) support), and malnutrition prevention activities (Activity 6). The selection of these activity categories for an analysis of the "deep dive" was justified by:

- A large body of field operations that contribute to a range of corporate activity categories that can be explored across different countries and contexts
- Recognized long-term challenges to gender mainstreaming with organization-wide relevance across the WFP dual mandate

64 Further information on SDG2 Zero Hunger and SDG17 Partnerships is available at: <https://www.un.org/sustainabledevelopment/>.

- The presence of gender results networks employed in these programme areas across different country offices
- A significant evidence base that includes past evaluations and research
- Recently updated technical guidelines, standards and capacity building initiatives
- Relevant guidelines and tools that have been developed by programme technical teams and the Gender Office
- The ability to interview individuals and groups across the evaluation's stakeholder categories – including beneficiaries and beneficiary groups, field employees and partners, and policy and programme employees at country, regional and global levels.

26. A review of documentary evidence was complemented by key informant interviews at headquarters, regional and country levels. The summary findings from the “deep-dive” assessments can be found in Annex 13, which includes a review of programme policies, guidelines and studies and a review of country office programme examples relating to the “deep-dive” programme areas.

iii. Quantitative data analysis

27. A review and analysis of corporate data sets, including the country office tool for managing (programme operations) effectively (COMET), annual country reports and annual performance reports was conducted to assess the extent to which country offices collect and monitor progress against Gender Policy objectives through corporate indicators, as presented in Tables 3-6 of the evaluation report and in Annex 14.

iv. Secondary reviews of evaluation reports

28. A review of a sample of 11 decentralized evaluation reports from 2018 (6) and 2019 (5) and 2 country portfolio evaluations from 2018 (1) and 2019 (1) was undertaken to assess the extent to which WFP programmes have included age- and sex- disaggregated data and conducted gender analyses. The sampling basis for the selection of evaluations was for evaluation examples to include

- Evaluations that had the opportunity to be informed by the Gender Policy and Gender Action Plan (i.e. post-2017)
- A cross section of decentralized evaluations providing insights into different WFP thematic programme areas (including general food distribution, school feeding, nutrition, and climate adaptation examples) across both humanitarian and development contexts of operation
- Centralized evaluations for the period which focused on WFP programmes.

29. The extent to which the evaluations found evidence that sex-disaggregated data and gender analysis were applied and used to inform WFP programming was assessed in relation to three broad categories:

- Clear evidence of systematic sex-disaggregated data; clear evidence of gender analysis to inform programming
- Evidence that sex-disaggregated data was collected in some instances but not systematically applied; evidence of a basic level of gender analysis
- No evidence of programme sex-disaggregated data collection; no evidence of gender analysis to inform programming.

The list of evaluation reports is outlined in Table 2

Table 2. Sample of decentralized evaluation reports (2018-2019) and country portfolio evaluations for the review of sex-disaggregated data use and gender analysis in WFP programming

1.	WFP , 2018. Algeria PRRO 200301: Evaluation of the Nutrition Components
2.	WFP , 2018. Kenya, General Food Distribution Cash Modality scale up for the refugees and host community in Kakuma and Dadaab Camp
3.	WFP , 2018. USDA MGD Ethiopia School Feeding Programme
4.	WFP , 2018. USDA MGD FY14 End-line Evaluation in Lao PDR
5.	WFP , 2018. Somalia: an Evaluation of WFP's Portfolio
6.	WFP , 2018. USDA MGD supported School Feeding Programme in Bangladesh
7.	WFP , 2018. Evaluation of the WFP Regional Response to the Syrian Crisis (2015-2018)
8.	WFP , 2019. WFP's Corporate Emergency Response in Northeast Nigeria (2016-2018)
9.	WFP , 2019. Evaluation of National School Feeding Programme in Eswatini 2010-2018
10.	WFP , 2019. WFP's USDA McGovern-Dole International (Mauritania) Food for Education and Child Nutrition

11. WFP , 2019. Evaluation of the Satellite Index Insurance for Pastoralists in Ethiopia Programme (2017-2019),
12. WFP , 2019. MTE of Integrated Risk Management and Climate Services Programme in Malawi (2017-2019)
13. WFP , 2019. Evaluation thématique sur les questions de genre dans les interventions du PAM en République centrafricaine (2014-2018)

v. [Review of decentralized and centralized evaluations: GEWE findings and recommendations](#)

The evaluation team reviewed a sample of evaluation reports from 2018 (10) and 2019 (9) to get a picture of what some of the main evaluation findings and recommendations were which related to GEWE. The total sample size was of 9 evaluations out of 24 undertaken by WFP in 2019 and 10 from 32 undertaken by WFP in 2018 (33 percent of all WFP evaluations in 2018 and 2019).

30. The sampling basis for the selection of evaluations was for examples to include:

- Evaluations that have had the opportunity to be informed by the Gender Policy and Gender Action Plan (i.e. post-2017)
- Highly relevant evaluations with a specific GEWE focus or one that is relevant to the Gender Policy objectives
- A mix of decentralized and centralized evaluations
- The need for the sample to cut across a number of thematic programme areas.

31. Annex 17 includes the data.

vi. [Review of Gender Transformation Programme reports](#)

32. The evaluation team reviewed Gender Transformation Programme reports from Kyrgyzstan, Nicaragua, Mozambique and Rwanda.

vii. [Timeline analysis](#)

33. Timelines of key events were developed for the five countries visited and for headquarters in order to support analytical insights. Timelines helped the evaluation team make connections between external and internal processes and events, find or justify explanations, triangulate them with other analyses (such as benchmarking), and draw conclusions. The timelines were used for internal analytical purposes. A global timeline is presented in Section 1 of the report.

viii. [Gender results network survey analysis](#)

34. The gender results network survey responses were analysed and triangulated against the documentary and key informant interview evidence. Responses were disaggregated by sex. The full survey and data can be found in Annex 6.

ix. [Summative analysis of the theory of change](#)

35. WFP quantitative and qualitative datasets were analysed in relation to Layer 1 and 2 of the theory of change, and the assessment of causal pathways against EQ3, allowing the evaluation to explore EQ2 and EQ3 of the ToRs.

36. Analysis of Layer 1 (programming results) used data from the Corporate Results Framework, as reported in the WFP annual performance reports, alongside other data sources such as evaluation reports. As the Gender Policy includes a theory of change that lacks detail regarding pathways of change, summative analysis was used to generate a series of missing assumptions operating within the theory of change, which provided entry points for data collection and analysis. This approach was used to review the extent to which the gender delivery mechanisms led to the planned organizational changes and programme processes, and to assist in explaining how these “change drivers” enabled results. Other influencing factors internal and external to WFP were assessed for their relative role in contributing to, or detracting from, delivery of the Gender Policy’s planned results.

Triangulation

37. Triangulation has been achieved through the critical analysis of each evaluation question, drawing from all of the data sources and analytical methods described above.

38. All evaluation findings and emerging themes were reviewed by the evaluation team immediately following the data collection phase. Qualitative data coding software then provided a significant triangulation function by allowing a comparison of coded text across geographic and country office, regional bureau and headquarters contexts. Additional triangulation was conducted via a comparative analysis of annexes, which was then sense-checked with the evaluation team, prior to a final stage of triangulation during the write-up stage. As a consequence, the evaluation team explored the evidence assimilated and reviewed whether the Gender Policy theory of change operated as assumed and delivered the planned results.

39. In November, the evaluation team presented the initial findings to WFP stakeholders, who provided feedback that was then incorporated into the drafting of the evaluation report.

40. In order to maximize the evaluation's utilization focus, a stakeholder workshop has been held after submission of the draft evaluation report to present the methodology, findings, conclusions and draft recommendations. This aim of the workshop is to sense-check all aspects of the evaluation, particularly the practicality, utility and feasibility of the recommendations.

Quality assurance

41. The evaluation team has aimed to ensure the evaluation analysis, findings, and recommendations reflect the range of perspectives of WFP internal and external stakeholders. The evaluation team is gender balanced and experienced in approaches supporting gender equality and equity across cultures and contexts. The evaluation team has worked hard to ensure that a diversity of stakeholders are consulted in relation to gender, ethnicity and role. Data collection has been sensitive to the local geographic, cultural, gender, age, language, disability and institutional contexts.

42. Primary source data have been aggregated and anonymized. The evaluation team have informed and ensured that respondents were aware of their right to privacy and of the confidentiality of their contributions. Participants in group discussions have been able to meet team members privately should they wish.

43. All outputs have been subject to Itad's quality assurance (QA) process before submission. Itad's policy on quality management in evaluations is grounded in norms established by OECD-DAC Quality Standards for Development Evaluation (2010). Itad's evaluation processes adhere to the United Nations Codes of Conduct ensuring independence, impartiality, obligations to participants, honesty and integrity in the conduct of the evaluation team. The evaluation has been conducted in line with EQAS including the Technical Note for Gender Integration in WFP Evaluation, UNEG guidelines for evaluations and UN-SWAP requirements.

Ethical considerations

44. As a gender policy evaluation, the methodology has integrated the principles of inclusion, participation, and understanding of power relationships. Several ethical issues have therefore been considered, including, but not limited to, confidentiality, conflict of interest, standards of conduct, data protection, the protection of respondents, and ensuring that the evaluation team avoids causing harm. Information about ethical procedures was provided to all core team members and ethical procedures were followed throughout the evaluation. Itad, and each core team member, is aware of, and contractually bound by, the Standards of Conduct for the International Civil Service and WFP Code of Conduct.

Key phases and dates of the evaluation

45. Key evaluation milestones and deliverables are outlined in Table 4.

Table 3. Evaluation milestones and deliverables

Phase	Deliverable	Date
Inception	Draft inception report submitted by evaluation team (D1)	24 Jul 2019
	Revised inception report (D2)	2 Aug 2019
	Final inception report	10 Sep 2019
	Evaluation Manager circulated final inception report to key stakeholders	13 Sep 2019
Data Collection	Evaluation team visits to country offices and regional bureau	23 Sep – 8 Nov 2019
	Other data collection (e.g. benchmarking, Executive Board questionnaire)	14 Sep – 29 Oct 2019
	Evaluation team visit to Rome	28 Oct – 1 Nov 2019
	Data validation and remote interviews	4 – 15 Nov 2019
	Evaluation team findings review	18 – 23 Nov 2019
	Debriefing with headquarters, regional bureau and country office staff (preliminary findings)	28 Nov 2019
Reporting	Zero draft evaluation report	11 Dec 2019
	Draft 1 evaluation report	13 Jan 2020
	Draft 2 evaluation report	21 Jan 2020
	Stakeholder workshop	29-30 Jan 2020
	Draft 3 evaluation report/draft summary evaluation report	14 Feb 2020
	(Final) Draft 4 evaluation report with revised Summary Evaluation Report	27 Mar 2020
Executive Board	Presentation of summary evaluation report and management response to the Executive Board	12 – 16 June 2020

Annex 5: Stakeholders Consulted

Name	Sex	Location	Organization	Organization Level	Position	Phase
Felicity Chard	F	Bangkok	WFP	Regional Bureau	Regional Gender Advisor	Inception
Janne Savanto	M	Bangkok	WFP	Regional Bureau	Operational Management	Evaluation
Kun Li	M	Bangkok	WFP	Regional Bureau	Communications, Advocacy & Marketing Officer	Evaluation
Tom Chow	M	Bangkok	WFP	Regional Bureau	Regional Finance Officer	Evaluation
Raky Chaupin	F	Dakar	WFP	Regional Bureau	Regional Gender Advisor	Inception
Andrea Bangnoli	M	Kyrgyzstan	WFP	Country Office	Country Director	Inception
Keiko Izushi	F	Kyrgyzstan	WFP	Country Office	Deputy Country Director	Inception
Zhyrgul Turmamatova	F	Kyrgyzstan	WFP	Country Office	Gender Advisor	Inception
Altynai Maimekova	F	Kyrgyzstan	WFP	Country Office	Social Protection Officer, Gender Focal Point	Inception
Kyialbek Temishev	M	Kyrgyzstan	WFP	Country Office	Rural smallholder farmers: RWE, Cash-Based Transfers Staff	Inception
Zhyldyz Uzakbaeva	F	Kyrgyzstan	WFP	Country Office	DRR, VAM	Inception
Elmira Shishareaeva	F	Kyrgyzstan	WFP	Country Office	Policy Officer	Inception
Anastasia Yakovleva	F	Kyrgyzstan	WFP	Country Office	VAM	Inception
Aizhan Mamatbekova	F	Kyrgyzstan	WFP	Country Office	M&E	Inception
Elizabeth Zalkind	F	Kyrgyzstan	WFP	Country Office	Communications, Reports, Donor Relations	Inception
Daniyar Alymkulov	M	Kyrgyzstan	WFP	Country Office	Communications, Reports, Donor Relations	Inception
Asel Myrzabekova	F	Kyrgyzstan	FAO	N/A	Gender Specialist	Inception
Jyldiz Kuvatova	F	Kyrgyzstan	UN Women	N/A	Programme Manager	Inception
Ann-Marie Sudsten	F	Kyrgyzstan	UN Women	N/A	M&E Officer	Inception
Rosa Bekmatova	F	Kyrgyzstan	Government	N/A	Government Gender Focal Point, Ministry of Labour & Social Development	Inception
Nazira Zheenbekova	F	Kyrgyzstan	UNFPA	N/A	Gender Communications, GBV	Inception
Adelia Alabanova	F	Kyrgyzstan	WFP	Country Office	School Feeding Programmes	Inception
Zahra Mirghani	F	Kenya	UNHCR	N/A	Senior Programme Officer	Evaluation
Fatimata Ba	F	Mauritania	Oxfam	N/A	Gender Advisor	Evaluation
Papa-Gormack N'Diaye	M	Mauritania	WFP	Country Office	M&E Officer	Evaluation
Khadijetour Diop	F	Mauritania	WFP	Country Office	Staff	Evaluation
Abdougaye Dia	M	Mauritania	WFP	Country Office	Staff	Evaluation
Yacoub Ba	M	Mauritania	WFP	Country Office	GRN Group Member	Evaluation

Name	Sex	Location	Organization	Organization Level	Position	Phase
Kadiata Thiam	M	Mauritania	WFP	Country Office	GRN Group Member	Evaluation
Yahya Sall	M	Mauritania	WFP	Country Office	GRN Group Member	Evaluation
Mohamed Jiddou	M	Mauritania	WFP	Country Office	GRN Group Member	Evaluation
Melissa Marques	F	Mauritania	WFP	Country Office	Communications Officer	Evaluation
Cathuy Diop	F	Mauritania	WFP	Country Office	Partnerships and Resource Mobilization	Evaluation
Mariem Mint Ely Beiba	F	Mauritania	Government	N/A	Director of Feminine Promotion and Gender (MASEF)	Evaluation
Alioune Ousmane Niang	M	Mauritania	Government	N/A	Director of Nutrition (MASEF)	Evaluation
Sid Ahmed Bedde	M	Mauritania	Government	N/A	Director of Childhood (MASEF)	Evaluation
Aichetou SIDI	F	Mauritania	Government	N/A	Ministry of Social Affairs, Childhood and Family (MASEF)	Evaluation
Benoit Mazy	M	Mauritania	WFP	Country Office	Head of Resilience/FFA	Evaluation
Kane El Hacem	M	Mauritania	WFP	Field Office	WFP Kiffa Sub Office	Evaluation
Cheikh Kamara	M	Mauritania	WFP	Field Office	WFP Kiffa Sub-Office	Evaluation
Fatimata Soumare	F	Mauritania	WFP	Field Office	WFP Kiffa Sub Office	Evaluation
Mathias Tonalta	M	Mauritania	WFP	Field Office	Bassikounou WFP Sub-Office Chief	Evaluation
Anthony Ohemeng-Boamah	M	Mauritania	UNDP	N/A	Resident Coordinator - Representative of the UN Secretary General and Head of the United Nations Country Team	Evaluation
Lalla Aicha Cheikh	F	Mauritania	UNDP	Country Office	Gender Focal Point, Migrations and Human Rights Officer	Evaluation
Hawa Cissé	F	Mauritania	WFP	Country Office	Human Resources – Officer	Evaluation
Khadijetou Coulibaly	F	Mauritania	WFP	Country Office	Human Resources	Evaluation
Khadijetou Aw	F	Mauritania	WFP	Country Office	Human Resources	Evaluation
Bintou Camara	F	Mauritania	WFP	Country Office	Human Resources	Evaluation
Nacer Benalleg	M	Mauritania	WFP	Country Office	Country Director	Evaluation
Rainatou Baillet	F	Mauritania	WFP	Country Office	Deputy Country Director	Evaluation
Marieme Sarra Ahmed	F	Mauritania	WFP	Country Office	Gender Specialist	Evaluation
Peter Smerdon	M	Nairobi	WFP	Regional Bureau	Senior Regional Communications Officer	Evaluation
Brenda Behan	F	Nairobi	WFP	Regional Bureau	Deputy Regional Director	Evaluation
Francis Opiyo	M	Nairobi	WFP	Regional Bureau	Regional Emergency Preparedness and Response Officer	Evaluation
Andrea Breslin	F	Nairobi	WFP	Regional Bureau	Regional Protection Adviser	Evaluation
Roberto Borlini	M	Nairobi	WFP	Regional Bureau	Regional Evaluation Officer	Evaluation

Name	Sex	Location	Organization	Organization Level	Position	Phase
Mark Ekiru	M	Nairobi	WFP	Regional Bureau	Regional FFA Officer	Evaluation
Gladys Njoroge	F	Nairobi	WFP	Regional Bureau	FFA Intern	Evaluation
Mohammed Tariq	M	Nairobi	WFP	Regional Bureau	Regional Finance Officer	Evaluation
Faith Wachira	F	Nairobi	WFP	Regional Bureau	Regional Gender Intern	Evaluation
Fabiola Paluzzie	F	Nairobi	WFP	Regional Bureau	Regional HR Officer	Evaluation
Anoushka Boteju	F	Nairobi	WFP	Regional Bureau	Regional Partnerships Officer	Evaluation
Andreas Hansen	M	Nairobi	WFP	Regional Bureau	Senior Regional Partnerships Officer	Evaluation
Ross Smith	M	Nairobi	WFP	Regional Bureau	Senior Regional Programme Advisor	Inception
Maria Victoria Tassano	F	Nicaragua	WFP	Country Office	Partnerships, Donor Relations	Evaluation
Juan Manual Carvajal	F	Nicaragua	WFP	Country Office	Partnerships, Donor Relations	Evaluation
Claudia Solarzano	F	Nicaragua	WFP	Country Office	Gender Focal Point	Evaluation
Herbert Lopez	M	Nicaragua	WFP	Country Office	Deputy Country Director	Evaluation
Antonella D'Aprile	F	Nicaragua	WFP	Country Office	Country Director	Evaluation
Marcela Mayorga	F	Nicaragua	WFP	Country Office	Head of Programmes	Evaluation
Laurie Cabrera	F	Nicaragua	WFP	Country Office	Head of HR	Evaluation
Manuel Vargas	M	Nicaragua	WFP	Country Office	GRN Network	Evaluation
Norlan Romero Whaman	M	Nicaragua	Oxfam	N/A	Humanitarian Programme Officer	Evaluation
Denis Velázquez	M	Nicaragua	WFP	Country Office	M&E	Evaluation
Mariella Barreto	F	Nicaragua	WFP	Country Office	Head of Finance	Evaluation
Orelia Mercado	F	Nicaragua	WFP	Country Office	Finance	Evaluation
Carolina Moran	F	Nicaragua	WFP	Country Office	Finance	Evaluation
Maria Victoria Tassano	F	Nicaragua	WFP	Country Office	Monitoring	Evaluation
Liz María Ubeda	F	Nicaragua	WFP	Field Office	Head of Jinotega Field Office	Evaluation
Francisco Alvarado	M	Nicaragua	WFP	Country Office	Smallholder Agricultural Producers	Evaluation
Sabrina Quezada	F	Nicaragua	WFP	Country Office	Communications, Visibility, Alternate Focal Point for Security	Evaluation
Rosa Romero Martínez	F	Nicaragua	UNFPA	N/A	Organization Representative	Evaluation
Dulce Mayorga	F	Nicaragua	UNCT	N/A	Coordinator of the Country Team	Evaluation
Jacqueline Bonilla	F	Nicaragua	FAO	N/A	Focal Point for Indigenous People	Evaluation
Jeanneth Martínez Cooper	F	Nicaragua	IOM	N/A	Gender Focal Point	Evaluation

Name	Sex	Location	Organization	Organization Level	Position	Phase
Mark Cantrell	M	Nicaragua	WHO	N/A	Advisor for Maternal Health and Mortality Reduction	Evaluation
Osmundo Solis	M	Nicaragua	UNIDO	N/A	Organization Representative	Evaluation
Mónica Zalaquett	F	Nicaragua	NGO	N/A	Coordinator of Centre for Violence Prevention	Evaluation
John Benito Jiménez	M	Nicaragua	NGO	N/A	Independent Consultant & Men's Group Against Violence Consultant	Evaluation
Karla Somarriba	F	Nicaragua	WFP	Country Office	Nutritionist	Evaluation
Xochitl Cortéz	F	Nicaragua	Government	N/A	Co-Director of SINAPRED	Evaluation
Pastora Sandino	F	Nicaragua	UNIDO	N/A	Country Representative	Evaluation
Elena Ganan	F	Nicaragua	WFP	Regional Bureau	Regional Gender Focal Point	Evaluation
Marienela Gonzalez	F	Panama	WFP	Regional Bureau	Regional Adviser of SBCC	Evaluation
Alessandro Dinucci	M	Panama	WFP	Regional Bureau	Head of Resilience	Evaluation
Marc Prost	M	Panama	WFP	Regional Bureau	Regional Nutrition Adviser	Evaluation
Rosella Bottone	F	Panama	WFP	Regional Bureau	Monitoring and Vulnerability Assessment and Mapping	Evaluation
Maria Guimares	F	Panama	WFP	Regional Bureau	Partnerships	Evaluation
Ana Urgjoti	F	Panama	WFP	Regional Bureau	Head of Evaluation	Evaluation
Norha Restrepo	F	Panama	WFP	Regional Bureau	Head of Communications	Evaluation
Giorgia Testolin	F	Panama	WFP	Regional Bureau	Senior Regional Programme Advisor	Evaluation
Maria Segovia	F	Panama	WFP	Regional Bureau	Head of HR	Evaluation
Aileen Abreu	F	Panama	WFP	Regional Bureau	HR Team Member	Evaluation
Marc Regnault	M	Panama	WFP	Regional Bureau	Fundraising and Partnershi	Evaluation
Samantha Beck	F	Rome	WFP	HQ	Investigations Officer, OIG (under DED)	Inception
Joyce Luma	F	Rome	WFP	HQ	Director, HRM	Evaluation
Katharina Welteck	F	Rome	WFP	HQ	Knowledge Management & Innovation	Evaluation
Kevin Emmanuel	M	Rome	WFP	HQ	Internal Audit	Evaluation
Valerie Guarnieri	F	Rome	WFP	HQ	Assistant Executive Director Policy and Programmes	Evaluation
Chris Kaye	M	Rome	WFP	HQ	Director, Government Partnership	Evaluation
Corinne Woods	F	Rome	WFP	HQ	Director, Communications	Evaluation
Dominique Debonis	F	Rome	WFP	HQ	Senior Adviser, Country Capacity Strengthening	Evaluation
Jonathan Howitt	M	Rome	WFP	HQ	Chief Risk Officer, ERM	Evaluation
Mireia Cano	F	Rome	WFP	HQ	Gender Office	Evaluation
Patrick Teixeira	M	Rome	WFP	HQ	West Africa Regional Centre Excellence Food Security	Evaluation
Rehan Asad	M	Rome	WFP	HQ	Chief of Staff	Evaluation

Name	Sex	Location	Organization	Organization Level	Position	Phase
Andrea Cook	M	Rome	WFP	HQ	Director, Office of Evaluation	Evaluation
Deborah McWhinney	F	Rome	WFP	HQ	Evaluation Manager, Office of Evaluation	Inception & Evaluation
Giulia Pappalopore	F	Rome	WFP	HQ	Evaluation Officer, Office of Evaluation	Inception & Evaluation
Betty Ka	F	Rome	WFP	HQ	Deputy Director, Budget Division	Evaluation
Azzurra Chiarini	F	Rome	WFP	HQ	JP-RWEE Global Coordinator	Evaluation
Kawinzi Muiu	F	Rome	WFP	HQ	Director, Gender Office	Inception
Mumbi Mbocha	F	Rome	WFP	HQ	Diversity & Inclusion Officer, HR	Inception
Jane Howard	F	Rome	WFP	HQ	Global Media Coordinator (Head of Media)	Inception
Amir Abdullah	M	Rome	WFP	HQ	Deputy Executive Director, OED	Inception & Evaluation
Natasha Nadazzin	F	Rome	WFP	HQ	Deputy Director RMP	Inception
Jennifer Rosenzweig	F	Rome	WFP	HQ	Nutrition Specialist	Inception & Evaluation
Elodie Bendall	F	Rome	WFP	HQ	Medical Insurance Officer, Staff Wellness Unit	Inception & Evaluation
Jacqueline Paul	F	Rome	WFP	HQ	Senior Gender Advisor, GEN	Inception & Evaluation
Cecilia Roccato	F	Rome	WFP	HQ	Programme Policy Officer GEN	Inception
Veronique Sainte-Luce	F	Rome	WFP	HQ	Gender Office	Inception
Noortje Vankrieken	F	Rome	WFP	HQ	GFP, Internal Audit	Inception
Soley Asgeirsdottir	F	Rome	WFP	HQ	Consultant to Gender Office	Inception & Evaluation
Dipayan Bhattacharyya	M	Rome	WFP	HQ	Assets and Livelihoods	Evaluation
Monica Primoizic	F	Rome	WFP	HQ	Assets and Livelihoods	Evaluation
Caritas Kayilisa	F	Rwanda	MINAGRI	N/A	Gender Advisor	Evaluation
Ahmareen Karim	F	Rwanda	WFP	Country Office	Deputy Country Director	Evaluation
Raymond Kamwe	M	Rwanda	MINAGRI	N/A	Gender Specialist	Evaluation
Geoffrey S.N Kayonde	M	Rwanda	ADRA	N/A	Country Director	Evaluation
Stella Matutina Rutaboba	F	Rwanda	ADRA	N/A	Protection	Evaluation

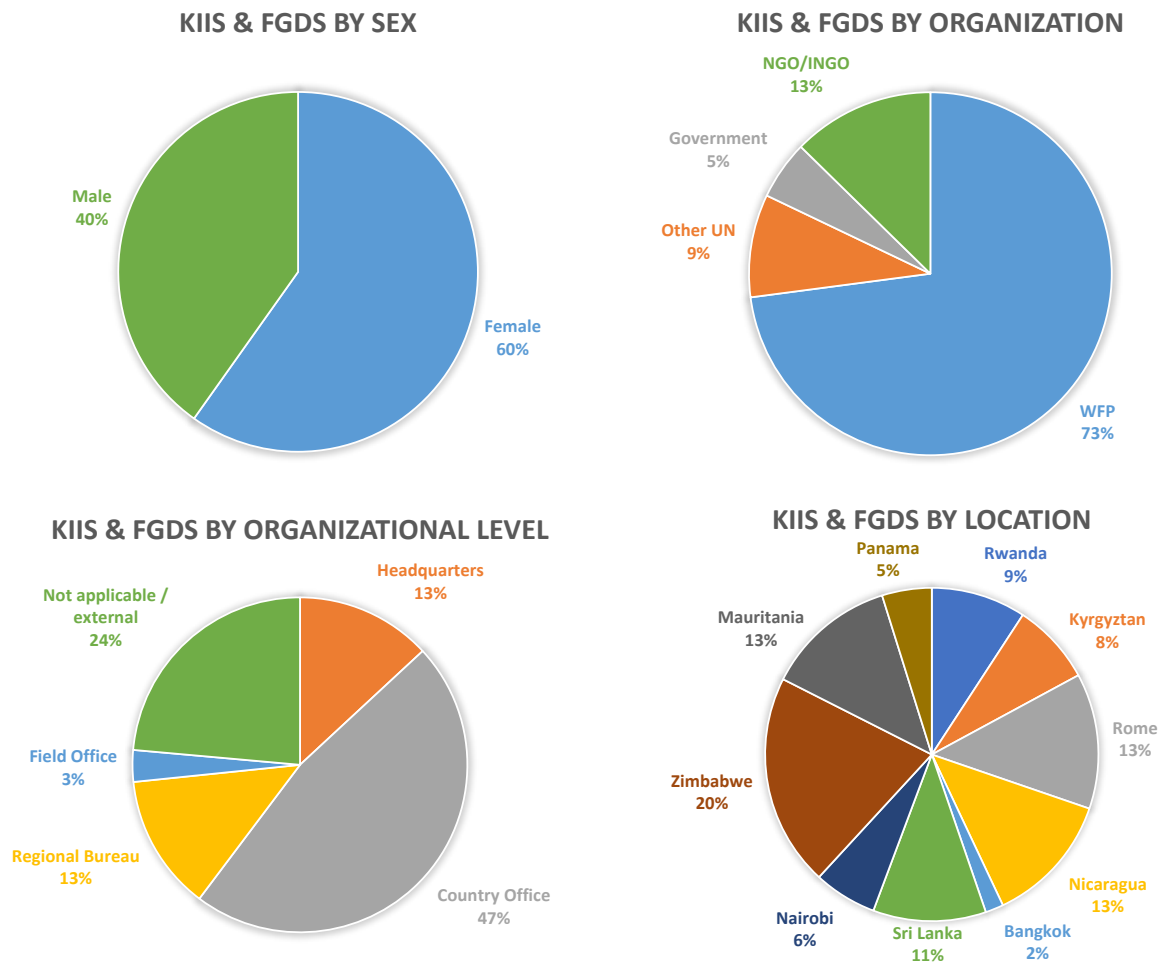
Name	Sex	Location	Organization	Organization Level	Position	Phase
Francoise Uwamahoro	M	Rwanda	ADRA	N/A	School Feeding Programmes	Evaluation
Rosette Nkundimfura	F	Rwanda	ADRA	N/A	Gender Officer	Inception
Vera Kwara	F	Rwanda	WFP	Country Office	Nutrition	Evaluation
Damien Fontaine	M	Rwanda	WFP	Country Office	Strategic Outcome Manager: Safety Nets	Evaluation
Damien Vaquier	M	Rwanda	WFP	Country Office	FFA	Evaluation
Masae Shimomura	F	Rwanda	WFP	Country Office	Programme Head	Evaluation
Amar Kawash	M	Rwanda	WFP	Country Office	Smallholder farmers FTMA & JP-RWEE M&E VAM	Evaluation
Jean-Paul Dushimumuremyi	M	Rwanda	WFP	Country Office	VAM	Evaluation
Daniel Svanlund	M	Rwanda	WFP	Country Office	M&E	Evaluation
Edith Heines	F	Rwanda	WFP	Country Office	Country Director	Evaluation
Ai Namiki	F	Rwanda	WFP	Country Office	Gender and Protection Officer	Evaluation
Viateur Ngiruwonsanga	M	Rwanda	WFP	Country Office	Head of Huye Field Office	Evaluation
Jules Munyaruyange	M	Rwanda	WFP	Country Office	Strategic Outcome Manager: Refugee Operation	Evaluation
Paul Mugenyi	M	Rwanda	WFP	Country Office	Head of Finance and Administration	Evaluation
Christian Munyaburanga	M	Rwanda	WFP	Country Office	Head of Budget and Programming	Evaluation
Sidra Anwar	F	Rwanda	UNHCR	n/a	SGBV Officer	Evaluation
Zahra Mirghani	F	Rwanda	UNHCR	n/a	Senior Protection Officer	
Emma Carine Uwantege	F	Rwanda	UN Women	n/a	Humanitarian assistance Programmes Coordinator	Evaluation
Damien Nsengiyumva	M	Rwanda	WFP	Country Office	Nutrition	Evaluation
Pathmarajani Pathmanathan	M	Sri Lanka	WFP	Country Office	Programme Associate – Batticaloa	Evaluation
Anusara Singkhumarwong	F	Sri Lanka	WFP	Country Office	Nutritionist, ex Gender Focal Point	Evaluation
Sivayogan Arjun	M	Sri Lanka	WFP	Country Office	GRN Coordinator	Evaluation
Thamara Nanayakkara	F	Sri Lanka	WFP	Country Office	Information Management & Reporting - VAM/EPR Staff	Evaluation
Arjan Cheema	M	Sri Lanka	WFP	Country Office	VAM, EPR, Social Protection	Evaluation
Sadhana Mohan	F	Sri Lanka	WFP	Country Office	Communication Officer	Evaluation
Sasha Sappideen	F	Sri Lanka	WFP	Country Office	Communication Assistant	Evaluation
Mr. K. Mahesan	M	Sri Lanka	Government	Country Office	Additional Secretary – Ministry of National Policy and Economic Affairs	Evaluation
Varunanathan Kajananan	M	Sri Lanka	WFP	Country Office	Programme Associate – Monaragala	Evaluation

Name	Sex	Location	Organization	Organization Level	Position	Phase
Kate Sinclair	F	Sri Lanka	WFP	Country Office	Nutritionist	Evaluation
Lakmini Perera	F	Sri Lanka	WFP	Country Office	Gender Officer	Evaluation
Brenda Barton	F	Sri Lanka	WFP	Country Office	Country Director	Evaluation
Andrea Berardo	M	Sri Lanka	WFP	Country Office	Deputy Country Director	Evaluation
Mariann Sun	F	Sri Lanka	WFP	Country Office	M&E Officer	Evaluation
Mohomed Rahumathullah	M	Sri Lanka	WFP	Country Office	M&E Officer	Evaluation
Nihamath Mustafa	M	Sri Lanka	WFP	Country Office	Partnership Officer	Evaluation
Heshani Ranasinghe	F	Sri Lanka	Oxfam	Country Office	Gender Advisor	Evaluation
Rushini Perera	F	Sri Lanka	WFP	Country Office	Adaptation Lead	Evaluation
Thushara Keerthiratne	M	Sri Lanka	WFP	Country Office	Activity Manager: Resilience, FFA	Evaluation
Dilka Pieries	F	Sri Lanka	SUNPF	Country Office		Evaluation
Asanka Supun	M	Sri Lanka	SUNPF	Country Office	Programme Coordinator - CHANGE Project	Evaluation
Madhu Dissanaikie	F	Sri Lanka	UNFPA	Country Office	Assistant Representative	Evaluation
Sarah Soysa	F	Sri Lanka	UNFPA	Country Office	National Programme Analyst - Sexual and Reproductive Health and Rights	Evaluation
Achini Wijesinghe	F	Sri Lanka	UNFPA	Country Office	Programme Coordinator - CHANGE Project	Evaluation
Kelum Chathuranga	M	Sri Lanka	WFP	Country Office	HR Officer	Evaluation
Masciline Fusire	F	Zimbabwe	CTDO	N/A	Assistant Programme Manager	Evaluation
Bhanzi Briaton	M	Zimbabwe	CTDO	N/A	District Coordinator	Evaluation
Alivin Dibhula	M	Zimbabwe	CTDO	N/A	Food Monitor	Evaluation
Emony Marufu	M	Zimbabwe	CTDO	N/A	M&E Officer	Evaluation
Mhute Anesu	M	Zimbabwe	CTDO	N/A	Food Monitor	Evaluation
Mapanda Rudo	F	Zimbabwe	CTDO	N/A	Enumerator	Evaluation
Phoneas Chonyenyani	M	Zimbabwe	CTDO	N/A	Engineer	Evaluation
Dawson Ngandu	M	Zimbabwe	CTDO	N/A	Field Monitor	Evaluation
Allen Munyangwah	M	Zimbabwe	CTDO	N/A	Driver	Evaluation
Tinashe Mubaira	M	Zimbabwe	WFP	Country Office	Communications & IT	Evaluation
Chanhyo Kira	M	Zimbabwe	WFP	Country Office	Communications & IT	Evaluation
Tsungai Chibwe	F	Zimbabwe	WFP	Country Office	GRN & Programme Policy Officer, Social Protection & School Meals	Evaluation
Shaun Hughes	M	Zimbabwe	WFP	Field Office	GRN, Field Officer	Evaluation
Linda Ray	F	Zimbabwe	WFP	Field Office	Field Officer, GRN	Evaluation

Name	Sex	Location	Organization	Organization Level	Position	Phase
Isaac Mangulenje	M	Zimbabwe	WFP	Country Office	VAM	Evaluation
Junior Muchuchu	F	Zimbabwe	Government	N/A	Principle Administration Officer, Women's Affairs & Gender	Evaluation
Yolanda Chilimanza	F	Zimbabwe	UNHCR	N/A	Senior Programme Officer	Evaluation
Blessing Chamba	M	Zimbabwe	UNHCR	N/A	Senior Programme Officer	Evaluation
Netsai Virginia Shambira	F	Zimbabwe	Oxfam	N/A	Regional Women's Rights and Gender Justice Coordinator	Evaluation
Wendy Magwande	F	Zimbabwe	Oxfam	N/A	Emergency Food Security & Vulnerable Livelihoods, Programme Manager	Evaluation
Lynn Chiripamberi	F	Zimbabwe	Oxfam	N/A	Humanitarian Programme Manager	Evaluation
Agatha Zhou	F	Zimbabwe	WFP	Country Office	Budget Planning Officer & GRN Member	Evaluation
Tamburayi Monga	F	Zimbabwe	WFP	Country Office	HR Associate	Evaluation
Maxwell Chiroodza	M	Zimbabwe	WFP	Country Office	Head, Human Resource & GRN	Evaluation
Tewanda Magarimbo	M	Zimbabwe	WFP	Country Office	Programme Officer, Support to farmers	Evaluation
Brenda Zvinorova	F	Zimbabwe	WFP	Country Office	Associate Officer, M&E Unit	Evaluation
Stanislaus Sanyangowe	M	Zimbabwe	Government	N/A	Deputy Director, Child Protection Services	Evaluation
Joyce Pkinini	F	Zimbabwe	Government	N/A	Chief Social Welfare Officer, Ministry of Public Service	Evaluation
Pamela Tawengwa	F	Zimbabwe	WFP	Country Office	Focal Person, Protocol	Evaluation
Lorraine Mbodza	F	Zimbabwe	Government	N/A	Ministry of Women's Affairs, Community Small and Medium Enterprise Representative	Evaluation
Magdalane Charunduka	F	Zimbabwe	Government	N/A	Ministry of Women Affairs, Community Small and Medium Enterprise	Evaluation
Maria Mutandawa	F	Zimbabwe	ILO	N/A	Programme Officer	Evaluation
Pamela Mhlanga	F	Zimbabwe	UN Women	N/A	Programme Officer	Evaluation
Promne Makoni	M	Zimbabwe	MDTC	N/A	Programme Manager	Evaluation
Josephat Kutyaniripo	M	Zimbabwe	ADRA	N/A	Programme Manager	Evaluation
Emmanuel Njove	M	Zimbabwe	WFP	Country Office	Supply Chain Officer	Evaluation
Andrew Chimedza	M	Zimbabwe	WFP	Country Office	Head, Supply Chain	Evaluation
Safinaz Ahmed	F	Zimbabwe	WFP	Country Office	Head, Nutrition	Evaluation
Faith Dube	F	Zimbabwe	WFP	Country Office	Programme Officer, Nutrition	Evaluation

Name	Sex	Location	Organization	Organization Level	Position	Phase
Caroline Mihke	F	Zimbabwe	WFP	Country Office	Finance Officer	Evaluation
Jichang Ai	M	Zimbabwe	WFP	Country Office	Programme Policy Officer	Evaluation
Eddie Rowe	M	Zimbabwe	WFP	Country Office	Representative and Country Director	Evaluation
Niels Balzer	M	Zimbabwe	WFP	Country Office	Deputy Country Director, Head of Programmes	Evaluation
Hazel Nyamahindi	F	Zimbabwe	WFP	Country Office	M&E Associate, R4 Programme, Risk Management	Evaluation
Miriro Mvura	F	Zimbabwe	WFP	Country Office	Programme Associate: Emergency response	Evaluation
Jacqueline Chinoera	F	Zimbabwe	WFP	Country Office	Programme Policy Officer, FFA	Evaluation

Figure 2. Summary of stakeholder consultations



Annex 6: Gender Results Network Survey

A total of 670 gender results network members were sent a survey as part of the evaluation. The response rate was 20 percent (131 individuals). Of the respondents, 60 percent were female (F) and 40 percent male (M) (total average), and there was good coverage from all of the regional bureaux.

The questions and responses from the global results network survey have been outlined below.

Gender results network survey results

A. Awareness

1. I am familiar with WFP's commitments to, and work toward, gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	63,36%	83	30	53
Agree	32,82%	43	18	25
Neither agree nor disagree	3,05%	4	0	4
Disagree	0,00%	0	0	0
Strongly disagree	0,00%	0	0	0
Don't know	0,76%	1	0	1
	Answered	131	48	83

2. The majority of my international WFP colleagues are familiar with WFP's commitments to, and work toward, gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	24,43%	32	10	22
Agree	46,56%	61	26	35
Neither agree nor disagree	14,50%	19	5	14
Disagree	6,11%	8	1	7
Strongly disagree	0,76%	1	0	1
Don't know	7,63%	10	6	4
	Answered	131	48	83

3. The majority of my national WFP colleagues are familiar with WFP's commitments to, and work toward, gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	12,21%	16	6	10
Agree	53,44%	70	26	44
Neither agree nor disagree	17,56%	23	8	15
Disagree	10,69%	14	5	9
Strongly disagree	3,82%	5	1	4
Don't know	2,29%	3	2	1
	Answered	131	48	83

B. Organization

4. WFP invests significant resources to support gender mainstreaming across the organization				
Answer Choices	Responses		M	F
Strongly agree	12,50%	16	7	9
Agree	50,78%	65	24	41
Neither agree nor disagree	17,97%	23	9	14
Disagree	13,28%	17	5	12
Strongly disagree	2,34%	3	1	2
Don't know	3,13%	4	1	3
	Answered	128	47	81

5. WFP is recognized by others for its support for gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	14,06%	18	6	10
Agree	40,63%	52	22	31
Neither agree nor disagree	25,78%	33	13	19
Disagree	10,94%	14	2	15
Strongly disagree	2,34%	3	0	3
Don't know	6,25%	8	4	3
	Answered	128	47	81

6. The culture in WFP supports gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	19,20%	24	15	9
Agree	45,60%	57	22	35
Neither agree nor disagree	17,60%	22	6	16
Disagree	12,80%	16	3	13
Strongly disagree	3,20%	4	0	4
Don't know	1,60%	2	0	2
	Answered	125	46	79

7. There is strong leadership in WFP to support the mainstreaming of gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	28,00%	35	21	14
Agree	40,00%	50	16	34
Neither agree nor disagree	16,80%	21	8	13
Disagree	9,60%	12	1	11
Strongly disagree	3,20%	4	0	4
Don't know	2,40%	3	0	3
	Answered	125	46	79

8. Gender mainstreaming is given greater priority today by WFP than it was 3-5 years ago				
Answer Choices	Responses		M	F
Strongly agree	36,00%	45	22	23
Agree	38,40%	48	21	27
Neither agree nor disagree	8,00%	10	3	7

Disagree	5,60%	7	0	7
Strongly disagree	2,40%	3	0	3
Don't know	9,60%	12	0	12
	Answered	125	46	79

9. I am able to support gender equality and women's empowerment through my work				
Answer Choices	Responses		M	F
Strongly agree	42,40%	53	21	32
Agree	45,60%	57	19	38
Neither agree nor disagree	9,60%	12	6	6
Disagree	1,60%	2	0	2
Strongly disagree	0,00%	0	0	0
Don't know	0,80%	1	0	1
	Answered	125	46	79

C. Human Resources

10. Senior managers in WFP demonstrate leadership in, and advocate for, equal representation of women and men				
Answer Choices	Responses		M	F
Strongly agree	26,23%	32	15	17
Agree	40,98%	50	18	32
Neither agree nor disagree	16,39%	20	9	11
Disagree	9,84%	12	1	11
Strongly disagree	0,82%	1	0	1
Don't know	5,74%	7	1	6
	Answered	122	44	78

11. WFP's approach to recruiting new employees supports gender parity				
Answer Choices	Responses		M	F
Strongly agree	31,97%	39	19	20
Agree	45,08%	55	17	38
Neither agree nor disagree	12,30%	15	6	9
Disagree	5,74%	7	1	6
Strongly disagree	4,10%	5	0	5
Don't know	0,82%	1	1	0
	Answered	122	44	78

12. Support for WFP employees is gender-aware and family-friendly				
Answer Choices	Responses		M	F
Strongly agree	11,48%	14	6	8
Agree	41,80%	51	22	29
Neither agree nor disagree	27,05%	33	10	23
Disagree	12,30%	15	4	11
Strongly disagree	4,10%	5	1	4

Don't know	3,28%	4	1	3
	Answered	122	44	78

13. WFP ensures its employees are protected from harassment, sexual harassment, abuse, and discrimination				
Answer Choices	Responses		M	F
Strongly agree	28,69%	35	15	20
Agree	42,62%	52	20	32
Neither agree nor disagree	12,30%	15	4	11
Disagree	9,02%	11	2	9
Strongly disagree	7,38%	9	3	6
Don't know	0,00%	0	0	0
	Answered	122	44	78

14. My PACE includes at least one objective that supports gender mainstreaming				
Answer Choices	Responses		M	F
Strongly agree	32,79%	40	16	24
Agree	36,89%	45	14	31
Neither agree nor disagree	10,66%	13	8	5
Disagree	12,30%	15	1	14
Strongly disagree	2,46%	3	1	2
Don't know	4,92%	6	4	2
	Answered	122	44	78

15. There are sufficient number of dedicated gender staff to support gender mainstreaming:				
a. In WFP's Country Offices				
Answer Choices	Responses		M	F
Strongly agree	7,38%	9	5	4
Agree	36,07%	44	15	29
Neither agree nor disagree	18,03%	22	12	10
Disagree	23,77%	29	8	21
Strongly disagree	10,66%	13	2	11
Don't know	4,10%	5	2	3
	Answered	122	44	78
b. In WFP's Regional Bureaux				
Answer Choices	Responses		M	F
Strongly agree	12,30%	15	8	7
Agree	29,51%	36	12	24
Neither agree nor disagree	13,93%	17	8	9
Disagree	17,21%	21	3	18
Strongly disagree	7,38%	9	1	8
Don't know	19,67%	24	12	12
	Answered	122	44	78
c. In WFP's Head Office				

Answer Choices	Responses		M	F
Strongly agree	16,39%	20	13	7
Agree	32,79%	40	12	28
Neither agree nor disagree	15,57%	19	6	13
Disagree	13,11%	16	5	11
Strongly disagree	4,10%	5	1	4
Don't know	18,03%	22	7	15
	Answered	122	44	78

D. Capacity Development

16. The training that I have received with WFP support in the last 3 years has helped me contribute more to gender equality and women's empowerment in my work				
Answer Choices	Responses		M	F
Strongly agree	21,85%	26	11	15
Agree	49,58%	59	22	37
Neither agree nor disagree	12,61%	15	7	8
Disagree	6,72%	8	0	8
Strongly disagree	5,04%	6	3	3
Don't know	4,20%	5	1	4
	Answered	119	44	75

17. WFP provides adequate capacity strengthening for all its employees to promote gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	12,61%	15	7	8
Agree	42,02%	50	21	29
Neither agree nor disagree	22,69%	27	9	18
Disagree	16,81%	20	4	16
Strongly disagree	3,36%	4	2	2
Don't know	2,52%	3	1	2
	Answered	119	44	75

18. Gender equality and women's empowerment are included in all manuals, guidance, policies and online resources for capacity building				
Answer Choices	Responses		M	F
Strongly agree	20,17%	24	12	12
Agree	46,22%	55	19	36
Neither agree nor disagree	16,81%	20	9	11
Disagree	5,88%	7	1	6
Strongly disagree	1,68%	2	0	2
Don't know	9,24%	11	3	8
	Answered	119	44	75

19. I have used the Gender Toolkit to support my work				
Answer Choices	Responses		M	F
Strongly agree	26,89%	32	13	19

Agree	47,90%	57	19	38
Neither agree nor disagree	12,61%	15	7	8
Disagree	7,56%	9	2	7
Strongly disagree	0,00%	0	0	0
Don't know	5,04%	6	3	3
	Answered	119	44	75

20. The Gender Resource Network strengthens gender mainstreaming in WFP				
Answer Choices	Responses		M	F
Strongly agree	18,49%	22	11	11
Agree	56,30%	67	27	40
Neither agree nor disagree	14,29%	17	5	12
Disagree	4,20%	5	0	5
Strongly disagree	2,52%	3	1	2
Don't know	4,20%	5	0	5
	Answered	119	44	75

21. The Gender Transformation Program strengthens gender mainstreaming in WFP				
Answer Choices	Responses		M	F
Strongly agree	20,17%	24	8	16
Agree	48,74%	58	26	32
Neither agree nor disagree	14,29%	17	6	11
Disagree	4,20%	5	0	5
Strongly disagree	2,52%	3	2	1
Don't know	10,08%	12	2	10
	Answered	119	44	75

E. Knowledge and Communications

22. WFP regularly communicates examples of its work toward gender equality and women's empowerment to its employees				
Answer Choices	Responses		M	F
Strongly agree	15,52%	18	6	12
Agree	49,14%	57	23	34
Neither agree nor disagree	24,14%	28	11	17
Disagree	8,62%	10	1	9
Strongly disagree	0,00%	0	0	0
Don't know	2,59%	3	1	2
	Answered	116	42	74

23. I have read/seen examples of WFP knowledge and communications related to gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	19,83%	23	10	13
Agree	62,07%	72	27	45
Neither agree nor disagree	9,48%	11	4	7

Disagree	6,03%	7	0	7
Strongly disagree	0,00%	0	0	0
Don't know	2,59%	3	1	2
	Answered	116	42	74

24. I have applied learning from WFP gender knowledge and communications in my work				
Answer Choices	Responses		M	F
Strongly agree	23,28%	27	11	16
Agree	52,59%	61	24	37
Neither agree nor disagree	12,93%	15	6	9
Disagree	6,90%	8	0	8
Strongly disagree	0,86%	1	0	1
Don't know	2,59%	3	1	2
Other (please specify)	0,86%	1	0	1
	Answered	116	42	74

25. WFP regularly communicates to its external audiences to advocate for gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	13,79%	16	7	9
Agree	37,07%	43	17	26
Neither agree nor disagree	28,45%	33	10	23
Disagree	6,03%	7	1	6
Strongly disagree	1,72%	2	1	1
Don't know	12,93%	15	6	9
	Answered	116	42	74

F. Partners

26. When WFP selects its partners, it assesses their ability to promote gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	14,29%	16	7	9
Agree	35,71%	40	16	24
Neither agree nor disagree	25,89%	29	12	17
Disagree	13,39%	15	2	13
Strongly disagree	0,00%	0	0	0
Don't know	10,71%	12	4	8
	Answered	112	41	71

27. WFP routinely builds the capacities of its cooperating partners to strengthen gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	10,71%	12	6	6
Agree	38,39%	43	16	27
Neither agree nor disagree	25,00%	28	9	19
Disagree	13,39%	15	3	12

Strongly disagree	1,79%	2	2	0
Don't know	10,71%	12	5	7
	Answered	112	41	71

28. WFP works with its cooperating partners to achieve gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	13,39%	15	6	9
Agree	50,00%	56	23	33
Neither agree nor disagree	19,64%	22	7	15
Disagree	8,93%	10	2	8
Strongly disagree	0,89%	1	1	0
Don't know	7,14%	8	2	6
	Answered	112	41	71

29. WFP works with its UN partners to boost its contributions to gender equality and women's empowerment				
Answer Choices	Responses		M	F
Strongly agree	21,43%	24	10	14
Agree	50,00%	56	22	34
Neither agree nor disagree	16,96%	19	6	13
Disagree	4,46%	5	0	5
Strongly disagree	0,89%	1	1	0
Don't know	6,25%	7	2	5
	Answered	112	41	71

G. Programming

30. Support for gender equality and women's empowerment in WFP programs is stronger now than it was 3-5 years ago				
Answer Choices	Responses		M	F
Strongly agree	31%	33	17	16
Agree	46%	49	20	29
Neither agree nor disagree	7%	7	1	6
Disagree	5%	5	1	4
Strongly disagree	0%	0	0	0
Don't know	11%	12	1	11
	Answered	106	40	66

31. WFP invests significant resources to support gender equality and women's empowerment in its programs				
Answer Choices	Responses		M	F
Strongly agree	16%	17	8	9
Agree	40%	42	18	24
Neither agree nor disagree	20%	21	8	13
Disagree	18%	19	5	14
Strongly disagree	3%	3	0	3
Don't know	4%	4	1	3

	Answered	106	40	66
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32. WFP systematically uses gender and age analysis to inform its strategic plans				
Answer Choices	Responses		M	F
Strongly agree	13%	14	6	8
Agree	47%	50	24	26
Neither agree nor disagree	16%	17	3	14
Disagree	9%	10	2	8
Strongly disagree	3%	3	0	3
Don't know	11%	12	5	7
	Answered	106	40	66

33. WFP identifies and addresses the different needs of women, men, girls and boys when designing and implementing programs				
Answer Choices	Responses		M	F
Strongly agree	13%	14	5	9
Agree	51%	54	26	28
Neither agree nor disagree	19%	20	7	13
Disagree	7%	7	0	7
Strongly disagree	4%	4	0	4
Don't know	7%	7	2	5
	Answered	106	40	66

34. WFP ensures the different opinions of women and men, girls and boys are listened to in assessments, and when designing, implementing and monitoring programs				
Answer Choices	Responses		M	F
Strongly agree	11%	12	4	8
Agree	54%	57	27	30
Neither agree nor disagree	15%	16	6	10
Disagree	8%	9	0	9
Strongly disagree	2%	2	0	2
Don't know	9%	10	3	7
	Answered	106	40	66

<i>(check all that apply)</i> Among the WFP programs I know about, there are examples that are:				
Answer Choices	Responses		M	F
gender exploitative	4%	13	7	5
gender blind	10%	30	11	19
sex- and age-disaggregated	26%	76	26	50
gender responsive	24%	71	28	43
gender equal	18%	51	22	29
gender transformative	17%	50	23	27
	Answered	106		

35. WFP's monitoring systems allow the organization to track gender related outcomes				
Answer Choices	Responses		M	F

Strongly agree	16%	17	9	8
Agree	47%	50	23	27
Neither agree nor disagree	14%	15	3	12
Disagree	10%	11	4	7
Strongly disagree	6%	6	0	6
Don't know	7%	7	1	6
	Answered	106	40	66

36. WFP programs, including those implemented by its partners, put into place effective measures and guidance to prevent sexual exploitation and abuse				
Answer Choices	Responses		M	F
Strongly agree	20%	21	11	10
Agree	47%	50	20	30
Neither agree nor disagree	23%	24	6	18
Disagree	3%	3	0	3
Strongly disagree	1%	1	0	1
Don't know	7%	7	3	4
	Answered	106	40	66

Annex 7: Gender Action Plan

Gender Action Plan Layer 1: Driving gender equality programming results

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

Table 1: Contribution of Gender Policy (2015-2020) objectives to the achievement of corporate strategic results, as mapped against Corporate Results Framework indicators

Gender Policy Objective	Corporate Results Framework Outcome Indicator	Corporate Results Framework Cross-Cutting Indicator	Corporate Results Framework 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"> Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rate Food consumption score, disaggregated by sex of household head Minimum dietary diversity (Women) Proportion of the population in targeted communities reporting benefits from an enhanced asset base (disaggregated by sex and age) 	<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"> Proportion of eligible population that participates in programme (coverage), disaggregated by sex and age Proportion of target population that participates in an adequate number of distributions 	<ul style="list-style-type: none"> C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP 	<ul style="list-style-type: none"> C.1: Number of people trained, disaggregated by sex and age E.3: Number of people receiving WFP-supported nutrition counselling F.1 Number of smallholder farmers supported/trained

	(adherence), disaggregated by sex and age	activities, disaggregated by sex and type of activity	<ul style="list-style-type: none"> G.1: Number of people obtaining an insurance policy through asset creation (disaggregated by sex)
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	/	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	/
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	Coping Strategy Index, disaggregated by sex and age	<ul style="list-style-type: none"> C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance), disaggregated by sex and age C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements C.2.1: Proportion of targeted people accessing assistance without protection challenges, disaggregated by sex and age 	/

Gender Action Plan Layer 2: Programme processes and organizational change

The nine Gender Action Plan outcomes, and associated corporate-level indicators, are summarized in Table 2, with action areas and assigned responsibilities detailed in Table 3.

Table 2: Gender Action Plan outcomes and corresponding corporate-level indicators of achievement

	Gender Action Plan outcome	Corporate-Level indicator
Programme Processes	1. Analysis and data: Needs assessments, data collection processes and analyses support effective integration of GEWE into operations, with clear lines of accountability	1.1 Percentage of projects/country strategic plans reporting on cross-cutting gender indicators (C.3.1-C.3.3)
		1.2 Percentage of food security assessment reports that collect, analyse and use sex-disaggregated data
	2. Strategy, guidance and the programme cycle: WFP planning processes and standardized guidance support effective integration of GEWE into WFP operations, with clear lines of accountability	2.1 Percentage of country offices with a functioning complaints and feedback mechanism for affected populations
		2.2 Percentage of WFP standardized guidance manuals into which gender and age dimensions are integrated
		2.3 Percentage of country strategic plans (CSP/ICSP/TICSP) with gender marker code 2a (2017) or gender and age marker code 4 (2018-2020)
Organizational Change	3. Human resources: WFP promotes GEWE through its human resources policies and hiring practices	3.1 Percentage of national, international and senior staff who are women (by contract type)
		3.2 Percentage of respondents in the global staff survey who strongly agree or agree that WFP promotes inclusiveness in its work environment
	4. Capacity development: WFP has technical and professional expertise in GEWE	4.1 Percentage of staff who complete a basic gender learning course, as provided on the Gender Learning channel of the WFP WeLearn portal
		4.2 Percentage of WFP offices with members of the gender results network (GRN)
		4.3 Number of gender advisors (staff) in WFP – P3 level and above
	5. Communications, knowledge and information: on tools and good practices for GEWE	5.1 Percentage of relevant standard project reports (SPRs)/ annual country reports (ACRs) reporting on gender equality results and lessons learned
		5.2 Number of gender-specific research products produced by WFP
	6.1 Number of gender equality partnerships established at corporate level	

	7. Partnerships: WFP partnership agreements include elements on GEWE	6.2 Number of field level agreements at country office level (for CSPs) that contain GEWE provisions
	9. Financial resources: Funding is tracked and contributes to GEWE across all operations and functional areas	7.1 Planned requirements for GEWE as percentage of total WFP planned requirements
		7.2 Actual expenditures on GEWE as percentage of WFP actual expenditures
	10. Evaluation: All WFP evaluations consider results related to GEWE	8.1 Score awarded in the annual meta-review of WFP evaluations
	11. Oversight: WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE	9.1 Percentage achievement of requirements for the UN-SWAP 2.0 (2018 onwards) performance indicators
		9.2 Percentage of audits undertaken where gender is integrated into the risk-assessment approach

Table 3: Gender Action Plan 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		
Indicator 1.1: Percentage of projects/country strategic plans reporting on cross-cutting gender indicators (C.3.1-C.3.3)	Baseline: 74.5% (2014)	Target: 100% (2020)
Indicator 1.2: Percentage of food security assessment reports that collect, analyse and use sex-disaggregated data	Baseline: not established	Target: 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	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	OSZ; GEN; 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; OMS; OSN
1.5 Actions targeting a specific gender and/or age group are based on a comprehensive gender and age analysis, demonstrating that they respond to the needs identified	Regional bureaux, country offices	OSZ; GEN
1.6 Include GEWE as an essential element of the Food Security and Nutrition Framework	OSZ	GEN
1.7 Identify and use innovative products/processes to support gender-sensitive needs assessments and programming throughout WFP	Regional bureaux, country offices	/

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		
Indicator 2.1: Percentage of country offices with a functioning complaints and feedback mechanism for affected populations	Baseline: 49% (2014)	Target: 100% (2020)
Indicator 2.2: Percentage of WFP standardized guidance (manuals) into which gender and age dimensions are integrated	Baseline: not established	Target: 100% (2020)
Indicator 2.3: Percentage of country strategic plans (CSP/ICSP/TICSP) with gender marker code 2a (2017) or gender and age marker code 4 (2018-2020)	Baseline: 79% (2014)	Target: 100% (2018)
2.1 Develop and/or update guidelines for participatory approaches that involve women and men, girls and boys equally in WFP projects and programmes	OSZ	GEN
2.2 Adapt to WFP 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	OS; RM	GEN
2.4 Ensure that WFP programmes and projects adhere to the IASC gender marker at all stages of the project cycle. Decentralize the coding of the gender marker to regional bureaux	Regional bureaux, country offices	OSZ; OMS; OSN; GEN
Action Area	Lead units	Support units
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 country strategic plans on gender analysis and ensure that they build on the strengths and address the weaknesses identified in all areas of the WFP mandate	Regional bureaux, country offices	OSZ; OMS; OSN; GEN
2.7 Update WFP Strategic Plan and Corporate Results Framework to incorporate the requirements of the Gender Policy (2015-2020) and the GAP	OSZ; RMP	GEN
2.8 With other stakeholders, implement a comprehensive action plan for preventing sexual exploitation and abuse	PSEA corporate focal point	HRM; OSZPH; ETO; OIGI; GEN; PGM
2.9 Advocate for GEWE in policy dialogue with governments involved in the SDG 2 Agenda	Regional bureaux, country offices	GEN
2.10 Develop a WFP Gender Toolkit, including guidance on incorporating gender dimensions into the programme cycle and on gender analysis	GEN	Regional bureaux
Outcome 3, Human resources: WFP promotes GEWE through its human resources policies and hiring practices		
Indicator 3.1: Percentage of national, international and senior staff who are women (by contract type)	Baseline: P4 44%; P5 38%; D1 38%; D2 29%, U/ASG 43%; NOD 100%; NOC 37%	Target: improvement
Indicator 3.2: Percentage of respondents in the global staff survey who strongly agree or agree that WFP promotes inclusiveness in its work environment	Baseline: 72% (2015)	Target: 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; 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 accountabilities related to GEWE	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 the WFP 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		
Indicator 4.1: Percentage of staff who complete a basic gender learning course, as provided on the Gender Learning channel of the WFP WeLearn portal	Baseline: (2017)	Target: 60% (2020)
Indicator 4.2: Percentage of WFP offices with members of the gender results network (GRN)	Baseline: 48.6% (2014)	Target: 100% (2020)
Indicator 4.3: Number of gender advisers (staff) in WFP – P3 level and above	Baseline: 1 P5 at HQ (2016)	Target: HQ – 1 P5, 1 P4, 1 P3; RBx – 1 P4 or NOC; large COs – 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
Action Area	Lead Units	Support Units
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 partners' staff	GEN; Regional bureaux; country offices	HRM
4.7 Deliver training on basic gender and food security issues by 2016 and 2017, 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		
Indicator 5.1: Percentage of relevant standard project reports (SPRs)/ annual country reports (ACRs) reporting on gender equality results and lessons learned	Baseline: 100%	Target: 100%
Indicator 5.2: Number of gender-specific research products produced by WFP	Baseline: 2 (2017)	Target: 5 (2020)
5.1 Systematically share and document knowledge on and tools and good practices for GEWE, with internal and external audience	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 contribution to GEWE, with internal and external audiences	PGM; RMPO	GEN
5.5 Participate in inter-agency communities of practice on GEWE	GEN	PGM
Outcome 6, Partnerships: WFP partnership agreements include elements on GEWE		
Indicator 6.1: Number of gender equality partnerships established at corporate level Indicator 6.2: Number of field level agreements at country office level (for CSPs) which contain GEWE provisions	Baseline: (2017) Baseline: (2017)	Target: increase Target: 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	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	RMBP; PGC
6.5 Review standard contract templates and include a gender clause where appropriate	GEN	LEG
6.6 Systematically participate and promote GEWE in inter-agency coordination mechanisms at multiple levels, especially with other Rome-based agencies	DED	GEN; PGR
6.7 WFP cluster leads to promote GEWE in inter-agency forums and among partners	OSE	Global Food Security, Logistics, and Emergency Telecommunications Clusters; GEN
6.8 Participate in the UN-SWAP peer review process with the other RBAs	GEN	/
Outcome 7, Financial resources: Funding is tracked and contributes to GEWE across all operations and functional areas		
Indicator 7.1: Planned requirements for GEWE as percentage of total WFP planned requirements Indicator 7.2: Actual expenditures on GEWE as percentage of WFP actual expenditures	Baseline: 11% (2015) Baseline: 11% (2015)	Target: 15% (2020) Target: 15% (2020)
7.1 Ensure corporate funding is made available to implement WFP's gender policy	OED	RMB
Action Area	Lead Units	Support Units
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 Executive Board in November 2016	GEN	RMB; RMP; Regional bureaux; Country offices
7.3 Consider GEWE reporting requirements during design of the new CRF and operational budget structure	RMP; 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 Inter-Agency Standing Committee (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 PSA 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	PGG; Regional bureaux	EMG; GEN; Country offices
Outcome 8, Evaluation: All WFP evaluations consider results related to GEWE		
Indicator 8.1: Score awarded in the annual meta-review of WFP evaluations	Baseline: 7.51-10.50 (2014)	Target: 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		
Indicator 9.1: Percentage achievement of requirements for the UN-SWAP 2.0 (2018 onwards) performance indicators	Baseline: 80% (2014)	Target: 100% (2020)
Indicator 9.2: Percentage of audits undertaken where gender is integrated into the risk-assessment approach	Baseline: PGA (2015)	Target: 100%
9.1 Establish a senior-level mechanism for monitoring delivery on WFP 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	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 (OIGA)	OIG	GEN

Annex 8: Gender Delivery Mechanisms

The table below provides a summary of the mechanisms developed by WFP to deliver the Gender Policy (2015-2020).

Delivery mechanism	Operational level	Overview
Gender Action Plan (GAP)	Headquarter, regional bureau and country office	Established in 2016, the GAP guides implementation of the Gender Policy between 2015 and 2020 by establishing concrete and measurable actions and accountabilities toward delivery of WFP gender equality programming results, and programme processes and organizational change
Gender architecture		
Gender Office	Headquarter	Responsible for policy design, implementation of GAP, reporting to the Executive Board. Lead and coordination of the GTP, GRN, RWEE, advocacy and campaigning. Includes a team of one senior gender advisor, four policy officers, one consultant, one business assistant and one coordinator for the Rural Women's Economic Empowerment Programme
Regional gender advisors (RGA)	Regional bureau	Gender Policy implementation: programme and organizational commitments; use of the gender and age marker; capacity development and training; knowledge management. five out of six RGA posts are filled. Reports to Deputy Regional Director or senior regional programme advisor
Country office gender advisors or focal points	Country office	Strategic and technical support for the mainstreaming of GEWE across WFP operations. A total of 22 posts are filled across 83 WFP countries. Based in the country office and supports field offices. Reports to programme manager or Country Director
Gender results network (GRN)	Headquarter, regional bureau and country office	Employees who share knowledge and use of gender resources, support capacity development, raise staff and partner awareness, participate in WFP campaigns, operationalize corporate commitments in the Gender Policy and UN-SWAP Action Plan. Each entity should draft, have approved and implement its office-specific GRN ToR
Gender architecture		
Regional gender strategy	Regional bureau	Each region should design, resource and implement a gender strategy that adapts the Gender Policy to the regional context. Some regional gender strategies pre-date the Gender Policy (2015)
Country office gender action plans	Country office	The majority of WFP country offices have a CGAP in place
Gender mainstreaming		

Gender Transformation Programme (GTP)	Headquarter to country office	12-18 months country office capacity building supported by Gender Office and RGAs. Country offices are self-recruited, assess their gender baseline and implement a gender improvement plan. A final assessment reviews whether a minimum of 34 out of 39 benchmarks are met for the country office to be GTP accredited
Gender and age marker (GAM)	Headquarter, regional bureau and country office	Corporate tool that codes the extent to which GAMs are integrated into the design and monitoring of a WFP country strategic plan or programme on a 0-4 scale. Supported by the Gender Toolkit
UN system-wide action plan, UN-SWAP	Headquarter	A United Nations-wide accountability framework to review and support the mainstreaming gender equality and women's empowerment across all major institutional functions of the United Nations system entities
Gender capacity development		
Capacity development	All	Capacity assessment surveys carried out in 2014 and 2016. Blended learning and information using the Gender Toolkit, gender learning journeys, gender learning channel, gender intranet page
Gender Toolkit	All	Online tool launched in 2017 that provides information, guidance and tools on integrating gender in WFP programming, operations (organizational) and thematic areas of work
Tools and guidance	All	WFP publications e.g. <i>Gender and Food Security Analysis</i> , ⁶⁵ <i>Gender and Cash Study</i> , ⁶⁶ and gender-related tools/guidance from other units and divisions
Online gender community	All	Self-recruited employees interested in support to GEWE through their work and collaboration with other WFP staff and partners
Orange days and brown-bag lunches	All	Knowledge sharing and conversation opportunities held in Rome on a monthly to quarterly basis with a dial-in facility and in some country offices and regional bureaux

65 WFP, 2019. Gender Guidelines: Gender and Food Security Analysis.

66 WFP, 2019. Gender and Cash WFP Study.

Annex 9: Mapping of Gender Action Plan, Gender Policy Minimum Standards and Gender Transformation Programme Indicators and Benchmarks

Gender Action Plan	Gender Policy minimum standards	Gender Transformation Programme
Relevance and coherence		GTP benchmarks
Gender Policy and GAP (not included in GAP)		1.1.1. Country office gender action plan aligned with (a) the corporate Gender Policy 2015-2020, (b) the corporate Gender Action Plan and (c) the regional gender implementation strategy
Layer 1 of the GAP		GTP benchmarks
Gender Policy Objectives 1 to 4		7.1.1: In the last two years, the office has made at least one substantive contribution to transformative gender equality results, aligned to one or more of the four objectives of the Gender Policy (2015-2020)
National normative frameworks (policies, legislation) (not included in GAP)		7.1.2: For country offices: The country office has made a significant contribution to ensuring that national normative frameworks (policies, legislation etc.) related to food security, nutrition and/or emergencies are gender-transformative
Layer 2 of the GAP for programme processes and organizational drivers	Minimum standards for gender mainstreaming (GM) and targeted actions (TA)	GTP benchmarks
1. Analysis and data: Needs assessments, data collection processes and analyses support effective integration of GEWE into operations, with clear lines of accountability Percentage of projects/country strategic plans reporting on cross-cutting gender and protection indicators Percentage of food security assessment reports that collect, analyse and use sex-disaggregated data	GM a) Regional bureau and country offices (CO) systematically collect, analyse and use sex- and age-disaggregated data and gender indicators – including in emergencies – which are incorporated into all major data sources. Where the collection of sex- and age-disaggregated data poses considerable challenges, estimates are provided GM e) Outcomes and indicators of WFP Strategic Plan are updated to stimulate and track gender outcomes GM f) WFP food assistance policies and programmes involve different sex and age groups in decisions about assessment, design, implementation, monitoring and evaluation. Inclusion is facilitated	1.1.4. Gender is incorporated in the office monitoring and evaluation framework, which is aligned with the office gender strategy/action plan (Conforms to the "WFP Evaluation Charter" and "Evaluation Policy 2016-2021" and application of the UNEG guidance "Integrating Human Rights and Gender Equality in Evaluation") 4.1.1: The office systematically collects, analyses and uses sex and age-disaggregated data. (Where the collection of sex and age-disaggregated data poses considerable challenges, estimates are provided)

	<p>when assessment teams and community-level focus group discussions involve women, men or both, as appropriate</p> <p>TA a) 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</p>	
<p>2. Strategy, guidance and the programme cycle: WFP planning processes and standardized guidance support effective integration of gender equality and women's empowerment (GEWE) into WFP operations with clear lines of accountability</p> <p>Percentage of country offices with a functioning complaints and feedback mechanism for affected populations</p> <p>Percentage of WFP corporate analytical tools for assessing protection that include gender and age dimensions</p> <p>Percentage of projects and country strategic plans with gender marker code 2a or 2b</p>	<p>GM b) Gender and age analysis is systematically incorporated into broader analyses of the context and nutrition situation so as to gain better insights into the specific needs, roles, vulnerabilities, risks – such as gender-based violence (GBV) and sexual exploitation and abuse – 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 on these parameters</p> <p>GM c) Findings from gender analysis are an integral element of the programme cycle and quality control systems, and inform central planning documents and major regional and country programme documents</p> <p>GM d) All country strategies are based on a country gender analysis and respond to strengths and weaknesses identified in WFP mandated areas of responsibility</p> <p>GM j) WFP food assistance policies and programmes adhere to the IASC gender marker and minimum standards for prevention and mitigation of GBV, adapted by WFP for the nutrition and food security sectors</p> <p>TA a) 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</p> <p>TA b) WFP food assistance policies and programmes facilitate women's participation in group initiatives – where appropriate – that build women's knowledge, skills and self-confidence and support social networks on which women can draw in times of need</p> <p>TA c) WFP uses technologies, services and infrastructure that help to reduce women's unpaid workloads linked to WFP food assistance</p> <p>TA d) Context-specific initiatives are designed to promote the involvement in gender work of men and boys: increased understanding of gender equality and nutrition among men and boys can lead to positive behaviour change in families while equipping more</p>	<p>4.1.2: Gender analyses are systematically undertaken and incorporated into (a) situation/context analyses, and (b) key planning, implementation, monitoring, evaluation and reporting documents</p> <p>4.1.3: All office projects (initiated since 2015) are coded 2A or 2B on the IASC gender marker</p> <p>4.1.4: WFP stakeholders of different sex and age groups are involved in decisions about the assessment, design, implementation, monitoring and evaluation of WFP policies and programmes</p> <p>4.1.5: The largest project includes gender equality targeted actions (see minimum standards TA examples in grey)</p>

	<p>community members with knowledge and tools for ensuring food security</p> <p>TA e) Where persistent gaps exist, WFP invests in community and school-based strategies and partnerships for school feeding that generate more sustainable incentives for parents to continue girls' education beyond primary school</p>	
<p>3. Human resources: WFP promotes GEWE through its human resources policies and hiring practices</p> <p>Percentage of women in WFP workforce – national staff, international professionals</p> <p>Percentage of respondents in global staff survey who strongly agree or agree that WFP promotes inclusiveness in its work environment</p>		<p>1.1.2. Annual Performance and Competency Enhancement (PACE) plans of senior managers include at least one key gender equality result</p> <p>1.1.3. PACE reviews of Office staff include assessment of GEWE competencies</p> <p>1.2.1. At least one member of staff (minimum P4 level, or equivalent) in the office is a member of the gender results network (GRN), with a written ToR and at least 20 percent of work time allocated to GEWE functions</p> <p>2.1.1. Progress has been made towards overall gender parity in office staff, with a minimum five percent shift in the preceding 12 months</p> <p>2.1.2: Progress has been made towards the equal participation of women and men in committees, advisory bodies and other decision-making entities; with at least a five percent shift in the preceding 12 months</p> <p>2.2.1: Corporate work/life balance measures are communicated to all staff, and staff are encouraged to utilize the available arrangements</p> <p>2.2.2: At least 70 percent of staff feel empowered to express their views in the office</p> <p>2.2.3: Corporate directives on prevention of sexual exploitation, abuse and harassment, and abuse of authority are communicated to all staff and implemented</p> <p>2.2.4: At least one office-wide learning activity on work life/balance and prevention of sexual exploitation, harassment and abuse measures implemented in the preceding 12 months</p> <p>3.1.1: Orientation to WFP commitment to gender equality and women's empowerment is integrated into the staff induction documents and procedure</p>

		3.3.3: Recruitment procedures include screening for gender competencies
<p>4. Capacity development: WFP has technical and professional expertise in GEWE</p> <p>Percentage of trained staff who report being more able to integrate gender dimensions into their work one month after training</p> <p>Percentage of WFP offices with members of the Gender Results Network (GRN)</p> <p>Number of senior gender advisers in WFP – P3 level and above</p>	<p>GM h) As the main support to WFP field activities, the Operations Services Department (OS) ensures that gender equality and women's empowerment are included in all manuals, guidance, policies and other guiding documents for activities and clusters, including the logistics, food security and emergency telecommunications clusters</p>	<p>3.1.2: All staff have completed a basic-level training course on gender equality and women's empowerment, preferably in relation to food security and nutrition; such as the (a) FAO "Gender in Food and Nutrition Security" course; (b) UN Women "I Know Gender: an Introduction to Gender Equality for UN Staff" course; or (c) UNHCR's Age, Gender and Diversity Approach e-Course</p> <p>3.1.3: The office has implemented at least one learning event to strengthen staff understanding of, and ability to integrate gender into, their work</p> <p>3.2.1: "Learning by doing" gender capacity-development plan for mid-level and senior managers (P4, P4 equivalent and "above") is implemented</p> <p>3.2.2: Large offices: dedicated gender specialist (adviser, officer etc.) in place</p> <p>Other offices: there is at least one formal partnership with a gender specialist or gender-specialized entity (e.g. UN Women, academic department, women's civil society organization, standby partner) to support gender-responsive programming</p> <p>3.3.1: Tailored gender refresher courses delivered to senior management</p> <p>3.3.2: At least two all-staff events organized in the preceding 12 months to promote dialogue on gender equality and women's empowerment</p>
<p>5. Communications, knowledge and information: WFP systematically documents and shares knowledge on tools and good practices for GEWE</p> <p>Percentage of relevant standard project reports (SPRs) reporting on gender and protection results and lessons learned</p>		<p>5.1.1: Main knowledge product issued in the preceding 12 months explicitly addresses issues of gender equality and women's empowerment</p> <p>5.1.2: In the last 12 months, the office has produced a knowledge product specifically addressing gender equality</p> <p>5.2.1: The office communication plan explicitly references measures for gender-sensitive communication and the dissemination of GEWE messages</p> <p>5.2.2: Key messages on gender equality are developed and disseminated by the office</p>

		5.2.3: Office communications and advocacy materials are gender sensitive
<p>6. Partnerships: WFP partnership agreements include elements on GEWE</p> <p>Number of partnerships established at headquarters, regional bureaux and country offices that include GEWE as an area of collaboration</p>	<p>GM g) WFP regularly works with partners at regional, national and local levels to identify areas for improvement and mutual accountability for integrating gender equality and women's empowerment into WFP food assistance</p> <p>GM i) All programme budgets and budget templates used for the preparation of field-level agreements include specific lines for gender-related costs under each programme activity (i.e. as a cross-cutting theme). Gender equality and women's empowerment activities are given priority in resource allocation, even when resources are limited</p> <p>See also 7. Financial resources</p>	<p>1.3.2. All field level agreement budgets include specific lines for GEWE-related costs</p> <p>6.1.1: Since 2015, office partnership agreements (contracts, memorandums of understanding etc.) include gender equality clauses addressing minimum standards, activities, performance indicators, monitoring, reporting or other applicable measure/s (such as budget lines for gender capacity strengthening)</p> <p>6.1.2: The office has invested in assessing the gender capacities of its partners and working together on mutual gender capacity strengthening</p> <p>6.1.3: One agreement involves direct collaboration with a women's rights organization, academic/research institution, community group (or other entity)</p> <p>6.2.1: In the preceding 12 months, the office has participated in (a) inter-agency coordination mechanisms on GEWE, or (b) local gender networks</p> <p>6.2.2: In the preceding 12 months, the office has made at least one substantive contribution to interagency work on gender equality and women's empowerment</p>
<p>7. Financial resources: Funding is tracked and contributes to GEWE across all operations and functional areas</p> <p>Planned requirements for GEWE as percentage of total WFP planned requirements</p> <p>Actual expenditures on GEWE as percentage of WFP actual expenditures</p>		<p>1.3.1. At least 15 percent of the total programme expenditure is attributable to gender equality activities (11% – 2016; 12% – 2017; 13% – 2018; 14% – 2019)</p> <p>See also 1.3.2 under 6. Partnerships</p> <p>1.3.3. The office has a strategy for mobilizing resources for gender equality and women's empowerment initiatives</p>

<p>8. Evaluation: All WFP evaluations consider results related to GEWE</p> <p>Score awarded in the annual meta-review of WFP evaluations</p>	<p>GM e) Outcomes and indicators of WFP strategic plan are updated to stimulate and track gender outcomes</p> <p>GM f) WFP food assistance policies and programmes involve different sex and age groups in decisions about assessment, design, implementation, monitoring and evaluation. Inclusion is facilitated when assessment teams and community-level focus group discussions involve women, men or both as appropriate</p>	
<p>9. Oversight: WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE</p> <p>Regular gender audits undertaken, in line with WFP risk-based approach</p> <p>Percentage achievement of requirements for the 15 UN-SWAP performance indicators for GEWE</p>		

Annex 10: Recommendations from the Evaluation of the Gender Policy (2009) and Follow-Up Actions

The Table below presents the extent to which the 2014 evaluation recommendations and management response are reflected in the 2015 Gender Policy, in the post-policy period and in 2019. The columns in the table are drawn from various sources.

Columns 1 and 2: Evaluation of the Gender Policy (2009) – Recommendations and Management Response (2014) are both drawn from the Executive Board First Regular Session, 2014, Management Response to the Recommendations of The Summary Evaluation Report of the WFP Gender Policy (2008-2013)

Column 3: Incorporation of Recommendations in the Gender Policy (2015-2020) is drawn from The Gender Policy (2015-2020)

Column 4: Status of Management Response Commitments in 2014/2015/2016 (where relevant) is drawn from:

- WFP internal management response tracker
- Updates to the Executive Board
- Evaluation teams’ assessment based on document review and key informant interviews

Column 5: Current Status of Management Response Commitments in 2019 (where relevant) is drawn from the evaluation team’s assessment of current status based on document review and key informant interviews

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
<p>Recommendation 1: Policy development, strategizing and planning</p> <p>1 a) Renew the Gender Policy over a year</p> <p>The current policy is no longer fit for purpose in a changing institutional and global environment of accountability for gender-related results. It should be renewed. The new policy must be clearly connected to the Strategic Results Framework (SRF) (2014–2017) and Management Results Framework (MRF) and should provide:</p>	<p>Agreed</p> <p>WFP will reformulate the policy through a participatory consultative process encompassing the elements described in this recommendation. The new policy should clearly demonstrate alignment with the external context in which WFP operates, adherence to the United Nations Accountability Framework for Gender, and coherence with WFP SRF and MRF</p>	<p>Gender Policy was renewed in 2015 adopting a consultative process</p> <p>The Gender Policy demonstrates alignment with UN-SWAP and coherence with SRF</p>	<p>Implemented 27/2/15</p>	<p>N/A</p>

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
<ul style="list-style-type: none"> □ A clear vision on the gender-related results to which WFP will contribute, and a statement of “what gender means for WFP” □ A strong evidence-based narrative linking gender issues to the WFP mandate, and stating the comparative advantage of WFP in addressing gender issues □ A theory of change with expected results for beneficiaries, including under each strategic objective; and □ A credible framework for action <p>Policy development will require:</p> <ul style="list-style-type: none"> □ Adequate time for a rigorous process; broad and deep consultation, particularly at the field level; a review of partnerships; and dissemination □ Resourcing – seed funding for the first two years, to which both donors and WFP should contribute; the volume of resourcing should be clearly stated in advance, to facilitate planning and prioritization □ Guidance from a WFP-wide, high-level steering group that can draw on the resources of a technical advisory group comprising internal and external expertise □ Intensive scrutiny, including by the Executive Board during the approval process 	<p>WFP will convene a technical review group to support the formulation and validation of the new gender policy, focusing on the guidelines for policy development</p>			
<p>1 b) Embed gender issues in country strategies and operational plans</p>	<p>Agreed</p>	<p>Promoting gender analysis is at the core of the Gender Policy (e.g. Layer 2 GAP outcome 1)</p>	<p>Implemented 31/3/14</p>	<p>Evaluation team analysis of the CSPs found that analysis was included in CSPs, to varying degrees of depth</p>

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
<p>While the policy is being revised, all country Offices should articulate in their country strategies or operational plans “what gender means” to WFP in its operating environments – including in analysis such as vulnerability analysis and mapping; what strategies will be applied; what results linked to the new strategic plan and SRF are sought; and how these results will be achieved</p>				CRF mandatory indicators for Gender: C3.1, 3.2 and 3.3
	<p>In September 2013, the WFP country strategy quality standards checklist was amended to enable assessment of a country strategy’s potential to contribute to gender equality, particularly through the inclusion of gender analysis, and whether working toward gender equality is reflected in the strategy’s intended outcomes</p>	<p>Gender analysis at the core of minimum standards</p>	<p>The 2014 CSP quality standards checklist included the gender criteria (3-1)⁶⁷</p>	<p>The WFP gender and age marker used to assess integration of gender in CSPs implemented since 2018</p>
	<p>Gender indicators are included in the SRF (2014-2017) as cross-cutting indicators and in the MRF (2014-2017) annual performance planning guidance will be updated to include the review of those gender indicators</p>	<p>Use of sex- and age-disaggregated data and gender indicators included as a minimum standard</p>	<p>2014-2017 SRF included cross-cutting indicators for gender⁶⁸ 2016 template for APP did not include a specific reference to gender indicators⁶⁹</p>	<p>Annual performance report Annex IX reports on gender marker and UN-SWAP⁷⁰</p>
<p>Recommendation 2: Programming and operations</p> <p>2 a) Integrate gender issues into WFP programme cycle</p> <p>It is through programmes and operations that WFP generates results for the people it serves. Gender issues must be embedded in</p>	<p>Agreed</p>	<p>Policy commitment to integrate GEWE into WFP programm cycle</p>	<p>Implemented 31/3/14</p>	<p>Gender-oriented guidance in CSPs</p>
	<p>WFP will develop and apply a set of minimum quality standards, based on the Inter-Agency Standing Committee (IASC) gender marker, to assess the extent to which gender analysis is incorporated in the design of</p>	<p>Commitment to IASC gender marker and minimum standards</p>	<p>IASC gender marker applied from 2012</p>	<p>WFP gender and age marker included as a criterion for approval of CSPs</p>

67 WFP, 2014. Country Strategy Quality Standard Checklist.

68 WFP, 2013. Strategic Plan 2014-2017. WFP/EB.A/2013/5-A/1.

69 WFP, 2015. Annual Performance Plan 2016 templates instructions for CO, RBs and HQ divisions, 2015 PMMD.

70 WFP, 2018. Annual Performance Report.

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
<p>operational instruments and procedures to become an integrated part of WFP business by:</p> <ul style="list-style-type: none"> □ Embedding gender into the <i>Programme Guidance Manual</i> and the programme review committee's terms of reference to ensure that new programme designs are explicit on their intentions for addressing gender issues, including in objectives, strategies, anticipated risks and reporting □ Integrating gender issues into all levels of programme logical frameworks, results frameworks, and monitoring and reporting processes as a requirement for approval 	documents submitted to the programme review committee, and will recommend changes to documents to comply with these standards			Gender Toolkit includes gender and age marker guidance note ⁷¹ for country offices
	WFP will continue to support programme advisors in understanding how gender analysis assists WFP delivery of more efficient and effective services	Rationale for gender analysis outlined in Gender Policy	Toolkit for Participatory Gender Analysis (2016)	Gender Toolkit includes modules on gender analysis; gender analysis studies shared
	The <i>Programme Guidance Manual</i> will be reviewed and amended in line with the forthcoming gender policy	Policy commits to programme guidance design to support men, women, girls and boys reaching their potential	Gender was included as a topic in the <i>Programme Guidance Manual</i> ⁷² 2015 (pre-dated policy) Programme cycle guidance material was reviewed in order to achieve alignment	Superseded by gender toolkit
	The gender indicators included in the 2014-2017 SRF and MRF require tracking at project level. Standard operating procedures for project-level monitoring and evaluation and minimal monitoring requirements are being prepared	N/A	Gender indicators were included in the 2014-2017 SRF and MRF	CRF includes three mandatory cross-cutting gender indicators
2 b) Apply the IASC gender marker as an instrument for supporting gender-sensitive programme/project design	Agreed	Commitment to IASC gender marker and minimum standards	Implemented 27/2/15 IASC gender marker applied from 2012	WFP gender and age marker a criterion for approval of CSPs Guidance provided

71 WFP Gender office, gender toolkit.

72 WFP, 2015. Programme Guidance Manual, Gender in the PGM, 2015.

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
<p>The gender marker has considerable potential to support greater gender sensitivity in design and enable corporate-wide analysis of gender sensitivity in WFP operations. WFP should:</p> <ul style="list-style-type: none"> □ Build on current application of the gender marker by ensuring that ranking is conducted by internal country resources such as GenCap advisors, regional bureaux, or Gender Office (OMG). country offices will require further training □ Establish transparent assessment procedures, and conduct annual analysis, validation and quality checking of ratings (OMG) to support corporate reporting and more robust application of the gender marker □ Review the scope of the gender marker for use beyond design, in implementation and as a monitoring and evaluation tool 	<p>Measures will continue to be taken to enhance systematic application of the IASC gender marker in reviewing the situation analysis, project activities and outcomes of all projects submitted to the programme review committee</p> <p>In collaboration with the GenCap project, WFP is analysing the potential of the IASC gender marker as a monitoring and evaluation tool. This, combined with a review of the United Nations Development Group Gender Equality Marker Guidance Note, is expected to result in a clearer iteration of a WFP-specific gender marker</p>	<p>Commitment to IASC gender marker and minimum standards</p> <p>Commitment to IASC gender marker and minimum standards</p>	<p>IASC gender marker applied from 2012</p> <p>IASC gender marker applied from 2012</p> <p>WFP was an early adopter of the gender and age marker</p>	<p>WFP gender and age marker a criterion for approval of CSPs</p> <p>Guidance provided</p> <p>WFP gender and age marker a criterion for approval of CSPs</p> <p>Guidance provided</p>
<p>2 c) Review partnerships for addressing gender issues</p> <p>WFP cannot and should not attempt to do everything alone. While developing its own capabilities to address gender issues, it is even more important that WFP seek partners to maximize results</p> <p>At country level:</p> <ul style="list-style-type: none"> □ Clarify the national government's expectations from WFP in terms of gender issues and food security/nutrition, and identify relevant plans and partnerships 		<p>Partnerships one of the seven Layer 2 organizational change drivers for change in the Gender Policy</p>	<p>Implemented 31/12/16</p>	<p>Evidence of joint programming (e.g. JP-RWEE, Gallup and FAO collaboration EU RBA Joint Project)</p>

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
<ul style="list-style-type: none"> □ Work with other United Nations agencies and on Delivering as One, the Transformative Agenda and the cluster approach in order to align with agencies that promote devoting attention to gender dimensions, seek opportunities for joint programmes that incorporate gender and food security/nutrition dimensions, and connect with related training opportunities where feasible □ Seek strategic rather than purely delivery relationships with partners that have gender expertise in food security/nutrition/livelihoods activities □ Assess current partnerships for addressing gender issues to clarify the scope for improvement and enhanced mutual accountability; embed gender considerations systematically into field level agreements with cooperating partners, including minimum standards, and ensure that compliance is tracked and reported 				
<p>Recommendation 3: Capacity development and knowledge management</p> <p>3 a) Develop technical gender expertise at all organizational levels:</p> <ul style="list-style-type: none"> □ Undertake the gender capacity assessment required by the SWAP and use it to inform future recruitment and staff development planning and strategies 	Agreed	Gender Policy makes strong commitment to capacity development and knowledge management	Implemented 31/12/16	Extensive investment in capacity-building efforts (e.g. toolkit, I know Gender). However, downstream results have been variable
	WFP will take immediate action to augment its technical capacity in gender issues, especially to support formulation of the new policy in 2014. At least two gender experts will be added through external recruitment	Gender Policy recognizes capacity as a driver (and risk) for success of policy. Specific budget line		Gender Toolkit, GRNs, GTP, gender support in places However, not all RGAs or country gender advisors (CGAs) in post

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
<ul style="list-style-type: none"> □ Develop and implement a clear strategy to expand the pool of gender-competent policy and programme staff □ Make a strong case and communicate the demand for gender expertise – technical and mainstreaming – at headquarters and regional bureaux □ Expand the rollout of gender marker training to all staff, tailored to their respective functions □ Develop a proactive and systematic approach to knowledge management/sharing/learning on gender (OMG) □ Include specific strategies, targets and actions in the new human resource strategy to increase the pace towards gender parity in staffing 		<p>included for capacity development</p> <p>Gender Policy commits to GRN time (20%), capacity development plan, commitment to P4 gender advisor posts in regional bureau and very large country offices</p>		
	<p>WFP will develop its technical gender expertise through a results-driven process that enables identification of the capabilities required to achieve intended results. These capacities will be acquired through capability/awareness development and/or recruitment, and measured through the performance management process</p>	<p>Gender Policy commits to a corporate certification process that recognizes good performance and delivery of results in GEWE by regional bureau, country office and headquarter divisions</p>	<p>Gender capacity assessment survey 2014</p>	<p>Gender capacity assessment survey 2019</p> <p>Gender competencies not included in PACE for most employees</p>
	<p>WFP will develop and implement a diversity and inclusion strategy to ensure a holistic approach that sets clear targets, leadership accountability and human resource competence, systems and policies, which will be integrated into people-management processes to achieve gender parity in staffing, for example by setting</p>	<p>Gender Policy commits to gender parity, leadership accountabilities and human resource competencies</p>	<p>No diversity and inclusion strategy was circulated⁷³</p> <p>The People Strategy (2014-2017) was “vague on issues of diversity and inclusion”</p>	<p>Diversity and inclusion strategy not circulated</p> <p>Workforce culture report and recent GSS survey found evidence of discrimination and harassment in WFP;⁷⁴ Gender parity not achieved,⁷⁵ and</p>

73 Evaluation of the WFP People Strategy (2014-2017).

74 WFP, Willis Towers Watson, 2019. External Review of Workplace Culture and Ethical Climate at World Food Programme and WFP, 2019. General staff survey.

75 Annual updates to the Board on GAP reporting.

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
	recruitment targets for managers that measure efforts to recruit qualified women			GEWE not included in HR competencies Cultural diversity considered to be a positive characteristic by focus group participants for Workforce culture report ⁷⁶
<p>3 b) Expand and sharpen the gender advocate network</p> <p>The network should adopt a team approach and become a sharpened resource for WFP as follows:</p> <ul style="list-style-type: none"> □ Each division, regional bureau, country office and sub-office should have a mixed team of gender advocates – at the international and national levels, etc. – following corporately developed terms of reference □ The network requires review and a clear rationale for selection, including seniority, dedicated time, at least modest resources, and clear, measurable and deliverable results in staff performance compacts □ The network requires time to meet, at least annually, to review progress and set objectives and deliverables for the year ahead 	Agreed	Gender Policy commits to a refresh of gender advocate network	Implemented 30/6/14 Efforts were made to refresh the GRN (GRN ToR)	The evaluation team found evidence that level of activity of the GRN varies across countries including time dedicated to work on GEWE ⁷⁷ (no significant improvement since 2016)
	WFP has reviewed the terms of reference of gender advocates. In early 2014, as part of the new policy development process, it will focus on establishing appropriate representation in the gender advocate network, as identified in the recommendation. OMG will work with all levels of WFP to build consensus on the definition of corporate terms of reference. Agreements will then be reached on milestones and on potential global or regional meetings	Gender Policy commits to GRN with strong managerial oversight and gender balance, ToR, 20% of time allocated to their function as gender focal points, networking and capacity building	GRN plan in place 2018, GRN digest 2015-2017, GRN reports Time spent on gender equality activities by GRN staff ⁷⁸ - 77% spend under 15% - 8% spend between 16 and 20% - 15% spend more than 20% on gender	
Recommendation 4: Accountability and reporting roles and responsibilities	Agreed	Gender Policy commits to ensuring that gender issues are tracked and reported corporately	Implemented 30/12/16	

76 Willis Towers Watson, 2019 External Review of Workforce Culture and Ethical Climate at WFP.

77 Please refer to analysis in body of the evaluation report (section 2.2.6).

78 GRN time allocation survey, 2017.

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
<p>4 a) Ensure that gender issues are consistently tracked and reported on corporately</p> <p>The period 2014-2017 provides an opportunity to ensure prominence for gender issues in corporate reporting and oversight mechanisms. Opportunities for broadening and deepening the work commenced by OMG include:</p> <ul style="list-style-type: none"> □ Revisiting the SRF and MRF indicators to ensure that gender considerations feature strongly, including in differentiated and appropriate gender-sensitive indicators for each strategic objective □ Revising corporate reporting tools, including standard project reports, to reflect more appropriate indicators of gender results, geared to those of the SRF and accompanied by clear guidance □ Compiling additional annual reports integrating existing SWAP reporting (OMG) and using them to inform the annual Executive Board updates; quarterly interim Executive Board updates would also enhance the profile of gender issues and facilitate the raising of resources for addressing them □ Embedding gender considerations into guidance and quality criteria for all evaluations, and ensuring that they are reported through the annual evaluation report and SWAP mechanism 	<p>Gender-related indicators are included in the 2014-2017 SRF approved by the Board and in the MRF. Relevant outcome indicators in the SRF are disaggregated by gender, and will be revisited during the mid-term review of the strategic plan. Additional gender indicators and refinements will then be incorporated, as relevant</p>		<p>Gender-related indicators were included in SRF</p>	<p>CRF includes three mandatory gender indicators</p>
	<p>Standard project reports (SPRs) reflect the indicators included in projects' logical frameworks, which draw on the SRF. SPRs are therefore aligned with the SRF indicators. In mid-2013, a new guidance module on the "Progress Towards Gender Equality" section of SPRs was shared with all country offices. The module explained the different indicators and provided guidance on the narrative to be contained in SPRs</p>	<p>Gender Policy does not mention SPR</p>	<p>Gender Office provided input into the SPR guidance document⁷⁹</p> <p>2017 SPR guidance includes progress Towards gender⁸⁰</p> <p>Requests disaggregated data</p> <p>Indicators to measure gender parity for participation and SRF gender indicators</p>	<p>CSP policy and guidance for gender and CSPs exists</p>
	<p>A quality assurance process for the preparation of SPRs monitors reporting on all the indicators relevant for the specific project. From 2014, all projects will incorporate the three cross-cutting gender indicators in their logical frameworks; the SRF business rules state that indicators should be monitored at least twice a year. RMP</p>			<p>Three mandatory cross-cutting indicators for gender exist, but not all programmes report against these</p>

79 Monitoring Functional Area Review Checklist, 2016.

80 WFP, 2017. SPR Guidance 2017.

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
	will update the SPR guidance for 2014 to reflect these changes. With these systems and processes in place, the 2014 SPRs – to be issued by March 2015 – will be able to report on all gender-related indicators			
	The 2014 Annual Performance Report reports on the gender-related indicators included in the SRF, the MRF and SPRs under its sections on performance results by strategic objective and management result dimension		2015 APR: Gender included as a cross-cutting result on the number of projects reporting performance data; progress in mainstreaming gender in operations reported on; UN-SWAP ⁸¹	2018 APR: Gender included as a cross-cutting result on the number of projects reporting performance data; gender parity; GAM; UN-SWAP ⁸²
<p>4 b) Clarify the roles and responsibilities for addressing gender concerns across WFP</p> <p>Adopt the ethos that gender issues are “everybody’s business” and clarify the responsibilities of units, functions and individuals, from oversight bodies to field staff, possibly in the form of a gender mainstreaming accountability organigram. Examples include:</p> <ul style="list-style-type: none"> □ Building gender expertise into directors’ competencies, as part of their requirement to practice in their posts, and embedding gender issues into all senior management performance compacts 	Agreed	Gender Policy GAP clearly assigns responsibilities and accountabilities across the organization	Implemented 31/12/14	<p>GAP and UN-SWAP accountabilities reach across the organization and are reported on</p> <p>Senior management professional targets mainly refer to gender parity</p> <p>Gender is integrated into the risk management process, but not comprehensively at the country level, and it is often seen in terms of parity</p>
	Gender-related targets for director-level positions will be identified, and	Commits to Executive Director Letter of		Gender-related targets in PACE for senior management are

81 WFP, 2015. Annual Performance Report.

82 WFP, 2018. Annual Performance Report.

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
<p>□ Focusing OMG's role on technical advice, coordination, knowledge management and advocacy; a clear vision, objectives and work plan are needed, commensurate with this role and OMG's current resourcing</p> <p>□ Integrating gender considerations into WFP internal risk management process, with awareness-raising and training for auditors</p>	will be measured through the performance management process	<p>Entrustment sent to every Country Director</p> <p>Senior Managers responsible for advocacy of equal representation of men and women</p>		largely related to gender parity targets
	Appointment of new Director of OMG, changes in WFP institutional arrangements for gender considerations, and a renewed commitment to gender mainstreaming and women's empowerment for food and nutrition security will enable WFP to deliver better results in gender-related areas from 2014. OMG's 2013 work plan was revised following a mid-year review	New Director of Gender Office appointed		Gender office has moved back to policy and programmes department in 2019
	WFP acknowledges the need for a clearer and more operational vision of what gender mainstreaming means for its work; in 2014, it will engage in comprehensive internal dialogue to clarify its vision and enhance existing synergies	Gender Policy and consultation process were designed to clarify the vision and synergies		There is still some work to be done in terms of clarifying what gender mainstreaming means for WFP work at field programme level (with the exception of the GTP countries) as the four Gender Policy objectives are not systematically monitoring at the outcome level
	Within WFP Enterprise Risk Management framework, every issue and operation incorporates risk analysis. Risk management is therefore mainstreamed throughout WFP project documents. The risk	Gender Policy commits to GEWE risks to be included as part of the annual planning cycle for risk-based audits		<p>Gender audit programme introduced in 2019</p> <p>Gender included as a strategic fiduciary and operational risk</p>

Evaluation of the Gender Policy (2009) - Recommendations	Management Response (2014)	Incorporation of Recommendations in the Gender Policy (2015-2020)	Status of Management Response Commitments in 2014/2015/2016 (where relevant)	Current Status of Management Response Commitments in 2019 (where relevant)
	registers produced by every country office, regional bureau and division take into account contextual, programmatic and institutional risks, including those related to gender			area of enterprise risk management ⁸³ Gender included in risk management in CSP guidance; however, many country offices do not include gender in their risk registers ⁸⁴

83 WFP, 2018. Enterprise Risk Management Policy.
84 KIIs and review of country risk registers.

Annex 11: Benchmarking Analysis

The benchmarking analysis aims to compare WFP gender policy with that of three comparator organizations – UNHCR, OXFAM and Sida – in a bid to shed light on the evaluation question EQ1 - 1.3: “To what extent is the Gender Policy innovative, coherent, strategic in focus, and aligned with similar policies of other comparable humanitarian and development organizations?” The criteria for selection were, for longitudinal comparison, organizations that were included in the 2014 WFP Gender Policy evaluation benchmarking exercise and a humanitarian agency comparison, and organizations with a similar global humanitarian mandate to that of WFP. UNHCR and Oxfam both fit the criteria for “longitudinal” and humanitarian agency comparison. Sida was selected as the new comparator organization, which is non-United Nations, non-humanitarian and fits into the development agency comparison. Sida has also been active in providing long-term support to development and humanitarian organizations globally – and provides support toward countries’ SDG 2 Zero Hunger strategies which engage in SDG 17 partnerships.⁸⁵

WFP operates under its Gender Policy (2015-2020). UNHCR has its Age, Gender and Diversity (AGD) Policy with updated Commitments to Refugee Women 2001. Oxfam has its Gender Justice and Women’s Rights Policy. Sida has its Strategy for Sweden’s Development Cooperation for Global Gender Equality and Women’s and Girls’ Rights 2018-2022, aligned to the Swedish Government’s Feminist Foreign Policy, launched in 2014.

The table below highlights some comparative data for Oxfam, UNHCR and Sida.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
Organizational bio	<ul style="list-style-type: none"> An international confederation with 19 affiliates Works in 67 countries, with 22.3 million people in 2017-2018,⁸⁶ 90 countries in 2019 Humanitarian assistance accounts for 59% of the people Oxfam works with Works on six change goals – among them goal 2 is Advancing Gender Justice 	<ul style="list-style-type: none"> UNHCR works in 134 countries and employs 16,803 staff (May 2019), with about 90% of them based in the field⁸⁷ 70.8 million people displaced, 25.9 million refugees and half under 18 years⁸⁸ 86% of funding is from governments and European Union, 10% from private sector and 3% from intergovernmental organizations, as well as some United Nations subsidy 	<ul style="list-style-type: none"> Sida is a development agency of the Swedish Government Funded by the Swedish Government Total budget for development cooperation in 2019 is SEK 51 billion, approx. USD 5.3 billion Gender equality is one of the eight thematic areas supported by Sida Employed 782 staff, of which 150 were outside Sweden, in about 35 countries

⁸⁵ Further information on SDG2 Zero Hunger and SDG17 Partnerships is available at: <https://www.un.org/sustainabledevelopment/>.

⁸⁶ Oxfam.org.

⁸⁷ UNHCR Figures at a Glance: <http://www.unhcr.org/afr/figures-at-a-glance.html>.

⁸⁸ UNHCR Displacement Records. <https://www.unhcr.org/figures-at-a-glance.html>.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
	<ul style="list-style-type: none"> Oxfam Great Britain is highlighted on some sections as a specific comparator organization Oxfam: 5300 employees, 22,000 volunteers 	<ul style="list-style-type: none"> Annual budget in 2019 was USD 8.6 billion⁸⁹ 	
Policy timeframe	<ul style="list-style-type: none"> Gender Justice and Women's rights seems to be the guiding policy and not a stand-alone gender policy for all confederation members Gender justice is positioned as a change goal of advancing gender justice and women's rights, within the framework of the Oxfam Strategic Plan 2013-2019 	<ul style="list-style-type: none"> UNHCR has a "UNHCR Age, Gender and Diversity Policy 2018"⁹⁰ Although not specified in the new AGD Policy, in the previous policy version, AGD is presented as an approach in 2011, spanning a period that was reviewed after five years The policy framework is seen as a policy and framework that builds on UNHCR 's Commitments to Refugee Women 2001, which in some publications is interpreted as a gender policy 	<ul style="list-style-type: none"> Strategy for Sweden's Development Cooperation for Global Gender Equality and Women's and Girls' Rights 2018-2022 Gender equality has been a thematic priority since 2007 Feminist Foreign Policy, launched in 2014, is the driving force underlying Sweden's international development cooperation
Gender Policy Policy goals and objectives Theory of change (organizational, programme, delivery relationships)	<ul style="list-style-type: none"> Gender justice is stated as "the full equality and equity between women and men in all spheres of life". In the Strategic Plan 2013-2019⁹¹ the goals are elaborated as: Builds on progress achieved in securing women's rights Sustained, widespread changes in attitudes and beliefs about gender power relations in order to further women's rights and gender justice ToC is not clearly defined. But the approach is premised on the belief that gender inequality 	<ul style="list-style-type: none"> The stated purpose of the UNHCR gender policy is to "reinforce UNHCR's long standing commitment to ensuring that people are at the center of all that we do"⁹⁴ It is not clear what the ToC is; however, the current impression is of an approach that is "service driven" to ensure that UNHCR meets the practical needs of the diverse stated target group UNHCR notes age, gender and diversity perspectives - that "forced displacement and statelessness impact people differently 	<ul style="list-style-type: none"> Sida aims to transform society to achieve equality and equity between men and women. Women are a priority target group in all cooperation strategies Promotes "global gender equality and full enjoyment of rights by all women and girls" and pursues a "feminist foreign policy agenda" in their Agenda 2030 Feminist Foreign Policy was first introduced in 2014, and implied "applying systematic gender

89 UNHCR, 2019. Funding Overview.

90 UNHCR, 2018. UNHCR Age, Gender and Diversity Policy 2018.

91 Oxfam, 2013. The Power of the People Against Poverty Strategic Plan 2013-2019.

94 UNHCR, 2018. March. UNHCR Policy on Age, Gender and Diversity 2018.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
Relationship to mandate	<p>is a key driver of poverty. Hence the need to transform gender and power relations, structures and norms and values</p> <ul style="list-style-type: none"> ToC on VAGW – programming uses the empowerment theory (personal, political-societal).⁹² Criticism that Oxfam lacks ToC for change goals in its strategic plan⁹³ 	<p>depending on age, gender and diversity. Understanding and analyzing the impact of intersecting personal aspects of forced displacement or statelessness are necessary for effective response⁹⁵</p> <ul style="list-style-type: none"> However, the conceptual framework of the policy is not clarified in the policy document. It is not clear how the “age, gender and diversity” approach will necessarily lead to GEWE 	<p>perspectives throughout the whole policy agenda” of the Swedish Government.⁹⁶</p> <ul style="list-style-type: none"> Gender equality reduces poverty, and poverty is a different dimension for men and women Equitable and sustainable global development cannot be attained without equality between women, men, girls and boys⁹⁷
<p>Strategy & approach</p> <p>Strategies and gender delivery mechanisms for programme implementation</p>	<ul style="list-style-type: none"> Gender justice emphasis and scope is developed further in different countries depending on priority areas in each country Programme delivery is through partnerships with CSO, coalitions and alliances Oxfam has identified women’s rights organizations as strategic partners for addressing gender justice Oxfam International worked with 3,663 partner organizations, of which 644 are partners for gender justice, in 2017/2018, and indirectly reached 750,000 through 235 projects⁹⁸ Transformative leadership for women’s rights (TLWR) is used as an approach and a strategy 	<ul style="list-style-type: none"> The UNHCR approach is to ensure the involvement of women and girls, boys and men in all aspects of the services provided Likewise, the policy is said “to advance UNHCR’s Strategic Directions 2017-2021”, which emphasize “putting people first”, and its stated scope is the “persons of concern to UNHCR”⁹⁹ Approach is through six areas of intervention, which collectively have 10 minimum actions. The six areas are: i) AGD-inclusive programming; ii) participation and inclusion; iii) communication and transparency; iv) feedback and response; iv) organizational learning and adaptation; and v) advancing gender equality A lot of emphasis is placed the issue of prevention of sexual harassment 	<ul style="list-style-type: none"> Sida has a rights-based premise within feminist principles for attaining gender equality Recognizes right of women to control and have power over their bodies, and access to economic and political power, as well as men’s involvement in work for gender equality. Emphasis on gender analysis, to define approach and the strategy for gender mainstreaming Sida uses a three-pronged approach, which includes: i) targeted interventions to strengthen specific groups, ii) integration of gender in programmes and projects, and iii) dialogue on gender equality

92 Oxfam, 2019, July. Evaluation of the Oxfam Strategic Plan 2013–2019. Where Oxfam Is Adding Value (Or Not).

93Ibid.

95 UNHCR, 2018, March. UNHCR Policy on Age, Gender and Diversity.

96 Ministry of Foreign Affairs, 2019. Handbook---Sweden’s-feminist-foreign-policy.

97 Ministry of Foreign Affairs, Sweden: 2018. Strategy for Sweden’s Development Cooperation for Global Gender Equality and Women’s and Girls’ Rights 2018-2022.

98 Oxfam, 2018. Annual Report: April 2017- March 2018.

99 Ibid.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
	<p>for gender justice. It is an objective in the Oxfam strategic plan</p> <ul style="list-style-type: none"> • Focuses on improvement of how people exercise leadership, building leadership capacity to mobilize stakeholders to change gender inequality. TLWR is a cross-cutting area in the Oxfam programme • Campaign against Violence Against Women & Girls and Gender-based Violence (VAW/G/GBV) is a major strategy component, and they are working with 929 partner organizations in 402 projects globally 	<ul style="list-style-type: none"> • Staff mentioned that in the country offices, more gender issues need to be covered on flexi-time, work-life balance, and staff wellness 	<ul style="list-style-type: none"> • Underlying policy strategy is premised on the Feminist Policy three “Rs” commitments by the Swedish Foreign Service on: <ul style="list-style-type: none"> - Rights – to promote women’s and girls’ rights, full engagement and combating all forms of sexual violence - Representation – women’s participation and decision making - Resources – ensure that they are allocated to promote gender equality • Works with international partners, United Nations and bilateral agencies, and with civil society organizations and NGOs • Sida has a wide portfolio of support, including humanitarian, human rights and sexual reproductive health rights, as well as supporting the prevention of reducing space for women’s rights civil society organizations.¹⁰⁰ Women’s rights organizations are seen by Sida as crucial strategic partners for advancing gender equality and women’s and girls’ rights
Gender architecture	<ul style="list-style-type: none"> • The Oxfam members employ gender advisors or policy advisors for different programme areas • Developed 16 minimum standards for gender in emergencies to ensure staff have a 	<ul style="list-style-type: none"> • Division of international protection has two units working on gender issues • A dedicated gender equality unit, one head of SGBV with two gender staff, one senior (P) and 	<ul style="list-style-type: none"> • The responsibility for mainstreaming gender lies with the staff and management • Sida employs gender advisors to support the programme.

100 SIDA, 2018. Portfolio Overview 2018. Gender Equality. Mainstreaming Gender Equality and Women’s and Girls’ Empowerment.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
Support systems and organizational mechanisms for gender mainstreaming and outreach	<p>consistent approach to promoting gender equality in humanitarian preparedness and response. These standards are supposed to be adhered to by all staff. The 16 standards define action areas and commitments in four areas – promotion of gender quality; gender analysis through project cycle; participation, dignity and empowerment</p> <ul style="list-style-type: none"> • Gender advisors, coordinators and team leaders are employed at global, regional and country levels • Oxfam GB has programme policy advisors; a gender & protection coordinator; a coordinator for Women's Economic Empowerment & Care WE-Care; a global humanitarian gender advisor; a gender and humanitarian team leader; regional change leads for Women's Economic Leadership and Change For Humanitarian (practice); and a gender justice researcher • Gender advisors are recruited from across Oxfam GB's country and field offices to support programming • Gender advisors are highly technical, and most of them are trained to PhD level – with senior, accomplished and published experts on gender and women's issues 	<p>one junior professional officer, filled based on donor "interest"¹⁰¹</p> <ul style="list-style-type: none"> • The gender unit relies on short-term gender consultants, depending on "availability of funding and interns"¹⁰² • The second unit is the SGBV Unit, with i) one head of unit (P4), ii) a monitoring & results-based management officer (P4), iii) a senior protection officer, and "six roving "SGBV senior protection officers (P4), one headquarter-based SGBV/child protection officer (P3), and two GBV management information management consultants¹⁰³ • SGBV and gender equality advisors and focal points are employed at operational level • Gender equality and SGBV officers (P2), are deployed in surge protection capacity roster • UNHCR has one gender equality advisor at the operational level (2016 data) • A survey of operations revealed that 48% of those surveyed had a gender equality focal point, while 90% reported having an SGBV focal point, who are "sometimes categorized as gender focal point" • Community-based protection officers and protection officers, and senior protection 	<ul style="list-style-type: none"> • Gender support is from gender advisors, the gender network, the toolbox and helpdesk, although the helpdesk is said to be less effective and the gender technical support inadequate¹⁰⁴ • All partners are required to take responsibility for gender in Sida-funded projects. • Recruitment and appointment processes require the human resource staff to promote gender expertise at different levels • Working with men and boys in order to integrate them in gender equality efforts and interventions¹⁰⁵

101 UNHCR, 2016. UNHCR review of Gender Equality in Operations, 2016.

102 Ibid.

103 Ibid, Reported for 2016.

104 Elin Bjarnegard and Fredrik Uggla, 2018. Putting Priority into Practice: SIDA's Implementation of its Plan for Gender Integration. EBBA Rapport, 2018:07.

105 See SIDA, 2014. Development Trends 2014. Increasing Engagement of Men and Boys for Gender Equality. Paul Dover.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
		<p>officers are all often identified as gender equality focal points</p> <ul style="list-style-type: none"> • Mainstreaming AGD 	
<p>Capacity and tools</p> <p>Capacity development approaches</p> <p>Learning support</p> <p>Human resource investments</p> <p>Financial investments (corporate)</p> <p>Financial investments (donor)</p>	<ul style="list-style-type: none"> • High investment in human resource technical capacity and professional gender expertise at all levels • The international confederation members have varying degrees and levels of focus on gender. Two action areas on minimum standard 1 on finances and human resource are for recruitment of staff based on experience, understanding and commitment to gender equality, while the fifth action area is for ensuring “technical gender support through dedicated gender expertise or combined senior posts”¹⁰⁶ • Numerous handbooks, tools and training guides on gender have been developed to guide staff and the Oxfam partners. Some of these are written by theme or by category of partners, and partners funded to implement the gender programmes. • Direct Programme expenditure on gender justice goal was Euros 82.5 million (approx.. 90 million USD), accounting for 11.1% of the total income of Euros 1,042 million in 2017-2018¹⁰⁷ 	<ul style="list-style-type: none"> • Capacity development is through training on gender, which may be tailored to the issues within a specific context • Main capacity development is through an e-learning platform, “Learn and Connect”. The platform has mandatory courses – for example the AGD Approach Course for 2014-2015. UNHCR reports that 1,232 staff went through the training • Staff have to do the United Nations mandatory course module on Protection from Harassment, Sexual Harassment and Abuse of Authority in the workplace • Optional courses are also available for staff to develop their capacity on the e-learning platform • UNHCR has enhanced focus on recruitment for protection issues, and at country level, recruitment tends to be for SGBV protection for protection officers and may intersect with gender expertise • While the policy recommends allocation of resources in order to have adequate human 	<ul style="list-style-type: none"> • Gender budgeting is carried out in foreign service and all other government policies • A gender action plan for the Feminist Policy is in development for the foreign service. • A handbook for the Feminist Foreign Policy was developed as a resource tool to guide international work on gender equality and the rights of women and girls. • In order to increase the capacity to work on gender, Sida developed a three-year plan, 2016-2018, with three goals – to:¹⁰⁸ <ul style="list-style-type: none"> - Increase support for interventions where gender equality is a principle objective - Enhance the quality of gender mainstreaming through increased focus on follow-up and monitoring - Strengthen gender equality work at Sida as an organization and as an employer • Develop learning tools to help staff as well as partners on a number of areas for gender mainstreaming. These are contained in a gender toolbox. Tools include: How Sida Works with Gender¹⁰⁹

106 Oxfam, 2013. Oxfam Minimum Standards for Gender in Emergencies November 2013.
107 Oxfam, 2018. One Oxfam. Oxfam Annual Report 2017-2018.
108 SIDA, 2015. Plan for Gender Equality 2016-2018.
109 SIDA, 2017. How Sida Works with Gender Tool. Gender Tool Box,

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
	<ul style="list-style-type: none"> The organizational target on gender expenditure is 15% of the budget Trains staff and partners in gender mainstreaming, and how to use gender mainstreaming tools, like the Gender Equality Matrix (GEM) and the Gender Action Learning System (GALS) 	<p>and financial resources for mainstreaming age, gender and diversity in implementation, UNHCR emphasis is on recruitment of protection experts, who may or may not have adequate training or experience on gender. However, all staff are expected to work on gender issues</p> <ul style="list-style-type: none"> Some staff interviewed expressed the need to have staff with expertise to deal with organizational issues that are currently not adequately being covered, such as flexi-time, work-life balance, and staff wellness 	<p>Gender Equality in Humanitarian Assistance Tool,¹¹⁰ Gender Equality Policy Maker Tool,¹¹¹ Preventing and responding to Gender-based Violence: Expressions and Strategies,¹¹² and others</p> <ul style="list-style-type: none"> However, Sida staff, according to a review report, believe that “the high degree of commitment to gender equality is not fully matched by staff competencies.”¹¹³ The review notes that few Sida officers at headquarters and in the field have attended specialized courses on gender equality, and some had never participated in such trainings. However, the survey notes that over 60% of the staff claimed some gender competence; yet Sida hardly organizes comprehensive gender training for staff, according to the same report
<p>Innovation and response to change</p> <p>Examples of new approaches and responses to changes in</p>	<ul style="list-style-type: none"> Oxfam has a strong knowledge-based approach, which makes it one of the leading historical & contemporary organizations on building a wealth of knowledge on gender, women’s empowerment and agency, feminist theories and approaches, and models on promotion of and campaign for gender equality Oxfam carries out and publishes studies on diverse gender, or gendered programming and 	<ul style="list-style-type: none"> Continued update of UNHCR five commitments to women and girls made in 2001, has increased the focus on increasing recognition of women and girls in UNHCR’s work The commitment standards are straightforward in their emphasis on participation, and guide staff in actions to ensure that women and girls access UNHCR services 	<ul style="list-style-type: none"> The Swedish Government is the first in the country to have a feminist foreign policy.¹¹⁵ An OECD DAC peer review characterized Sweden’s Feminist policy as follows: “It also enables Sweden to use all its foreign policy tools to address gender equality. On security, for example, Sweden has used its non-permanent membership of the United Nations (UN) Security Council to advance women’s participation in peace efforts and conflict prevention, creating a Swedish Women’s Mediation Network that is

110 SIDA, 2015. Gender Equality in Humanitarian Assistance Tool.

111 SIDA. 2016. Gender Equality Policy Maker, Tool.

112 SIDA, 2015. Preventing and Responding to Gender-Based Violence: Expressions and Strategies. Thematic Overview Tool.

113 Elin Bjarnegard and Fredrik Uggla, 2018. Putting Priority into Practice: SIDA’s Implementation of its Plan For Gender Integration. EBBA Rapport, 2018:07.

115 Ministry of Foreign Affairs, 2019. Handbook-Sweden’s-feminist-foreign-policy,

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
external and internal environment	<p>global and national gender issues and topics, for different countries as they work on them. For example, studies on gendered budgets, women's economic empowerment, VAW/G in emergencies, gender justice in resilience, gender and enterprise, explosive weapons, value chains, block chain, etc. For example, between July and November 2019, Oxfam published 43 gender-specific publications, 18 of them in one month (November). And the emerging issues from the studies and programme implementation are followed up with policy papers and public campaigns on emerging issues as they go along</p> <ul style="list-style-type: none"> • "Oxfam is developing a new role for itself (and new business models to support the role) as a convener, connector, facilitator, advocate, defender (of civic space) and boundary-spanner or broker"¹¹⁴ • Also, the Oxfam confederation members contribute to the whole – in experiences, studies, approaches, new learning etc. Some lead with technical support depending on the issues. For example, Oxfam submission on gender justice for a World Bank consultation on the bank's gender strategy, gender 		<p>actively working in Afghanistan, Burundi, Somalia, Sudan, Syria, Yemen and Zimbabwe. In trade, Sweden has worked hard to improve the gender focus of European Union (EU) trade agreements. The EU's free trade agreement with Chile has an entire chapter on gender equality for the first time, thanks in part to Sweden"¹¹⁶</p> <ul style="list-style-type: none"> • Innovative role in supporting the strengthening of gender statistics to monitor the SDGs, through a partnership with UN Women to develop and monitor gender indicators of the SDGs • Sida's flexibility with its policy marker, which tracks the expenditure on gender equality, deliberately focuses on increasing financial investment in gender equality objectives, and enhances the policy's three-track approach.

114 Oxfam, 2019, July **Evaluation of the Oxfam Strategic Plan 2013–2019**. Where Oxfam Is Adding Value (Or Not). P. 23.

116 OECD, SWEDEN, 2019. OECD Development Cooperation Peer Reviews. Chapter 2. Sweden's Policy Vision and Framework. <https://www.oecd-ilibrary.org/sites/6331ff61-en/index.html?itemId=/content/component/6331ff61-en>.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
	advocacy submissions to the G20 Gender & Equality		
Reporting & accountability Core accountability mechanisms (where available)	<ul style="list-style-type: none"> Accountability oversight is by the Supervisory Board Minimum standard 3 of Oxfam's 16 minimum standards is on accountability of senior management – on recruitment of senior staff, their ToR, staff performance monitoring and responding to capacity development needs for senior staff on gender, as well as providing sufficient resources¹¹⁷ Reporting and continuous learning about gender is inherent in Oxfam's reporting and accountability. One of the policy elements in the evaluation guidelines urges managers to "capture the challenges of transforming gender power relations"¹¹⁸ All members report age and sex markers, and head count The members also report the percentage of women and girls in each strategic plan change goal Women and girls constituted 66% of the targeted population for gender justice interventions. For example, 63% of people reached in the VAM/GBV component are women and girls 	<ul style="list-style-type: none"> The AGD policy states that compliance with the UNHCR AGD policy is mandatory¹¹⁹ Responsibility for implementation of the AGD policy lies with UNHCR representatives and heads of office The AGD policy defined "obligatory core actions," stated as being minimum standards for action or minimum standards, for AGD policy inclusive programming: (1) standard for age, sex and diversity disaggregated data, (2) participation and inclusion, (3) standard for employing participatory methodologies, (4) communication and transparency, (5) standards for detailed operation's approach for communicating with women and men, girls and boys (6) feedback and response – minimum approach for establishing and promoting feedback response systems (7) organizational learning and adaptation – standards for adapting strategies and responses to input from persons of concern and in corporate plans and annual reports. Advancing gender equality has five core standards for women and girls focused on – (1) decision making, (2) registration and 	<ul style="list-style-type: none"> Gender clauses have been in all management processes; for example, instruments for partnership, including agreements, partner accountability, gender indicators etc. All staff are accountable, and should ensure that the gender actions are implemented in their work and programmes. Gender is mainstreamed in grant management Results-based management is preferred, reflecting gender results in the reports Gender analysis is mandatory for the production of sex- and age-disaggregated data, developing a gender budget, mainstream gender in internal guidelines and templates, developing human resource policies that produce non-discriminatory organizational structures and promote gender equality, and allocating resources to promote gender equality and the rights of women, girls and LGBTI people¹²¹

117 Oxfam, 2013. Oxfam Minimum Standards for Gender in Emergencies. November 2013.

118 Oxfam, 2013. Accountability Now Reporting Guidelines. P.2. October 2013.

121 2019. The Swedish Foreign Service Action Plan for Feminist Foreign Policy 2019-2022, including direction and measures for 2019.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
		<p>documentation, (3) access and control over management and provision of food, (4) equal access to economic opportunities, (5) access to SGBV prevention & response services</p> <ul style="list-style-type: none"> • Accountability for the policy lies with senior managers, who have a responsibility to ensure integration of age, gender and diversity, and ensure that the policy is translated into actions in the operation cycle. • Ultimate accountability of the managers is to the High Commissioner, according to the policy • Staff interviewed did feel that, although the AGD policy is a corporate requirement, corporate investment in understanding gender issues was inadequate • Reporting is through annual mandatory AGD reporting and reporting on close to 188 AGD indicators, which is problematic for staff. Staff cited lack of capacity to collect and analyze sex-specific and sex-disaggregated data (SADD)¹²⁰ 	
<p>Context External contextual influences on</p>	<ul style="list-style-type: none"> • Contextual circumstances have influenced emphasis on gender analysis and contextual analysis as a prerequisite for programming on gender or policy development • Following the Haiti scandal involving child sexual abuse by Oxfam staff has put Oxfam under extreme media, public and political 	<ul style="list-style-type: none"> • UNHCR in the new strategy recognizes a “new appetite for approaches beyond the traditional humanitarian action,” and realizes that forced displacement is not just a humanitarian but also a political and development challenge.¹²² Hence the focus on five strategic directions, of “protect, respond, include, empower and 	<ul style="list-style-type: none"> • Sida cites the following changes as influencing factors in the external environment: “increased polarization, conservative values and pushback for advancing women’s and girls’ rights, including sexual and reproductive health and rights, as well as a shrinking space for civil society which is affecting women’s rights organizations.”¹²⁴

120 UNHCR, 2016. UNHCR review of Gender Equality in Operations, 2016.

122 UNHCR: UNHCR Strategic Directions for 2017-2021.

124 SIDA, 2018. Portfolio Overview 2018. Gender Equality. Mainstreaming Gender Equality and Women’s and Girls Empowerment.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
policy design and implementation	<p>scrutiny, which impelled, and certainly pressured the organization's leadership to re-focus organizational priority to the shared values, culture, practice and policy towards sexual exploitation and abuse, and gender justice</p> <ul style="list-style-type: none"> The Oxfam Haiti scandal experience has prompted many humanitarian and other United Nation agencies, including WFP and UNHCR, to focus their attention on issues of sexual abuse and exploitation 	<p>solve".¹²³ The new focus is therefore "people centred", which has influenced the strategic direction. There is less clarity on gender equality and the analysis does not come through.</p>	<ul style="list-style-type: none"> Sida further highlights that "women and girls are exposed to a higher degree of discrimination and gender-based and sexual violence than men and boys," and notes that "Following the #MeToo movement, governments, donors and non-governmental organizations have increased their attention to prevent and address sexual exploitation, abuse and sexual harassment in development cooperation and humanitarian assistance." Sida is putting more attention on "the impact of intersecting forms of discrimination on gender equality and women's and girls' empowerment" Sida has invested finances in the three-pronged approach; the highest-funding portfolio among 30 OECD/DAC countries for funding targeted intervention with gender equality as the principle objective. These accounted for 22% of Sida's funding, while 66% of the funds supported interventions where gender equality was a deliberate objective, but not the main objective. Sida spent 11% of the resources on interventions that were not targeted for gender equality
	<ul style="list-style-type: none"> Following the Haiti scandal of child abuse by Oxfam staff, an independent commission (IC) was appointed and a report published.¹²⁵ It reported that the organization had different 	<ul style="list-style-type: none"> While an age, gender and diversity approach was one of the guiding principles for the UNHCR Global Strategy for Livelihoods 2014-2018,¹²⁷ the new UNHCR Strategy for 2019-2021 is 	<ul style="list-style-type: none"> The OECD peer review refers to Sweden as "a global leader on gender equality confirmed through its Feminist Foreign policy", and the country is further recognized for its focus on rights. The feminist

123 Ibid.

125 Oxfam, June 2019. Final Report. Independent Commission on Sex Misconduct, Accountability and Culture,

127 UNHCR, 2013. UNHCR Global Strategy for Livelihoods 2014-2018. <https://www.unhcr.org/protection/livelihoods/530f107b6/global-strategy-livelihoods.html>.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
Organizational Culture Identification of culture as an issue: Corporate leadership and decision making on gender (focus areas) Staff attitudes and buy-in	<p>organizational cultures because of its complex confederation of different members</p> <ul style="list-style-type: none"> • Oxfam recruitment of senior staff puts emphasis on experience, interest and commitment to gender by candidates, and holds them accountable on gender action areas, campaigns and behavior change on gender equality • However, this does not preclude some staff behaviour and values falling short of the organization's values and goals • The IC found that "Oxfam had prioritized programme goals over how it realizes its core values and principles of 'do no harm'." • The report also found that, although not universal, Oxfam staff "struggle across multiple country programmes because they operate in toxic or un-supporting environments", and added that Oxfam's environment and processes for preventing and responding to harassment and bullying are deficient, and that the well-being of staff required immediate attention 	<p>identified as "people-centred," with emphasis on "refugees, internally displaced and stateless people",¹²⁸ and is silent on how GEWE will be addressed</p> <ul style="list-style-type: none"> • It is not clear whether the key driver is the changing external environment described above or a cultural shift in the knowledge and commitment to gender equality by the organization and its leadership • UNHCR in practice emphasizes protection, and recruit for protection above gender. The AGD approach review notes that UNHCR has a challenge with "conflation of SGBV and gender equality" – SGBV work is understood as the sum total of all gender equality programming – and notes that "the confusion contributes to an agency-wide lack of engagement with broader gender equality concerns"¹²⁹ • The report cites a lack of clarity in assigned authority and integration of gender equality into UNHCR work, an <i>ad hoc</i> gender focal point system, no standardized focal point ToR, limited gender capacity building, no allocation of gender equality work and many unmet requests 	<p>policy, according to the peer review, has created "a platform to address gender equality globally"¹³¹</p> <ul style="list-style-type: none"> • Sida staff are described as having a "high level of commitment to gender." "According to a review of Sida's Plan for Gender Integration, which also reviewed Sida's organizational culture "persons giving less attention to gender would be "rare exceptions".¹³² According to the assessment of the culture, the report notes that, "most interviewees stress how integral such convictions are to Sida's officers and use expressions such as "it is our backbone", "it's part of our DNA", "it's in the walls"¹³³ • The same review notes that Sida staff promote the value of gender equality in discussions and dialogues, and says that the staff have an understanding of gender rights as human rights¹³⁴ • Also notable is the fact that Sida staff report room for improvement, as reflected in the following statement: "The general embrace of gender equality does not preclude more critical positions among Sida's own staff regarding how the theme is addressed. In schematic terms, criticism tends to fall into three interrelated categories: concerns about the lack of time for proper integration of

128 UNHCR, 2016. UNHCR Strategic Directions 2017-2021. <https://www.unhcr.org/5894558d4.pdf>.

129 UNHCR, 2016. UNHC Review of Gender Equality in Operations.

131 OECD, SWEDEN, 2019. OECD Development Cooperation Peer Reviews. Chapter 2. Sweden's Policy Vision and Framework. <https://www.oecd-ilibrary.org/sites/6331ff61-en/index.html?itemId=/content/component/6331ff61-en>.

132 Elin Bjarnegard and Fredrik Uggla, 2018. Putting Priority into Practice: SIDA's Implementation of its Plan for Gender Integration. EBBA Rapport, 2018:07.

133 Ibid.

134 Ibid.

Comparator organization /Benchmarking factors	OXFAM Comparator for 2014 evaluation	UNHCR Comparator for 2014 evaluation	Sida New comparator
	<ul style="list-style-type: none"> Oxfam has since put in place a “10-Point Action Plan” to strengthen Oxfam’s safeguarding policies and practice to transform the organizational culture. The organization is publicly reporting progress against the implementation of the plan¹²⁶ 	<p>for gender expertise and gender technical support – 73% of staff participating in the survey reported that they faced challenges identifying and responding to gender equality concerns in humanitarian situations¹³⁰</p>	<p>gender considerations; demands for increased support for properly performed gender integration; and criticism of how gender is addressed at Sida, including the lack of a more elaborate or advanced treatment of the theme”¹³⁵</p>
Collaboration with WFP Meeting point areas with WFP: examples	<ul style="list-style-type: none"> Member of IASC Reference Group on Gender Subscribes to the Gender Handbook for Humanitarian Action In some countries, Oxfam is one of the partners of WFP; e.g. Zimbabwe 	<ul style="list-style-type: none"> Member of IASC Reference Group on Gender Subscribes to the Gender Handbook for Humanitarian Action 	<ul style="list-style-type: none"> Member of IASC Reference Group on Gender Subscribes to the Gender Handbook for Humanitarian Action
Sources of information (not limited to)	<ul style="list-style-type: none"> Interviews Annual Reports Internal Commission review 	<ul style="list-style-type: none"> Interviews UNHCR Policy on Age, Gender and Diversity 2018 UNHCR Review of Gender Equality in Operations, 2016 	<ul style="list-style-type: none"> Literature Sida Mainstreaming Gender Equality and Women’s Rights 2017 How Sida Works with gender Equality 2017 Making a Difference: Gender Equality in Bilateral Development Cooperation 1998, Sida Gender Equality Policy Marker 2016

126 Oxfam: Oxfam’s Commitment to Stamping out Sexual Harassment and Abuse: Progress On Our Ten-Point Plan. October 2018, January 2019, May 2019. Available on <https://www.oxfam.org/en/what-we-do/about/safeg>.

130 Ibid.

135 Elin Bjarnegard and Fredrik Uggla, 2018. Putting Priority into Practice: Sida’s Implementation of its Plan for Gender Integration. EBBA Rapport, 2018:07.

Annex 12: Policy Coherence Analysis

The table below outlines the coherence of WFP policies with the Gender Policy 2015-2020 and a summary assessment of the relevance of the WFP approach to GEWE for each policy area. It includes policies which predate the current policy period to show the increasing consideration of GEWE over time.

Policy	Date	Coherence of policy with Gender Policy (2015-2020)	Assessment of relevance of GEWE to policy area
Nutrition Policy	2012	<ul style="list-style-type: none"> • Pre-dates Gender Policy (2015-2020) • Commits to integrating gender; however, minimal articulation of gender and no clarity about how gender can be incorporated into nutrition programming. • Weakness reflects broader weakness of previous Gender Policy 	<ul style="list-style-type: none"> • Gender transformative approach helps bridge the gap in food security and nutrition. Gender Policy (2015-2020) goal to ensure that different food security and nutrition needs of women, men, girls and boys are met
Humanitarian Protection Policy	2012	<ul style="list-style-type: none"> • Pre-dates Gender Policy (2015-2020) • Inter-linkages with the Gender Policy (2009-2014) • Integrates gender considerations, most notably on GBV • The Humanitarian Protection Policy evaluation found that WFP staff considered the Gender Policy more important than the Protection Policy in terms of their efforts to enhance protection • Definition is slightly different – in 2015 Gender Policy definition is “centred on women’s empowerment”, and (according to evaluation) protection risks related to food security that affect men, young boys or boys raise much less attention within WFP • Protection Policy integrates gender considerations (esp. GBV) 	<ul style="list-style-type: none"> • Gender Policy (2015-2020) identifies linkages between humanitarian crises exacerbating gender inequality • Gender Policy (2015-2020) includes an objective related to protection (Obj. II) and IASC guidelines for integrating GBV interventions into humanitarian actions
Update of WFP's Safety Nets Policy	2012	<ul style="list-style-type: none"> • Pre-dates Gender Policy (2015-2020) • Little consideration of gender or disability issues (neglected gender-responsive social protection and disability considerations) • 2014 Safety Net Guidelines included a module which covered gender and protection issues 	<ul style="list-style-type: none"> • GEWE important for safety net and recovery programme • Gender Office issued guidance on the integration of gender issues into social protection programming (2017)
Revised School Feeding Policy	2013	<ul style="list-style-type: none"> • Pre-dates Gender Policy (2015-2020) • Barely mentions gender, other than to acknowledge that school feeding can act as an incentive to enhance enrolment and reduce absenteeism, especially for girls • One outcome includes improved enrolment rates for girls (focusing on adolescent girls) 	<ul style="list-style-type: none"> • Community and school-based strategies and partnerships for school feeding that generate more sustainable incentives for parents to continue girls’ education beyond primary school (minimum standard ‘o’)

		<ul style="list-style-type: none"> Does not refer to transformative change 	
People Strategy	2014	<ul style="list-style-type: none"> Pre-dates Gender Policy (2015-2020) Strategy partly gender-blind and vague on issues of diversity and inclusion 	<ul style="list-style-type: none"> Gender Policy (2015-2020) makes link between GEWE and delivering results for all stakeholders (employees, partners and beneficiaries) Human resources is one of the seven Gender Policy drivers (including gender parity)
Humanitarian Principles and Humanitarian Access	2014 Policy update	<ul style="list-style-type: none"> Pre-dates Gender Policy (2015-2020) Very little mention of gender and how it should be incorporated into their work Principle of neutrality contradiction with women's empowerment 	<ul style="list-style-type: none"> Gender Policy (2015-2020) identifies linkages between humanitarian crises exacerbating gender inequality Gender Policy (2015-2020) includes an objective related to protection (Obj. II) and IASC guidelines for integrating GBV interventions into humanitarian actions
Corporate Partnership Strategy	2014-2017	<ul style="list-style-type: none"> Pre-dates Gender Policy (2015-2020) Makes generalized statements such as: WFP will promote GEWE; includes promoting GEWE as a principle Refers to WFP VAM systems, factoring in gender and age considerations Refers to WFP support, acknowledging gender gaps and seeking to close them No reference to transformative change, gender capacity in partner, or how they will improve responses on GEWE 	<ul style="list-style-type: none"> Partnership is one of the seven Gender Policy (2015-2020) drivers
Policy on Building Resilience for Food Security and Nutrition	2015	<ul style="list-style-type: none"> Indicates need to prioritize GEWE Recognizes that conflicts, natural hazards and protracted crises often aggravate gender inequalities and affect the food security and nutrition of women, men, boys and girls differently Indicates that resilience-building approaches should be disaggregated by gender and age and ensure that all benefit according to need Notes that a focus on protection and empowerment of women and girls may be required However, neither the Gender Policy nor the Gender Toolkit engage explicitly with the 2015 Resilience Policy or provide guidance on how to apply WFP gender tools to resilience initiatives Importance of addressing the structural causes of vulnerability is largely absent from WFP definition of resilience (with the exception of gender and nutrition teams)¹³⁶ 	<ul style="list-style-type: none"> Gender Policy (2015-2020) stresses that risks and crises have different impacts on the food security and nutrition of women, men, girls and boys. Programme design should consider GEWE, how risks affect women and what opportunities exist for enhancing their resilience

136 WFP, 2019. Strategic Evaluation of WFP Support for Enhanced Resilience

Climate Change Policy	2017	<ul style="list-style-type: none"> • Gender inequalities understood in terms of a factor that drives hunger and malnutrition; impact of climate change on gender inequality and how it impacts women, men, girls and boys differently; gender roles in decision making related to disaster preparedness • Women's and girls' contribution to building climate resilience within families and communities, and potential for empowering them through gender-transformative approaches • Explicit recognition that the Gender Policy will strengthen the impact of WFP 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") • One clear principle is to "design participatory, gender-transformative and location-specific adaptation activities" through addressing needs, capabilities of women, men, girls and boys, and empower women and girls in achieving food security and climate adaptation and management of disaster risks • Recognition of gender and protection – risk of GBV associated with collecting firewood 	<ul style="list-style-type: none"> • Impact of climate change varies between men, women, girls and boys as does their response to climate change • The Gender Policy (2015-2020) does not refer to climate change
Emergency Preparedness Policy	2017	<ul style="list-style-type: none"> • Accountability to affected populations and providing sustainable and gender-transformative food assistance is one of the six overarching principles • Consideration of gender issues in emergency preparedness enables identification of needs, vulnerabilities, capacities and resilience of men, women, girls and boys, including those with disabilities. • Provides reference to reinforcing the commitment of WFP to promoting gender equality • Gender considerations incorporated into FASTER, which supports the deployment of gender-competent emergency responders; adhering to 'do no harm' ensures that they don't exacerbate or contribute to gender inequalities or discrimination based on sex, age, gender, sexual orientation etc. • Commits to investing in gender-sensitive staff wellness, safety and security • WFP supports the iteration of gender in responding to shocks and meeting protracted and humanitarian needs 	<ul style="list-style-type: none"> • Gender Policy (2015-2020) identifies linkages between humanitarian crises exacerbating gender inequality • Gender Policy (2015-2020) includes an objective related to protection (Obj. II) and IASC guidelines for integrating GBV interventions into humanitarian actions • Gender Policy (2015-2020) minimum requirements are relevant for emergency responses

		<ul style="list-style-type: none"> Refers to gender policy, which guides programme design and ensures integration of GEWE into all WFP activities, in order to address the diverse food security and nutrition needs of women, men, girls and boys 	
Environmental Policy	2017	<ul style="list-style-type: none"> The Environmental Policy is less forthright about its consideration of GEWE. It refers only to gender-based analysis as a core principle 	<ul style="list-style-type: none"> Gender norms influence the impact of women, men, girls and boys on the environment and the impact of environmental degradation on women, men, girls and boys differently
Nutrition Policy	2017-2021	<ul style="list-style-type: none"> Specifies that how to transform nutrition into nutrition-sensitive interventions requires a gender analysis 	<ul style="list-style-type: none"> Gender-transformative approach helps bridge the gap in food security and nutrition. Gender Policy (2015-2020) goal to ensure that different food security and nutrition needs of women, men, girls and boys are met

Annex 13: Gender in WFP Programming (Deep Dive)

Annex 13a: Review of WFP Programme Policies, Guidelines and Studies

This Annex focuses on a corporate documentary review of gender mainstreaming through WFP general food distributions, food assistance for assets and nutrition programmes

The purpose of this Annex is to analyze the extent to which gender mainstreaming has been achieved across a representative sample of WFP programmes. Where the WFP Gender Policy (2015-2020) sets minimum standards for gender mainstreaming across all programmes, the evaluation team recognized it would not be possible to review implementation of the minimum standards or delivery of the Gender Policy objectives across the breadth of the entire WFP programme portfolio. Instead, three programme areas were identified for review in the inception report, under the assumption that gender mainstreaming findings across this cross-section should be relevant to other programme examples the evaluation was unable to cover.

The three programme areas included unconditional resource transfers to support access to food (Activity category 1 of the Corporate Results Framework, focusing on general food assistance (GFA)), asset creation and livelihood support (Activity 2, focusing on food assistance for assets (FFA)), and malnutrition prevention activities (Activity 6). For each, the evaluation team conducted a review of corporate and country office documentary evidence, complemented by key informant interviews and focus group discussions at headquarters, regional and country office levels. These sources were used to explore the extent to which different programme policies and guidance documents are aligned with the Gender Policy, their conceptual clarity in relation to the Gender Policy objectives, and examples where progress towards gender mainstreaming minimum standards has been made. This is supplemented by a table of examples (13B) where WFP country offices visited by the evaluation team could provide evidence of progress against the Gender Policy minimum standards.

Food assistance for assets

Clear alignment is shown between the Gender Policy and the Food Assistance for Assets Manual (2016) which contains many relevant references and a specific chapter on food assistance for assets and gender.¹³⁷ Gender is explored in terms of transformative change as well as women's empowerment, with statements such as "food assistance policies and programmes must create conditions that facilitate, and do not undermine the possibilities for women's empowerment", and that that food assistance for assets "...should support the transformation of unequal gender relations to promote shared power, control of resources and decision-making between women and men." In terms of the Gender Policy objectives, specific reference and examples are given in relation to food assistance adapted to the different needs of stakeholders, support for the equal participation of women and men, support for decision making by women, and, to a lesser extent, the importance of protection. The planning of food assistance for assets in relation to gender is recommended to cover areas including:

1. The timing for implementation of food assistance for assets and existing workloads, particularly on women and other disadvantaged groups
2. The adoption of fair work norms
3. The need to accommodate specific requirements for those households over-burdened with children or other responsibilities but willing to participate in food assistance for assets activities
4. The integration of activities that result in maximum benefits for disadvantaged groups, including women, youth and other groups
5. The integration of measures that enhance protection (for example, enhance safety, equity and social cohesion)

¹³⁷ WFP, *Food Assistance for Assets for Zero Hunger and Resilient Livelihoods: A Programme Guidance Manual*, 2016.

6. The management of assets and related aspects of tenure to ensure that specific vulnerable groups (including women's groups) have access to the assets created and retain ownership or share the benefits related to these assets.

These ambitions are also reflected in guidance notes for the three-pronged approach (3-PA) that are integrated into the Food Assistance for Assets Manual in the recognition that a close understanding of the operational context is required for successful programming. Integrated context analysis is used to support geographical targeting, but is highly dependent on secondary literature, and the manual provided does not reference gender, vulnerability, or the different needs of women, men, girls or boys as a potentially important part of integrated context analysis assessments. Nevertheless, the next layer of the 3-PA, seasonal livelihood planning, does highlight the importance of using participatory tools to support the voices of women, men, girls and boys at the sub-national level, and examples are provided of the kinds of areas that seasonal livelihood planning needs to cover, including gender-related factors, as well as social safeguards.

Although constituting guidance for community-based participatory planning (CBPP), the lowest level of the 3-PA identifies gender as important, but few CBPP examples in the Food Assistance for Assets Manual (2016) apply a gender lens. While this may relate to a past lack of examples when the manual was developed, it is noted that the CBPP is seen as a "major empowerment tool", which places community members at the centre of asset creation efforts, and the CBPP process guide includes gender considerations, such as attention to separating women and men into different interest groups, selecting appropriate beneficiaries, and supporting the equal participation of women and men (Objective 2).

The potential contributions of the three-pronged approach (integrated context analysis, seasonal livelihood planning and CBPPs) to gender equality was observed in a five-country study, which noted that good planning and quality assets were critical to achieving women's empowerment and women's nutrition outcomes.¹³⁸ Planning led to women's empowerment or nutrition outcomes when women and men were equitably involved in CBPPs (or other planning processes), and when the plans were developed with strong gender equality and nutrition elements. This analysis directly links the approach to successful contributions to WFP Gender Policy Objective 2 – equal participation – and Objective 3 – decision making – by women and girls. It is also essential within the context of climate resilience given the majority of WFP development programmes are undertaken in rural areas where agriculture is a key to livelihood and the nexus between gender, climate change, agriculture, and food and nutrition security is crucial. Women are seen as key to functioning and sustainable food systems through their contribution to food production and transformation, as well as to food availability and use.

There is evidence of positive effects of food assistance for assets on women both prior to the Gender Policy and after its publication in 2015. An evaluation of food assistance for assets in 2014 concluded that women benefited significantly from food assistance for assets activities through employment and access to resources, and the creation of assets targeted to women that subsequently remained under their control (Objective 1 – Food assistance adapted to different needs). Improvements were seen in women's position in the community and households, including in budget management, with the increased social connectivity and freedom of movement that resulted from food assistance for assets activities affecting women's roles more broadly in the household and society.¹³⁹ Benefits to women were enhanced when work programmes were designed with women's needs in mind; the assets created were directly linked to women's concerns, and women were engaged not just in work, but also in the planning and management of food assistance for assets activities.

However, the 2018 Resilience evaluation also noted that that gender issues are not well understood at the level of understanding and addressing gender-differentiated needs (Objective 1), including the specific vulnerabilities and capacities of women, men, girls and boys, and there remains limited understanding that sub-groups might be affected in different ways by the same shock or stressor. As a result, the evaluation concluded that resilience planning should take greater account of the different needs of beneficiaries, while the Resilience Policy should give greater attention to some of the structural causes of vulnerability, and clarify

138 WFP, 2017. The potential of Food Assistance for Assets (FFA) to empower women and improve women's nutrition: a five-country study.

139 WFP, 2014. FFA Impact Evaluation Synthesis 2002-11.

where, and in what ways, returning to or going beyond, pre-existing conditions should be desirable, particularly in reference to women's status.¹⁴⁰

Similarly, the 2017 five-country review (Niger, Zimbabwe, Guatemala, Kenya and Sri Lanka) noted that the transformative approach was not widely understood except among gender focal points, while other staff were largely focused on gender inclusion and 'do no harm' principles, which, although supporting some relationship to Gender Policy Objective 4 (gender and protection), also illustrates the importance of gender advisors being available to support more effective WFP programming.¹⁴¹

The five-country study also noted that gender-related results could be found in some programmes. It noted that the process of bringing women and men together to work on a shared (group or community) asset provided valuable opportunities for women (and men) to (a) form new friendships, (b) establish and be part of support networks, and (c) strengthen their sense of self-efficacy and self-worth (Niger, Kenya and Zimbabwe). Women reported using new networks to support each other in times of crisis and to seek or provide advice. Work sites can model gender relations, with women and men working together as equals (Zimbabwe and Sri Lanka). Work arrangements need to be mindful of women's needs, particularly of pregnant and lactating women's nutritional and health requirements (Objective 3).

When assets are strategically selected to address the specific needs and priorities of women and men, WFP evidence from the five-country study shows that it can: (a) significantly reduce women's workload and hardship, particularly in relation to unpaid domestic work, such as carrying water, (b) create opportunities to generate an income, and (c) improve diets. Water-harvesting assets, such as dams and ponds, can reduce a woman's workload by up to three hours per day. When layered with additional assets, such as wash basins and 'kitchen gardens', this can create an 'asset package' that yields significant change for women's lives and the nutrition of their households (Objective 1).¹⁴² Irrigated 'kitchen gardens' can significantly improve the stability, diversity and quality of diets when they are accompanied by good planning, agricultural training and nutrition messages for a year-round 'rainbow' diet (Zimbabwe). Small-scale irrigation infrastructure, such as pipes and watering troughs, mean that the time and energy required for watering is reduced, and that households can sustainably maintain the gardens even through seasons with household labour scarcity. Other assets, such as water reservoirs, latrines, roads and energy-saving stoves, can promote better health and hygiene (for example, in Kenya, Zimbabwe, Guatemala and Sri Lanka). When women and men's long-term and equitable access to the assets are secured, they are more likely to be able to invest their energies and resources in them (for example, in Kenya and Zimbabwe) (Objective 3).

The same report found examples where food assistance for assets acted as a platform, confirmed by key informant interviews and decentralized PRRO evaluations, from which other actors provide messaging, referrals or service delivery in GBV and sexual reproductive health and rights; for example, in Niger, Zimbabwe and Guatemala (Objective 4). When women and men are introduced to other actors – government entities, health centres, civil society organizations – food assistance for assets programming builds their networks and enhances their ability to seek services outside of the programme (for example, in Zimbabwe and Guatemala).

The study found that many women and men identified the technical training that they received, such as in agriculture, soil-water conservation and construction, as being the most significant food assistance for assets action to bring about changes in women's empowerment and nutrition (Objective 2).¹⁴³ In addition to providing the opportunity to develop knowledge and skills, training has 'empowering', confidence- and resilience-building effects. Training can also support nutrition-sensitive actions; for example, growing nutrient dense food or promoting good hygiene practices (in Kenya and Zimbabwe). Complementary actions, such as agricultural extension, group farming, value chain facilitation, savings-and-loan groups, and latrine construction, have also helped empower women and improve their nutrition (Objective 3).

140 WFP, 2019. Strategic Evaluation of Support for Enhanced Resilience.

141 Ibid.

142 e.g. Zimbabwe, Sri Lanka, Mauritania and Rwanda KIIs, as well as secondary documentation, including Afghanistan, South Sudan and Mozambique, among others.

143 This was also reflected in the 2019 Synthesis of WFP's country portfolio evaluations in Africa (2016-2018).

In conclusion, there is good policy coherence with food assistance for assets, and there are examples where food assistance for assets initiatives are contributing to GEWE outcomes. However, more work needs to be done to make sure GEWE is factored into the analytical tools and in all programme designs.

Nutrition

WFP nutrition policies show an increasing focus on gender over time, particularly since the introduction of the Gender Policy in 2015. The Nutrition Policy (2012) highlighted the role of women as food providers and decision-makers, as well as consumers, and placed particular emphasis on pregnant and lactating women (rather than the lifecycle more broadly).¹⁴⁴ The 2017 Nutrition Policy shows more of an alignment with the Gender Policy (2015-2020) by reflecting the importance of gender equality and transformative change. It unpacks gender and intra-household decision making and introduces social and behavioural change communications (SBCC) with both women and men to encourage dietary diversity (Objective 3). The 2017 Nutrition Policy recognizes the detrimental effects of child marriages and their contribution to an intergenerational cycle of growth failure. Considering the high rates of child marriages and early pregnancies in South Asia and Sub-Saharan Africa, the evaluation of the Gender Policy should also endeavour to take this into account. Strengthened collaboration during the design phase and sharing of experiences during implementation of nutrition- and gender-sensitive programmes are seen as opportunities to strengthen the coherence of strategies across different programmes in line with the expectations of the Integrated Road Map.

A supplementary document to the 2017 Nutrition Policy, providing guidance on nutrition-sensitive programming is also highly aligned with the Gender Policy and uses a gender lens throughout. It refers to gender-transformative change in various areas, and there is a box focused on gender preferences in intra-household distribution of food (Objective 3).¹⁴⁵ Technical guidelines on nutrition-sensitive programming are available within WFP to help decision makers translate context analyses into prioritized goals and associated practical actions on what transfers could look like, whom they should target, how often and what kinds of complementary services are required to enable gender and nutrition outcomes (Objective 1).¹⁴⁶

Commitments to gender and age analysis are made both within WFP and through partnerships (Objective 1).¹⁴⁷ An evidence-based understanding of the gender context and barriers to accessing nutritious diets and other services is recognized as vital in ensuring that nutrition is appropriately incorporated in programmes. Examples in WFP nutrition guidelines include social factors (such as gender norms as well as status, race and ethnicity factors) that influence peoples' ability to access adequate, safe and nutritious foods. Tools, such as the Fill the Nutrient Gap approach, provide a better understanding of the nutrient needs and requirements of an individual family member and interventions that can be adopted to enhance household's access to safe and nutritious foods (Objective 1).¹⁴⁸ Nevertheless, at the household level there is a need to understand how intra-household inequality impacts the consumption of calories and nutrients. For example, when food is scarce, working members of the family often eat first, children and other members next, and elderly women last.

However, with respect to efforts to link nutrition and social protection (nutrition-sensitive social protection), the evaluation team reviewed three relevant documents (a policy note, a guidance note regarding framing gender-sensitive protection issues in country strategic plans, and a document exploring options in Asia). A gender lens is not applied, and there are limited references to gender-targeted activities or to moving beyond women as decision makers about nutritious food to also explore the role of men and social and behavioural norms. No attention is given to opportunities for nutrition to support gender-transformative change.¹⁴⁹

144 WFP Nutrition Policy, 2012.

145 WFP Unlocking WFP's potential: Guidance for nutrition-sensitive programming, 2017.

146 WFP, 2017. Unlocking WFP's potential: Guidance for nutrition-sensitive programming.

147 WFP Nutrition Policy, 2017.

148 WFP, 2019. Fill the Nutrient Gap: Analysis for Decision-Making Towards Sustainable Food Systems for Healthy Diets and Improved Human Capital.

149 WFP, 2017. Building the Blocks for Nutrition-Sensitive Social Protection Systems in Asia; WFP Policy Note, 2017. Improving Social Protection Targeting for Food Security and Nutrition: an Asian Perspective; WFP, 2017. WFP and Social Protection: Options for Framing WFP Assistance to National Social protection in Country Strategic Plan.

In its review of country programme documents made available to the evaluation team, the team found a mixed but generally limited focus on gender-sensitive nutrition programming. No clear overall trend showed improvements from prior to or after the Gender Policy was introduced. For example, a study of the experience of rice fortification in Latin America (2016) focused on health-related gender issues (for example, iron deficiency for adolescent girls and women of reproductive age, pregnant and lactating women), but did not consider other aspects related to gender, such as access, decision making, food providers or empowerment and transformative considerations (Objective 1).¹⁵⁰

A further analysis across Latin America countries in 2016 provided a description of WFP nutrition programmes, but did not apply a gender lens. Although for each country case study the context included a short introduction on gender, it used general information rather than analyses specific to the nutrition and the particular nutritional needs for local women, girls, men and boys (Objective 1). While there are examples across the portfolio of women being targeted (for example, a programme directed to pregnant and lactating women in Guatemala) the review did not take a lifecycle approach to girls' and women's needs. The country case study that did explore gender mainstreaming was for Ecuador, which discussed the empowerment of refugee women through cash-based transfers, sensitization and training including protection issues, and the links between food production, dietary diversity and women farmers (Objective 1).¹⁵¹

While this level of insight into gender and nutrition programming was not clearly reflected in specific programme key informant interviews with country offices, some good examples did emerge in country offices such as Rwanda, and evidenced in the meta-analysis of Africa country portfolio evaluations (For example, Somalia) of integrated nutrition- and gender-sensitive thinking to improve WFP programming. Particular emphasis is given in these discussions to the importance of gender analysis to inform SBCC to tackle social norms affecting women and men (Objective 3).

Nevertheless, progress is still to be made at all levels to make nutrition and gender a more systematic part of WFP nutrition programming and thinking. For example, a joint document by WFP and the International Food Policy Research Institute (IFPRI) from 2018 responded to an initial question, "What will it take to achieve significant reductions in global malnutrition rates?", but it failed to mention the different roles and needs of women or girls, men or boys (Objective 1).¹⁵²

School feeding

In terms of results for school feeding initiatives linked to education and nutrition, the evaluation team reviewed a 2017 16-country report on Latin America, and found strong attention to equal parity of school attendance in Latin America (Objective 1).¹⁵³ A similar picture is included in WFP evaluations of school feeding programmes in Africa. While the Latin America report did note that beyond parity, gaps were evident in terms of enhancing gender equality, the findings did not include gender analysis in relation to nutrition (for example, the nutrition of adolescent girls), or opportunities for women farmers, or involving women and/or men in food preparation. While this is still true in some country offices, the evaluation team did find country offices (for example, Kyrgyzstan and Rwanda) that were looking to address men dominating food preparation where financial incentives are clear, and others (for example, countries in southern Africa) starting to recognize how school feeding that relies on women providing free labour may simply be reinforcing existing social norms that negatively impact on women unless linked to wider support.

This patchy analysis is reflected in the 2017 "Collection of Evidence" from school feeding programmes, which does not systematically integrate gender into its analysis. Even the review of data disaggregation in sections on poverty reduction refers to "children", rather than boys and girls (Objective 1).¹⁵⁴ Nevertheless, the review does include a specific section on gender equality which discusses evidence of benefits identified in evaluations and meta-evaluations with respect to girls' education attendance and enrolment, learning, nutrient fortification and language learning. An interesting initiative is being carried out in Haiti to adopt a more gender-transformative approach within school feeding for more inclusive relations. SBCC has been leveraged, and formative research has been carried out to look at barriers, motivations and gender-related

150 2016. Scaling up Rice Fortification in Latin America and the Caribbean.

151 WFP, 2016. Latin America and the Caribbean: Supporting National Priorities on Nutrition through Multiple Platforms.

152 WFP, 2018. Nutrition Sensitive: Closing the Global Evidence Gap.

153 WFP, 2017. Smart School Meals, Nutrition-Sensitive National Programmes in Latin America and the Caribbean.

154 WFP, 2017. How School Meals Contribute to the SDGs, A Collection of Evidence.

attitudes and social norms that will be used to inform the strategy (Objective 3). Similarly, the 2017 Middle East and North Africa (MENA) factsheet (4.18.26) brings together the potential benefits as well as some evidence from programmes from the regional bureau of Cairo.¹⁵⁵ For example, in Kassala, Sudan, the programme has been designed to tackle different social barriers preventing girls from attending school, with take-home rations for girls supporting food consumption and promoting girls' access to education.

In conclusion, there are examples of the positive integration of gender concepts and objectives in WFP nutrition and school feeding programmes and materials, with policy frameworks and evaluations supporting greater attention to GEWE and improvements to programme designs and monitoring frameworks. However, these shifts are not yet consistently mainstreamed in planning or implementation, or in WFP communication materials relating to nutrition.

General food distributions

There is generally good alignment between the 2017 Emergency Preparedness Policy and the Gender Policy, which is integrated into the Emergency Preparedness Policy framework.¹⁵⁶ Operationally it discusses the importance of gender-sensitive and competence training within the WFP functional and support training for emergency response (FASTER) programme, and gender within the seasonal livelihood and community-based participatory planning tools of the three-pronged approach. However, Objective 4 of the Gender Policy – gender and protection – appears to be considered a 'do no harm' approach, which should sit within an overall framework that ensures staff are gender-sensitive and competent within 'FASTER', but that is not explicitly addressed. The evaluation team consider this to be surprising, given the prevalence of GBV issues in emergency and post-emergency situations, and clear evidence that WFP is aware of this in humanitarian contexts like South Sudan, Lebanon, Jordan and Bangladesh. Alignment with all four objectives of the Gender Policy is also evident in a lesson-learning, post-emergency tool, suggesting WFP simply needs to pay more attention to bringing out existing experiences and lesson learning to inform all general food distribution-related work.¹⁵⁷

Some reports produced prior to the Gender Policy show very limited reference to gender. For example, the 2014 Manual for Emergency Preparedness and Response (a step-by-step guide and reference tool for emergency preparatory response officers who are planning and implementing an EPR programme simulation) makes no reference to, for example, women/men staff and gender issues in operational scenarios. A very limited gender lens for emergencies is introduced, and an accompanying responsibility and accountability framework does not address GEWE.¹⁵⁸ Other, earlier documents, such as 'Definition of Emergencies', from 2005, and 'Exiting Emergencies', from 2004, make no reference to gender, or women, men, boys and girls.¹⁵⁹

Nevertheless, there are some early documents that have applied a strong gender lens. A policy to set out targeting in emergencies from 2006 stated that "targeting requires regular, systematic analysis of a multiplicity of factors, including the gender dimensions of an emergency".¹⁶⁰ Gender was integrated into parts of the policy; for example, VAM procedures were expected to include sex and age indicators and adopt a participatory approach. This is reflected in VAM Gender Thematic Guidelines: Integrating a Gender Perspective into Vulnerability Analysis, published in March 2005. A 2003 document, Food Aid and Livelihoods in Emergencies (4.5.4) was also gender responsive, and discussed the need for a gender analysis of livelihoods and assets in emergency situations.¹⁶¹

However, there are still examples of failures to implement guidance and standards. The recent WFP publication WFP: Humanitarian Development does not mention GEWE beyond reference to the targeting of pregnant and lactating women,¹⁶² and the WFP Syria Situation Report #10 does not consider GEWE beyond

155 WFP, 2017. Middle East and North Africa Initiative for School Meals and Social Protection.

156 WFP, 2017. Emergency Preparedness Policy.

157 WFP, 2015. Lessons Learned Toolkit for L3 Emergency Responses.

158 WFP, 2014. Emergency Preparation Response Package Simulation Guidance Manual, Operations Management Directive.

159 WFP, 2005. Definition of Emergencies; WFP. 2004. Exiting Emergencies.

160 WFP, 2006. Targeting in Emergencies.,

161 WFP. 2003. Food Aid and Livelihoods in Emergencies: Strategies for WFP.

162 WFP, 2019. World Food Programme: Humanitarian Development.

the targeting of pregnant and lactating women in terms of cash-based transfers for livelihood and nutrition support (Objective 1).¹⁶³ There is also evidence that there continues to be examples of poor gender analysis in emergency response contexts. The WFP multi-country cash and gender study noted inadequate or poor-quality gender analysis as an obstacle to transformative programming, and WFP reliance on household-level data continues to obscure intra-household food security and nutrition dynamics. The MOPAN report also found that gender was overlooked at the design stage. Similarly, the Emergency Response evaluation in Nigeria found that the use of gender analysis to inform programme design and implementation was limited, with the only gender-specific action being the prioritization of young children and pregnant and lactating women.

This gap in incorporating gender issues into project design and follow-up in relation to gender and humanitarian contexts where protection needs to be addressed was reflected in the Mali country portfolio evaluation (2018), and in-country visit key informant interviews (Objective 4). Similarly, the Emergency Response evaluation for Nigeria in 2018 noted that there had been inadequate attention to gender and a failure to develop a country-level baseline and action plan to address gender-specific needs or equality. Integrating gender has been more in terms of including women rather than transformative change in the gender roles of both women and men, reinforcing old perceptions among some WFP staff that gender is about supporting women.¹⁶⁴

Evaluations found that, for the most part, half the recipients were men and half were women, with little attention given to different needs. For example, the evaluation of Humanitarian Principles found that many interviewees mentioned the need to prioritize pregnant and lactating women as well as households headed by women because of their specific needs; the cash and gender study found that for general food distributions in Jordan, Mali and Rwanda, targeting operated at the household rather than intra-household level, bypassing any clear understanding of individual needs; and in refugee camps in Jordan and Rwanda there was a need to move away from blanket distributions (Objective 1). The same study noted that in many camps household heads were mainly men. Once registered, this meant that they were the primary recipients of information and transfers. This was to some extent explained by the initial registration process being managed by UNHCR rather than WFP, which led to a series of follow-up actions that failed to break through the initial efforts to better target women in addition to men; a picture also found in the evaluation of the Syrian Refugee Response in Jordan, where text messages were sent to the person registered, often the man.

In its review of South Sudan general food distribution documentation, the evaluation team found that while more women than men were registered due to demographic and conflict dynamics, the gender balance of food committees was observed to be only 20 percent women, due to an inability to break through social norms (South Sudan CPE 2017) (Objective 2/3). There are also challenges in understanding the specific needs of target groups in contexts with heightened security risks. The Emergency Response evaluation in Nigeria noted that while there were well defined and appropriate targeting criteria, concerns remained as to how these criteria translated into practice in operations, due to a heavy reliance on community-based targeting, which risked abuse of power and discriminatory practices being sustained (Objective 1). A similar finding was identified by the 2018 Somalia country portfolio evaluation.

There are nevertheless good examples. In Lebanon, the targeting formula builds on data gathered in the Vulnerability Assessment of Syrian Refugees, and includes variables that address gender and disabilities. E-card distribution/validation sites prioritize services to pregnant and lactating women, women with small children and people with disabilities, as well as the elderly on site (Objective 1). Beneficiaries requiring physical support are offered wheelchairs and assistance, and men and women are separated into different lanes to prevent harassment (Objective 4). The Lebanon country office also monitors gender-specific areas related to the assistance redemption process and decision making on the use of assistance within households through food security outcome monitoring, supported by sex-disaggregated focus group discussions. The evaluation team are aware of many examples of similar good practice increasingly being followed or planned in many WFP country offices. In Northern Nigeria, WFP exceeded its Corporate Results

163 See e.g. WFP, 2019. Syria Situation Report #10 (October 2019).

164 The CPE synthesis analysis for Africa (2016-2018) also noted that approaches to gender remained focused on "including women", and the use of corporate indicators that provided limited insights into gender dynamics. Insufficient attention was being paid to gender, in that "resources and institutional energy were focused on the supply and delivery of assistance, reducing the line of sight to beneficiaries."

Framework targets due to the promotion of women's participation in food assistance and an improved gender balance in food assistance and nutrition teams.

In conclusion: GEWE is well integrated in the policy and supporting documents for WFP general food distributions. However, there has been a focus on targeting rather than gender mainstreaming in the WFP emergency response, which can become "women-oriented" rather than designed to contribute to building gender equality in the long term by adopting a gender transformative approach. In the context of an increasing number of protracted emergencies which WFP is responding to, this area needs further work to build shared understanding.

Annex 13b: Review of Country Office Programme Examples in Relation to the Gender Policy Minimum Standards

The following table identifies evidence against the Gender Policy minimum standards for the five country case studies, focusing on the contributions of the three different “deep dive” technical areas of general food distributions, food assistance for assets and nutrition programming. The evidence used is derived from country office annual country reports, key informant interviews and documentary reviews, including Gender Transformation Programme reports.

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
Gender mainstreaming minimum standards a-j				
<p>Gender mainstreaming a) Regional bureaux and country offices systematically collect, analyse and use sex- and age-disaggregated data and gender indicators – including in emergencies – which are incorporated into all major data sources. Where the collection of sex- and age-disaggregated data poses considerable challenges, estimates are provided</p>	<p>Nicaragua Country office collects, analyses and uses sex- and age-disaggregated data and gender indicators for GFD Mauritania In 2017 reports sex-disaggregated data for project beneficiary information; percentage of households with poor food consumption core; diet diversity score The 2017 report also provides data on nine indicators labeled gender indicator (proportion of households where women and men together make decisions over the use of cash, voucher or food; proportion of women beneficiaries in leadership positions of project management committees; proportion of women project management committee members trained on modalities of food, cash, or voucher distribution) In 2018 reports sex-disaggregated data for outcome indicators; protection cross-cutting indicator; accountability to affected populations cross-cutting indicator Zimbabwe Reported sex-disaggregated data for planned and actual data for 2017. Reports in 2018 data disaggregated by sex on all 13 indicators, including minimum food</p>	<p>Nicaragua N/A Mauritania In 2017 provides sex-disaggregated data on participants by activity and modality, and data on people participating in asset-creation activities. WFP also collected, with the support of the regional bureau, data on composite ‘combo’ indicators for resilience activities (the compulsory five indicators as a ‘combo’ are: food consumption score, dietary diversity score, coping strategy index/consumption-based coping strategies, coping Strategy Index/livelihood coping strategies and community assets score). In 2018 reports sex-disaggregated data for consumption-based coping strategy index; food consumption score; food expenditure share; livelihood-based coping strategy index. Zimbabwe Data is collected by woman or man household head. Not reported for 2017. In 2018 report, data disaggregated by sex is not provided Rwanda See column “Other” Sri Lanka One of 34 countries: computed gender and age marker codes, apply at the activity level and are included in annual country reports</p>	<p>Nicaragua N/A Mauritania In 2017 provides sex-disaggregated data on nutrition beneficiaries (actual and planned). In 2018 provides sex-disaggregated data (MAM treatment) Zimbabwe In 2017 data was disaggregated by age and, to some extent, by sex In 2018, age data is reported for children indicator 6-23 months, and sex disaggregated on two indicators by proportion Rwanda Has other – age-disaggregated but not sex for children receiving nutrition support Sri Lanka One of 34 countries where computed gender and age marker codes apply at the activity level and are included in annual country reports</p>	<p>Nicaragua Evidence from field monitoring reports and key informant interviews indicate that Country office programme managers systematically collect sex-/age-disaggregated data across development activities and for emergency response work. This is recognized as an improvement from a few years ago, when sex/age data disaggregation was not collected Zimbabwe Total beneficiary information was disaggregated by age and sex from 2017 and gives actual count, while in the 2018 report, data is given by percentage of age and sex; men and women collected on cross-cutting indicators for decision making, leadership in committees, and training Rwanda CRF use of sex- and age-disaggregated data in line with the corporate indicator Gender output indicators aren’t used. Generally, the indicators aren’t disaggregated except a shortlist of examples from the CRF Sri Lanka CRF use of sex- and age-disaggregated data in line with the corporate indicator Gender output indicators aren’t used. Generally, the indicators aren’t disaggregated, except a shortlist of examples from the CRF</p>

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
	<p>expenditure share, and data for women on 'minimum dietary diversity for women'.</p> <p>Sri Lanka N/A – GFD declined significantly from 2011 to 2015 Now negligible</p>			
<p>Gender mainstreaming b). Gender and age analysis is systematically incorporated into broader analyses of the context and nutrition situation to gain better insights into the specific needs, roles, vulnerabilities, risks – such as GBV and sexual exploitation and abuse – 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 on these parameters</p>	<p>Nicaragua School feeding (Activity 1) has not used a gender analysis, although a gender analysis is currently being tested on the Caribbean Coast by WFP</p> <p>It is recognized by the country office that gender analysis is required (particularly given the finding of the CSP evaluation in 2018 that cooking arrangements are reinforcing gender stereotypes)</p> <p>A meeting is planned between regional bureaux, country office and a government department to explore how to support gender issues and capacity building</p> <p>Mauritania During the elaboration of the T-ICSP, enhancement of gender equality and protection was identified as one of six priorities¹⁶⁵</p> <p>CSP, CGAP planning to conduct studies on: - gender-based preferences for transfer modalities; - Review inclusion and exclusion criteria with a gender dimension, organize women/men group interviews to identify preferences for the type of</p>	<p>Nicaragua N/A</p> <p>Mauritania CSP, CGAP planning to conduct studies on needs in terms of assets with gender perspective</p> <p>Zimbabwe N/A</p> <p>Rwanda In the FFA programme, vulnerable groups, such as pregnant and lactating women, people living with HIV/AIDS and the elderly, are given fewer and/or less demanding tasks, given priority during payments to avoid long queues and able to designate a family member to take their place in the programme</p> <p>Sri Lanka Gender/FFA study in 2017 and 2019 for programme activity implementation;¹⁶⁶</p>	<p>Nicaragua 'Nutrition-sensitive' programming is understood to include gender and age differences (because needs are different between men, women, girls and boys at different ages) Always been done but approached it in more depth over the last two years</p> <p>WFP Nicaragua, June 2018, Situation Analysis of Food Security and Nutrition is an example of a more in-depth gender and age analysis integrated within nutritional analysis</p> <p>Mauritania CSP, CGAP planning to conduct studies on: - a qualitative study showing the correlation between SA, Nutrition and Gender.</p> <p>Zimbabwe -</p> <p>Rwanda See other</p> <p>Sri Lanka Gender analysis clear and comprehensive in national strategic review of food security and nutrition (WFP, with Government of Sri Lanka</p>	<p>Nicaragua There are some examples of gender analysis within the portfolio, although it is not applied systematically across all programme areas. There is, however, recognition on the part of the country office that disaggregated data does not provide adequate data to analyze change in unequal gender relations. However, the country office lacks a compendium of sector-specific gender indicators to use/adapt or capacity to develop own indicators</p> <p>Examples where gender and age analysis has been conducted and incorporated:</p> <ul style="list-style-type: none"> - For CSP as a whole, a 'situation analysis of food security and nutrition' was conducted in 2018 as a prerequisite.¹⁶⁷ - Country office is working with the National System for Disaster Prevention, Mitigation and Services (SINAPRED) regarding disaster preparedness (Activity 2) to incorporate some gender within risk analysis. - Work with small producers (Activity 3), and women involved in the Strategy for Women's Economic Empowerment uses gender/age analysis to build a

165 WFP Mauritania, 2018. Transitional Interim Country Strategic Plan.

166 Qualitative Assessment of the Food for Assets programme's influence on Women's Empowerment and Nutrition and Food Security in Sri Lanka.

167 WFP Nicaragua, June 2018. Situation Analysis of Food Security and Nutrition. CSP 2019-23.

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
	<p>assistance by gender and types of GBV that WFP assistance could provide</p> <p>Zimbabwe -</p> <p>Rwanda -</p> <p>Sri Lanka -</p>			<p>deeper understanding of gender inequalities.¹⁶⁸</p> <p>Zimbabwe The country office documents the number of beneficiaries disaggregated by age and sex and collects baseline data on annual targets</p> <p>Rwanda Examples of use of gender context analysis for CSP and CFSVA. Current reliance on CSP as guiding document means that programme-specific drivers limited. Replaced by CGAP and GTP but lack programme-specific relevance</p> <p>Sri Lanka Resilience: When designing the Platform for Real-time Information and Situation Monitoring (PRISM) established under this project, WFP considered the importance of producing sex- and age-disaggregated data. Therefore, PRISM was designed to be able to visualize and develop vulnerability indicators disaggregated by sex and age¹⁶⁹</p>
<p>Gender mainstreaming c) Findings from gender analysis are an integral element of the programme cycle and quality control systems, and inform central planning documents and major regional and country programme documents</p>	<p>Nicaragua Efforts were made in the CSP to describe the schooling situation of girls and adolescents in WFP intervention areas, mainly in Costa Caribe Norte and Mining Triangle</p> <p>Mauritania According to a country portfolio evaluation conducted in 2018, country</p>	<p>Nicaragua N/A</p> <p>Mauritania Planning took into account the situation of women in several ways, including: the introduction of gender parity in village selection committees for unconditional transfers from 2012; priority target of households headed by women for FFA</p>	<p>Nicaragua Nutrition, gender and age analysis informed targeting of providing nutritious 'baskets' of food (2,500 pregnant or lactating women and girls and children under three years). However, there was a lack of funding and delays, so limited progress made. This led to a decision to focus on</p>	<p>Nicaragua Gender analysis is not systematically conducted across activity areas. There are indications that the country office recognizes the need to do it, in Activity 3 some gender analysis is being carried out, and this is the only direct intervention programme (others are through the Government). A training course on gender analysis is provided</p>

168 2019. FGD, CSP Evaluation.

169 Specific Preparedness Activities in Sri Lanka due to severe drought impact. <https://docs.wfp.org/api/documents/WFP-0000069873/download/>.

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
	<p>office programming is generally aligned to WFP Strategic Plan (2014-2017) and to sectoral policies including gender (which is progressively and better taken into account)¹⁷⁰</p> <p>Planning took into account the situation of women in several ways, including: introduction of gender parity in village selection committees for unconditional transfers from 2012; priority target of households headed by women for several activities</p> <p>Zimbabwe Studies on vulnerability undertaken to inform planning and strategies¹⁷¹</p> <p>Rwanda See column “Other”</p> <p>Sri Lanka N/A</p>	<p>activities; participation of women in the same way as men in community planning meetings for FFA actions; support for an activity traditionally implemented by women with FFA actions¹⁷²</p> <p>Zimbabwe Study on the potential for FFA to empower women undertaken and used in programming¹⁷³</p> <p>Rwanda See column “Other”</p> <p>Sri Lanka Gender/FFA study in 2017 and 2019 for programme activity implementation – a comprehensive analysis¹⁷⁴</p>	<p>gender-sensitive programming rather than targeted interventions.</p> <p>Mauritania -</p> <p>Zimbabwe National Study on Zero Hunger, and gender identified as one of the underlying issues in nutrition¹⁷⁵</p> <p>Rwanda See column “Other”</p> <p>Sri Lanka Comprehensive use of gender analysis data: Fill the Nutrient Gap (2018)</p>	<p>by the GFP to staff, and is mandatory for all technical staff. Interviews with programme managers identified an awareness that more gender analysis would be beneficial</p> <p>Zimbabwe Situational analysis to inform WFP Gender Policy (2015-2020), Southern Africa Regional Implementation Strategy</p> <p>Rwanda Gender and cash-based transfers, women’s access to finance in value chains, beans value chain development Good examples of women and men’s inclusion and support through JP-RWEEP, including awareness raising amongst men as to the importance of shared decision making. - JP-RWEEP paid for the two 2018 studies on women’s inclusion in bean value chains and access to finance that have helped inform the smallholder farming programme SO4</p> <p>Sri Lanka General gender analysis undertaken in 2016¹⁷⁶</p>
Gender mainstreaming d) All country strategies are based on a gender analysis and respond to	Nicaragua See column “Other”	N/A Mauritania	Nicaragua See column “Other”	Nicaragua For the country programme as a whole, a “Situation Analysis of Food Security

170 WFP, 2016. Mauritanie: Une Evaluation du Portefeuille du PAM (2011-2015). OEV/2015/008.

171 WFP, Zimbabwe, 2017. Vulnerability Assessment Report (2015-2016).

172 WFP, 2016. Evaluation du Portefeuille de Pays. Mauritanie: Une Evaluation du Portefeuille du PAM (2011-2015). Rapport d’évaluation OEV/2015/008.

173 WFP, 2017. The Potential of Food Assistance for Assets to Empower Women and Improve women’s Nutrition A Five-country study: Synthesis Report October 2017.

174 WFP, Sri Lanka, 2018. Qualitative Assessment of the Food for Assets programme’s influence on Women’s Empowerment and Nutrition and Food Security in Sri Lanka.

175 WFP, Zimbabwe 2015. Zero Hunger Strategic Review.

176 WFP, Sri Lanka, 2016. Gender Analysis (What exactly are the Differences Between Men and Women? What are their Implications for Food Security, Vulnerability, Resilience and Food Assistance Programmes?)

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
strengths and weaknesses identified in WFP mandated areas of responsibility	<p>Mauritania Gender-responsive monitoring and evaluation plans are established for each strategic outcome, laying out the systems and processes set up to ensure adequate tracking of results for accountability and decision-making purposes¹⁷⁷</p> <p>Zimbabwe -</p> <p>Rwanda -</p> <p>Sri Lanka N/A</p>	<p>According to Mauritania CSP (2019-2022):</p> <ul style="list-style-type: none"> - Strategic outcomes 2, 3 and 4 will all form part of the same resilience-building intervention package progressively feeding into a consolidated national socio-responsive, nutrition-sensitive and gender-transformative safety-net system (with harmonized approaches and tools) - Scale-up of FFA and FFT will depend on the identification of assets and training opportunities in and near the camp that will benefit women and men equitably; such opportunities will be selected through conflict-sensitive participatory planning and informed by the 2018 seasonal livelihood programming in Bassikounou¹⁷⁸ <p>Zimbabwe Gender analysis of FFA done</p> <p>Rwanda -</p> <p>Sri Lanka CSP includes comprehensive review of gender across the portfolio, with comments from Gender Office also incorporated</p>	<p>Mauritania Mauritania WFP CSP refers to findings of the country portfolio evaluation (2011-2015) and highlights lessons learned as including the importance of “systematically making the best use of WFP programmes as nutrition-sensitive platforms and means of gender transformation”</p> <p>Zimbabwe Nutrition studies identifying gender as crucial</p> <p>Rwanda -</p> <p>Sri Lanka CSP includes comprehensive review of gender across the portfolio, with comments from gender office also incorporated</p>	<p>and Nutrition” was conducted in 2018. It was a prerequisite for the development of the CSP, and integrated gender issues (for both women/girls as consumers and producers).</p> <p>The new CSP (2019-2023) incorporates a strategic outcome that specifically focuses on gender equality and women's empowerment for zero hunger. This is a significant improvement on the previous CSP, which only included one sentence on gender¹⁷⁹</p> <p>Mauritania Gender is mainstreamed in CSP (2019-2022), but the country office needs to strengthen its capacity to conduct gender analysis, specially by filling the data gap.</p> <p>Zimbabwe Regional and country-specific gender analysis carried out</p> <p>Rwanda Strong use of gender context analysis to inform CSP led by country office</p> <p>Sri Lanka CSP includes comprehensive review of gender across the portfolio, with comments from Gender Office also incorporated</p>
Gender mainstreaming f) WFP food assistance policies and programmes involve different sex	<p>Nicaragua Food assistance work occurs through (i) school feeding and (ii) emergency</p>	<p>Nicaragua N/A</p>	<p>Nicaragua Surveys/opinion polls were conducted with schoolchildren and parents over</p>	<p>Zimbabwe Community action plans (CAP) were developed based on participatory</p>

177 CSP Mauritania Concept note.

178 WFP Mauritania Country Strategic Plan 2019-2022.

179 Nicaragua Country MTR and [WFP Nicaragua, June 2018, Situation Analysis of Food Security and Nutrition, CSP 2019-23].

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
<p>and age groups in decisions about assessment, design, implementation, monitoring and evaluation</p> <p>Inclusion is facilitated when assessment teams and community level focus group discussions involve women, men or both as appropriate</p>	<p>response. WFP school feeding work (as explained above) supports a government-led (MINED) programme and contributes to only 15% of it. It does not take a role in the assessment and design. MINED does not involve different sex and age groups in decisions.</p> <p>Mauritania -</p> <p>Zimbabwe -</p> <p>Rwanda Inclusion of distribution committees in organization of distribution and follow-up processes but limited influence on decision-making</p> <p>Sri Lanka N/A</p>	<p>Mauritania Design and implementation of food assistance for assets activities were based on participatory approaches (3-PA community-based participatory planning – CBPP) in which women had the opportunity to identify their specific needs and priorities so that the work would not result in extra burden.¹⁸⁰ Sex-disaggregated qualitative data was collected to understand main problems and risk associated with shocks¹⁸¹</p> <p>Zimbabwe See column “Other”</p> <p>Rwanda Community action plans formed through CBPP process, including use of focus group discussions with men and women separately as primary drivers of local decision making. Some examples where focus group discussions have not been sex-disaggregated leading to women’s voices being lost</p> <p>Sri Lanka CBPP activities in multiple provinces demonstrate engagement of women in consultations around activities (only 2019 data)</p>	<p>rice fortification work within school feeding; (e.g. did they notice any difference in the rice? For children: how often they ate the improved rice at home or school.) Results integrated into the programme</p> <p>Mauritania -</p> <p>Zimbabwe -</p> <p>Rwanda Through women’s groups (Mother and Child)</p> <p>Sri Lanka CBPP activities in multiple provinces demonstrates engagement of women in consultations around activities (only 2019 data)</p>	<p>problem analysis with participation of men and women through CBPP processes at village level</p> <p>Rwanda -</p>
<p>Gender mainstreaming g) WFP regularly works with partners at regional, national and local levels to identify areas for improvement and mutual accountability for integrating gender equality and</p>	<p>Nicaragua The regional office and country office are currently holding meetings with the education ministry regarding how to incorporate gender issues further within school feeding work</p> <p>Mauritania</p>	<p>Nicaragua N/A</p> <p>Mauritania -</p> <p>Zimbabwe</p>	<p>Nicaragua Within emergencies work (Activity 5) a workshop was held (including WFP regional team) regarding nutrition (gender- and age-appropriate) with government partners – SINAPRED, MINSA, UNFPA, OPS, UNICEF. As a result of the workshop, SINAPRED improved</p>	<p>Nicaragua WFP is working directly with cooperatives. Given the socio-political situation WFP is not able to work through NGOs. It is therefore working with cooperatives at local levels to integrate gender equality and women’s empowerment. The co-operatives have</p>

180 WFP, Mauritania, 2017. Standard Project Report and Single Country PRRO – 200640.

181 Planification Communautaire Participative (PCP) pour la création d’actifs et des interventions complémentaires AIJOUNE, Commune de Glig Ehel Boya, Département de DJIGUENY.

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
women's empowerment into WFP food assistance	<p>The Task Team Mauritania Support to Refugees and Host Communities (World Bank, WFP and UNHCR) seeks to bring in dedicated technical expertise on GBV, to ensure that women, girls and boys who are the potential at-risk groups of GBV are represented when prioritizing support under the coordinated projects. This will enable integration of interventions to increase consideration for, and sensitivity to, the risk of GBV in order to prevent and mitigate against potential risks of GBV associated with project activities. Under the leadership of UNHCR and the Office of the United Nations High Commissioner for Human Rights, WFP actively participated in setting up a Protection from Sexual Exploitation and Abuse (PSEA) task force in the country and the elaboration of a PSEA.¹⁸² (Action plan specific for the Mbera Camp)</p> <p>Zimbabwe Working with UNHCR on refugees – GFD, CBT etc.</p> <p>Rwanda See column "Other"</p> <p>Sri Lanka See column "Other"</p>	<p>NGO partners through FLAs in different areas – with mandatory clause on gender mainstreaming</p> <p>Rwanda See column "Other"</p> <p>Sri Lanka See column "Other"</p>	<p>its nutrition in their guide and the health ministry updated its guidelines</p> <p>Mauritania</p> <p>In order to provide school meals to vulnerable Mauritanian children during the school year, one implementation arrangement planned by the 2018 T-ICSP was to maintain and further strengthen partnership with UNICEF to address the school environment, quality of education, hygiene and health promotion, nutrition education, and gender-based violence at schools.¹⁸³ The 2019 WFP Safety Nets Policy evaluation cited Mauritania as a case study of programmes designed to provide targeted nutrition assistance to women and children on top of existing government social assistance mechanisms and in close coordination with relevant health and social protection ministries. However, the report also found little evidence that WFP work in safety-nets and social protection contributed to gender-transformative outcomes in the case studies.¹⁸⁴</p> <p>Zimbabwe</p> <p>Working with UNICEF and other NGOs on nutrition, and mainstreaming gender</p>	<p>been working on this for many years (since 2006) (prior to WFP involvement in 2014). A total of 12 out of 15 field offices had a gender policy in 2017 (ARP); not reported in CPR</p> <p>Accountability is through annual sessions with field office general assemblies, as well as annual feedback/assessment discussions between field offices and WFP</p> <p>Focus on improvement is through working to reduce the gender gap (e.g. through financial training for women producers)</p> <p>Mauritania WFP worked with UNHCR, UNICEF, ACF, and local civil society partners, as well as local government authorities and the refugee community representatives to provide food assistance with attention to the protection risks, such as those related to gender-based violence. Mitigating actions were included through sensitization, training, and monitoring¹⁸⁵</p> <p>Although Mauritania country office's strategy for working with the Government to promote GEWE is not clear and constrained by weakness of the correspondent ministries,¹⁸⁶ WFP</p>

182 Terms of Reference for a Specialist on Gender-based Violence (GBV).

183 WFP, Mauritania, 2018. Transitional Interim Country Strategic Plan.

184 WFP, 2019. Update of WFP's Safety Nets Policy. Policy Evaluation.

185 WFP, Mauritania, 2018. Transitional Interim Country Strategic Plan.

186 This is consistent with the 2017 WFP Operation Evaluation Series. Regional synthesis 2013-2017. West and central African region. The evaluation found that while ten [country] evaluations praised good collaboration and the creation of synergies with national institutions and government "the country office encountered some challenges with the Mauritanian Government."

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
			<p>and nutrition in other projects (e.g. lean season assistance (LSA), FFA etc.)</p> <p>Rwanda See column “Other”</p> <p>Sri Lanka See column “Other”</p>	<p>has been actively involved in the process of strategic policy formulation of the Mauritania National Strategy for Gender mainstreaming.¹⁸⁷ However, official documents note that WFP strategic orientations on gender have been guided by WFP technical policy and less by national strategies¹⁸⁸</p> <p>In 2018, WFP started a revision of FLA and planned capacity strengthening on gender-transformative activities for every implementing partner^{189,190}</p> <p>Rwanda All programmes operate through field partners, with inclusion of gender in standard FLA contracts, through annexes 1 and 6 of the FLA contracts. Limited focus on mutual accountability – the FLA means the partner is contracted to provide services – except through examples of training and negotiation of FLAs</p> <p>Sri Lanka Government partners largely unaware of WFP activities or lines of accountability (MoUs). Some engagements with agency partners e.g. UNFPA, that have led to a joint transformative agenda. Limited articulation of gender in the field-level agreements and contract annexes. Partner reports do use sex-disaggregated data</p>

187 WFP, 2016. Evaluation du Portefeuille de Pays. Mauritanie: Une Evaluation du Portefeuille du PAM (2011-2015). Rapport d'évaluation OEV/2015/008.

188 WFP, 2016. Cited in, Ministry of social affairs, childhood and women, Evaluation du Portefeuille de Pays. Mauritanie: Une Evaluation du Portefeuille du PAM (2011-2015). Rapport d'évaluation OEV/2015/008.

189 2018. FP Mauritania Annual Country Report. Country Strategic Plan 2018-2018.

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
<p>Gender mainstreaming h) As the main support to WFP field activities, the operations service department (OS) ensures that gender equality and women's empowerment are included in all manuals, guidance, policies and other guiding documents for activities and clusters, including the logistics, food security and emergency telecommunications clusters</p>	See column "Other"	See column "Other"	See column "Other"	<p>Nicaragua The operation services department manager is one of four proactive gender resource network members. Efforts have been made to incorporate gender into logistics, and there are specific recommendations regarding food distribution to men/women. Two of the six general managers of food distribution are women. The unit recently organized a session in the office for the 'Orange Day' and brought in a 'transportista', a woman who runs a logistics company and has a WFP contract; she discussed gender and protection issues that affect her work.</p> <p>Mauritania A review of market assessments and gender in West Africa found that improved guidance and access to relevant secondary data and information are insufficient to support gender analysis capacity-strengthening in market assessments.¹⁹¹ In 2019, following a training organized by the gender specialist, with support of the regional office, a manual on gender was produced in French and translated to Arab, Sonic, Wolof and Pulaar (the main languages spoken in the country)¹⁹²</p> <p>Zimbabwe Gender included in FLAs, in PACE for GRN staff, and for all staff on country office-selected mandatory gender trainings</p> <p>Rwanda Reliance on generic training and gender toolkit resources, but the latter not widely used: tendency for WFP staff to</p>

191 WFP, 2016. Gender and Markets in West Africa. Secondary Data Review. Regional Office Dakar.

192 Copies of these manuals are available in the Mauritania country document review file.

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
				<p>follow technical guidance provided by headquarters. No examples of adapting locally</p> <p>Sri Lanka Limited evidence of manuals and guidance tailored to context, but national gender policy is familiar to GRN and gender focal point, and referenced as a key guiding document for activity planning</p>
<p>Gender mainstreaming i) All programme budgets and budget templates used for the preparation of field level agreements include specific lines for gender-related costs under each programme activity (i.e. as a cross-cutting theme). GEWE activities are given priority in resource allocation, even when resources are limited</p>	<p>Nicaragua See column "Other"</p>	<p>Nicaragua N/A</p>	<p>Nicaragua See column "Other"</p>	<p>Nicaragua Inclusion of specific budget lines for gender but no expenditure tracking. Strong commitment to gender resource prioritization.</p> <p>Mauritania Activities budgeted for each programme area and partnership</p> <p>Zimbabwe FLAs include gender actions and are funded with budget allocations for gender activities</p> <p>Rwanda FLAs include gender budget component similar to WFP organizational budget annex</p> <p>Sri Lanka Ibid</p>
<p>Gender mainstreaming j) WFP food assistance policies and programmes adhere to the GAM and minimum standards for prevention and mitigation of GBV, adapted by WFP for the nutrition and food security sectors</p>	<p>Nicaragua Within the school feeding programme (Activity 1), WFP supported the Ministry of Education's efforts to prevent gender-based violence and sexual abuse among schoolgirls with early interventions. Protection issues are</p>	<p>Nicaragua N/A</p> <p>Mauritania</p> <p>Rwanda No current systematic approach to address GBV or gender and protection in association with FFA – awareness raising</p> <p>Sri Lanka</p>	<p>Nicaragua GBV issues integrated in planning for emergency nutrition and food security provision</p> <p>Mauritania</p> <p>Rwanda</p> <p>Sri Lanka</p>	<p>Mauritania</p> <p>Rwanda GTP report highlights activities to address GBV with introduction of 2019 gender and protection action plan Strong GBV awareness raising and support through school feeding partners</p> <p>Zimbabwe</p>

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
	<p>integrated within the logistical planning for the school feeding programme¹⁹³</p> <p>In disaster risk reduction (Activity 2) with SINAPRED: one annual gender training in 2018 and 2019 with local emergency response committees and others (estimated 1200-1250 women and men leaders – parity); technical support to integrate gender perspective in planning throughout work; increased work on prevention; supported exchange of experiences among 500 women (local leaders and others) in 2019¹⁹⁴</p> <p>Gender mainstreaming in risk prevention found to be generally weak, however¹⁹⁵</p> <p>Mauritania A joint assessment mission will take place in 2019 to ensure that operations are reviewed to ensure effective and equitable implementation and to minimize security risks, gender-based violence and other protection risks¹⁹⁶</p> <p>Rwanda Gender and protection activities through operational partnerships targeting refugee camps. Complaints and feedback mechanisms including help desks and call centr. UNHCR would like to integrate CFM approach across agencies</p>	<p><i>Ad-hoc</i> approach to protection – focused on keeping women safe in field operations, largely framed as ‘security’ (key informant interviews)</p>	<p>In process of identifying options to reduce the challenges and protection risks for households headed by women commencing catering work for school meals, including: cashflow in the initial months, spreading out rice collection from multi-purpose cooperative societies (MPCCs) through multiple rather than single coupons, and encouraging women to work in groups/teams¹⁹⁷</p>	<p>GBV prioritized by the country office; e.g. in 2018, the country office held 12 GBV sessions with staff. Plus monthly “Orange Days” on 25th of each month have devoted time to prevention of sexual exploitation & assault training for staff, country office has completed the mandatory online training, and also focused on social norms training for staff, extended to the family members and partners staff</p> <p>Sri Lanka 2 PSEA focal points identified in 2018; staff have been provided with a copy of the Secretary General’s Bulletin, discussion with the country office on the inclusion of PSEA clauses in the agreements, and the country office has checked its Letter of Understanding (LoU) with the Government and identified that there is no clause on PSEA. There is not presently an in-country network for PSEA, and it is not specifically required where there is an RC/UNCT¹⁹⁸</p> <p>EMPOWER project has a GBV element¹⁹⁹</p>

193 APRs, KIIs.

194 Nicaragua (APRs, KII).

195 Nicaragua (CSR 2019).

196 WFP Mauritania Country Strategic Plan 2019-2022.

197 WFP Gender and protection mission (2018).

198 WFP gender mission, 2018.

199 To raise awareness on SGBV and different types, to break myths related to SGBV and victim blaming.

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
	<p>Sri Lanka N/A</p>			
<p>(Targeted action k) 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</p>	<p>Nicaragua N/A (Gender targeted action is focused on Work with Small Producers and Women's Economic Empowerment Strategy – see column "Other")</p> <p>Mauritania -</p> <p>Zimbabwe -</p> <p>Rwanda -</p> <p>Sri Lanka N/A</p>	<p>Nicaragua N/A</p> <p>Mauritania Planning took into account the situation of women in support for activities traditionally implemented by women with FFA actions²⁰⁰</p> <p>WFP interventions will target some 62,900 food-insecure smallholder farmers (more than 51 percent of them shall be women, reflecting the higher female demographic proportion among smallholder farmers and addressing gender inequality.²⁰¹ Note reference to demographics but no reference to gender analysis findings</p> <p>Zimbabwe -</p> <p>Rwanda Gender context analysis has informed CSP process and, to a lesser extent, FFA programme decision making. Strong use of sex-disaggregated data in CBPP examples and community prioritization of activities</p> <p>Sri Lanka FFA gender analysis conducted²⁰²</p>	<p>Nicaragua Nutrition work was targeted actions (e.g. rice fortification initiative) but due to lack of funding, country office moved to more nutrition-sensitive programming throughout the portfolio</p> <p>Mauritania</p> <p>Zimbabwe -</p> <p>Rwanda Nutrition programming follows gender and age analyses in line with nutrition protocols but is not necessarily about gender and empowerment (although some of the nutrition activities such as the nutrition education and counseling (NEC) project in the refugee camps have a focus on gender and empowerment)</p> <p>Sri Lanka Analysis of women decision making and engagement in CHANGE partnership programme with UNFPA, but no gender analysis in "Nutritional Status, Dietary Practices and Pattern of Physical Activity Among School Children Aged 6-12 Years"</p>	<p>Nicaragua A gender and age analysis was carried out for the original design of the Women's Economic Empowerment Strategy – note it was in 2014</p> <p>Mauritania Blanket feeding programmes were expanded to children from six to 59 months, and to pregnant and lactating women, and a school feeding programme was introduced</p> <p>The gender ratios of primary school net enrolment in the six targeted regions vary from 0.98 to 1.2, and do not justify a specific affirmative action for girls (such as take-home ration).²⁰³ A CBT pilot will cover direct and opportunity costs of pregnant and lactating women and girls attending pre- and postnatal obstetric care, with a view to preventing malnutrition among mothers and children. The pilot is to be undertaken in consultation with the Ministry of Health and Ministry of Social Affairs</p> <p>Zimbabwe -</p> <p>Rwanda Comprehensive use of sex- and age-disaggregated data in CFSVA</p> <p>Sri Lanka Resilience has demonstrated little focus on gender dynamics – a major lesson</p>

200 WFP, 2016. Evaluation du Portefeuille de Pays. Mauritanie: Une Evaluation du Portefeuille du PAM (2011-2015). Rapport d'évaluation OEV/2015/008.

201 WFP Mauritania Country Strategic Plan 2019-2022.

202 2019. Qualitative Assessment of the Food for Assets programme's influence on Women's Empowerment and Nutrition and Food Security in Sri Lanka.

203 WFP Mauritania Country Strategic Plan 2019-2022.

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
				learned that is currently being discussed in the final reporting stage.
(Targeted action l) WFP food assistance policies and programmes facilitate women's participation in group initiatives – where appropriate – that build women's knowledge, skills and self-confidence and support social networks on which women can draw in times of need	<p>Nicaragua N/A</p> <p>Mauritania In 2017, women's participation in WFP gender sensitization trainings was high in all targeted regions; this encouraged the communities to support women to take up leadership roles and speak up for their needs²⁰⁴</p> <p>Zimbabwe -</p> <p>Rwanda Women's engagement in distribution committees in refugee camps required to be 50 percent membership, although not always reaching this – relates to UNHCR registration, organization and engagement processes within camps</p> <p>Sri Lanka N/A</p>	<p>Nicaragua N/A</p> <p>Mauritania WFP aims for gender equity in FFA participation, but participation may vary according to the nature of the works prioritized by communities²⁰⁵</p> <p>Zimbabwe -</p> <p>Rwanda -</p> <p>Sri Lanka Sri Lanka country office identified as one of five focus countries for deep dive on FFA and gender. Several examples of engagement on training, developing committees, and targeting cash transfers²⁰⁶</p>	<p>Mauritania Gender-balanced committee of parents and teachers in each school is responsible for safe food storage and equitable distribution²⁰⁷</p> <p>Zimbabwe -</p> <p>Rwanda Mother and child self-help groups for nutrition information sharing and support</p> <p>Sri Lanka CHANGE project with UNFPA works with mothers' support groups; aims to promote women's empowerment through decision making and nutrition knowledge, information etc., with SBCC addressing gender stereotypes, reproductive health and nutrition. EMPOWER programme with Ministry of Policy supports women's cooperatives²⁰⁸</p>	<p>Nicaragua Gender training and work across value chain has provided increased skills for women smallholder farmers. (e.g. how to calculate expenditure and income); technical skills have led to significant increases in crop yields.</p> <p>Zimbabwe Participation of women leadership committees for the programme is at 60% women and 40% men. Evidence of training in different skills to strengthen their leadership skills</p> <p>Rwanda Good examples of women's participation in cooperatives under the JP-RWEEP and smallholder farmer programmes, with primary focus on empowerment and marketing respectively</p> <p>Sri Lanka -</p>
(Targeted action m) WFP using technologies, services and infrastructure that help to reduce women's unpaid workloads linked to WFP food assistance	<p>Nicaragua N/A</p> <p>Mauritania -</p> <p>Zimbabwe -</p>	<p>Nicaragua N/A</p> <p>Mauritania -</p> <p>Zimbabwe -</p>	<p>Mauritania -</p> <p>Zimbabwe -</p> <p>Rwanda -</p> <p>Sri Lanka</p>	<p>Nicaragua N/A</p> <p>Mauritania -</p> <p>Zimbabwe</p>

204 WFP, 2017. Standard Project Report, Islamic Republic of Mauritania (MR) 21 Single Country PRRO – 200640.

205 WFP Mauritania Country Strategic Plan 2019-2022.

206 2017. The Potential of Food Assistance for Assets (FFA) to Empower Women and Improve Women's Nutrition: A Five-Country Study.

207 WFP, 2017. Standard Project Report, Islamic Republic of Mauritania (MR) 21 Single Country PRRO - 200640.

208 The project engages with the PTK women's cooperative comprising a high female ex-combatant membership, and looks at creating more income-generating opportunities and strengthening the civil society participation through the cooperative to enhance decision-making power of a conflict-affected, vulnerable population with a direct focus on women and families.

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
	<p>Rwanda</p> <p>-</p> <p>Sri Lanka</p> <p>-</p>	<p>Rwanda</p> <p>Examples of water infrastructure that helped to reduce women's unpaid workloads in some FFA activities, but not specifically designed for this</p> <p>Sri Lanka</p> <p>Some signs shown in five-country report, but not explicit focus – "In Sri Lanka, household tasks were similarly shared, even without messaging on this issue. In one community, men reported cooking dinner when wives worked in appreciation for their participation in FFA work"²⁰⁹</p>	-	<p>FFA assets – gardens, safe water sources (boreholes) and weir dams – help to reduce women's workload, improve nutrition and hygiene</p> <p>Rwanda</p> <p>-</p> <p>Sri Lanka</p> <p>-</p>
<p>(Targeted action n) Context-specific initiatives designed to promote the involvement in gender work of men and boys: increased understanding of gender equality and nutrition among men and boys can lead to positive behaviour change in families while equipping more community members with knowledge and tools for ensuring food security</p>	<p>Nicaragua</p> <p>N/A</p> <p>Mauritania</p> <p>-</p> <p>Zimbabwe</p> <p>-</p> <p>Rwanda</p> <p>-</p> <p>Sri Lanka</p> <p>-</p>	<p>Nicaragua</p> <p>N/A</p> <p>Mauritania</p> <p>-</p> <p>Zimbabwe</p> <p>-</p> <p>Rwanda</p> <p>-</p> <p>Sri Lanka</p> <p>-</p>	<p>Nicaragua</p> <p>Within nutrition activities, include gender and question traditional gender roles; e.g. observed that men say that they go to the shop and read labels and see the nutritional content now (from only one key informant interview) Also, include discussions on sexual reproductive rights</p> <p>Mauritania</p> <p>CSP plans to deliver nutrition-related messages to women and men care providers²¹⁰</p> <p>Zimbabwe</p> <p>-</p> <p>Rwanda</p> <p>Use of SBCC for nutrition-specific programming includes messaging and engagement of men on food use</p>	<p>Nicaragua</p> <p>Work with small producers: new masculinities training has been held with farmer organizations for men and boys (including staff members) and the training is promoting positive attitudes and behaviours</p> <p>Zimbabwe</p> <p>As above²¹¹</p> <p>Rwanda</p> <p>SBCC including gender messages introduced across programmes including nutrition (nutrition education: NEC project), FFA, GFD. Gender and nutrition-sensitive programming</p> <p>Sri Lanka</p> <p>Training on social norms and masculinities provided by regional office</p>

209 2017. The Potential of Food Assistance for Assets (FFA) to Empower Women and Improve Women's Nutrition: A Five-Country Study.

210 WFP Mauritania Country Strategic Plan 2019-2022.

211 Ibid.

Minimum standard	Evidence, Examples, References, Sources			
	General food distributions	Food assistance for assets	Nutrition	Other ^a
			<p>Sri Lanka EMPOWER programme with Ministry of Policy works with ex-combatants to provide training for men. Includes SBCC for men (gender stereotypes, nutrition)</p>	<p>Sri Lanka national strategy goes into significant detail about the role of men in the economic sphere, workforce burden and unpaid care – but this is not closely echoed in WFP Sri Lanka strategic programming</p>
<p>(Targeted action o) Where persistent gaps exist, investment in community and school-based strategies and partnerships for school feeding that generate more sustainable incentives for parents to continue girls' education beyond primary school</p>	N/A	N/A	N/A	<p>Nicaragua Attendance for boys and girls is similar (52% of boys in CSP evaluation). The country office is planning to do a study connection between retention rates and school meals. Also hope to do a study with UNFPA on teen pregnancy (high and increasing) as girls stop attending when they are pregnant, although this is illegal The school feeding programme has enabled parents to keep children at school during lean times. During that period two meals are provided (breakfast and lunch) rather than lunch only (APR 2017)</p> <p>Mauritania Zimbabwe Rwanda Some past examples of take-home rations for girls Sri Lanka N/A</p>

Annex 14: Corporate Outcome and Cross-Cutting Indicator Results

Corporate Results Framework –evaluation indicator sets

Gender Action Plan Layer 1 Indicators for Gender Equality Programming Results

The aim of this Annex is to review WFP reporting against Layer 1 of the Gender Action Plan using the indicators of the Corporate Results Framework in order to build a picture of corporate progress against the Gender Policy objectives during the evaluation period (2015-2018) (as explored in Sections 2.2.1 to 2.2.4 of Volume 1 of the evaluation report).

Corporate level Corporate Results Framework indicator data summaries are presented in the tables of Annex 14a using data derived from WFP annual performance reports.

Strategic and corporate results frameworks

Over the evaluation period (2015-2018) two results frameworks were used by WFP: the Strategic Results Framework operated over the period 2014-2017; the Corporate Results Framework overlapped with the Strategic Results Framework in 2017 and covers the period 2017-2021. Only a first cohort of WFP country offices reported against Corporate Results Framework indicators in 2017, with most country offices transitioning to Corporate Results Framework in 2018 and 2019.²¹² For completeness, the evaluation team included in Annex 14a both Strategic Results Framework and Corporate Results Framework results for 2017. It should also be noted that the wording and numbering of Strategic Results Framework and Corporate Results Framework indicators relevant to Layer 1 of the Gender Action Plan, as reported in Annex 14a, are formulated in slightly different ways.

Sex and age data disaggregation

Although in many, but by no means all, field programmes relevant sex- and age- disaggregated data is collected during WFP and cooperating partner project and programme monitoring, for the majority of Corporate Results Framework indicators this data is not “rolled-up” in WFP corporate reporting through the annual performance report (Annex 14a). The exception is the gender cross-cutting indicator C.3.1, which explores the proportion of households where women, men or both women and men make decisions on the use of food/cash/vouchers. For other relevant Gender Action Plan Layer 1 outcome and cross-cutting indicators, WFP reporting through the annual performance report focuses on the proportion of relevant projects or programmes reporting against the indicator concerned, or that are on track to achieve relevant project and programme-specific indicator targets in relation to project- or programme- specific benchmarks. Therefore, to build an understanding of the extent to which sex- and age-disaggregated data are collected and give some practical sense of the use of Corporate Results Framework indicators in WFP programming, the evaluation team analysed COMET datasets of 12 country offices in the evaluation sample (Annex 14b).

212 Further information on the two results frameworks and how they have been applied can be found in the APR 2017.

Annex 14a. Corporate Results Framework Outcome and Cross-Cutting Data

Gender Policy Objective 1 – food assistance adapted to different needs

Outcome Indicator	2015 (SRF)	2016 (SRF)	2017(SRF)	2017 (CRF)	2018 (CRF)
Moderate acute malnutrition (MAM) treatment performance					
Recovery	<p>Outcome 1.1 85% of relevant projects reporting sufficient data (33 out of 39 projects)</p> <p>Outcome 2.3 71% of relevant projects reporting sufficient data (10 out of 14 projects)</p> <p>Outcome 4.1 70% of relevant projects reporting sufficient data (19 out of 27 projects)</p>	<p>Outcome 1.1 93% of relevant projects reporting sufficient data (27 out of 29 projects)</p> <p>Outcome 2.3 85% of relevant projects reporting sufficient data (11 out of 13 projects)</p> <p>Outcome 4.1 67% of relevant projects reporting sufficient data (11 out of 13 projects)</p>	<p>Outcome 1.1 95% of relevant projects reporting sufficient data (20 out of 21 projects)</p> <p>Outcome 2.3 63% of relevant projects reporting sufficient data (5 out of 8 projects)</p> <p>Outcome 4.1 63% of relevant projects reporting sufficient data (15 out of 24 projects)</p>	<p>Outcome 2.1 33% of relevant projects reporting sufficient data (3 out of 9 projects)</p>	<p>Outcome 2.1 88% of relevant countries reporting sufficient data (30 out of 34 countries)</p>
Mortality	<p>Outcome 1.1 85% of relevant projects reporting sufficient data (34 out of 40 projects)</p> <p>Outcome 2.3 71% of relevant projects reporting sufficient data (10 out of 14 projects)</p> <p>Outcome 4.1</p>	<p>Outcome 1.1 93% of relevant projects reporting sufficient data (27 out of 29 projects)</p> <p>Outcome 2.3 85% of relevant projects reporting sufficient data (11 out of 13 projects)</p> <p>Outcome 4.1</p>	<p>Outcome 1.1 95% of relevant projects reporting sufficient data (20 out of 21 projects)</p> <p>Outcome 2.3 63% of relevant projects reporting sufficient data (5 out of 8 projects)</p> <p>Outcome 4.1</p>	<p>Outcome 2.1 25% of relevant projects reporting sufficient data (2 out of 8 projects)</p>	<p>Outcome 2.1. 91% of relevant countries reporting sufficient data (30 out of 33 countries)</p>

	76% of relevant projects reporting sufficient data (19 out of 25 projects)	67% of relevant projects reporting sufficient data (11 out of 13 projects)	63% of relevant projects reporting sufficient data (15 out of 24 projects)		
Default	<p>Outcome 1.1 82% of relevant projects reporting sufficient data (32 out of 39 projects)</p> <p>Outcome 2.3 67% of relevant projects reporting sufficient data (10 out of 15 projects)</p> <p>Outcome 4.1 76% of relevant projects reporting sufficient data (19 out of 25 projects)</p>	<p>Outcome 1.1 93% of relevant projects reporting sufficient data (27 out of 29 projects)</p> <p>Outcome 2.3 85% of relevant projects reporting sufficient data (11 out of 13 projects)</p> <p>Outcome 4.1 67% of relevant projects reporting sufficient data (11 out of 13 projects)</p>	<p>Outcome 1.1 95% of relevant projects reporting sufficient data (20 out of 21 projects)</p> <p>Outcome 2.3 63% of relevant projects reporting sufficient data (5 out of 8 projects)</p> <p>Outcome 4.1 63% of relevant projects reporting sufficient data (15 out of 24 projects)</p>	<p>Outcome 2.1 29% of relevant projects reporting sufficient data (2 out of 7 projects)</p>	<p>Outcome 2.1 91% of relevant countries reporting sufficient data (31 out of 34 countries)</p>
Non-response	<p>Outcome 1.1 85% of relevant projects reporting sufficient data (33 out of 39 projects)</p> <p>Outcome 2.3 71% of relevant projects reporting sufficient data (10 out of 14 projects)</p> <p>Outcome 4.1 76% of relevant projects reporting sufficient data (19 out of 27 projects)</p>	<p>Outcome 1.1 93% of relevant projects reporting sufficient data (27 out of 29 projects)</p> <p>Outcome 2.3 85% of relevant projects reporting sufficient data (11 out of 13 projects)</p> <p>Outcome 4.1 67% of relevant projects reporting sufficient data (11 out of 13 projects)</p>	<p>Outcome 1.1 95% of relevant projects reporting sufficient data (20 out of 21 projects)</p> <p>Outcome 2.3 63% of relevant projects reporting sufficient data (5 out of 8 projects)</p> <p>Outcome 4.1 63% of relevant projects reporting sufficient data (15 out of 24 projects)</p>	<p>Outcome 2.1 25% of relevant projects reporting sufficient data (2 out of 8 projects)</p>	<p>Outcome 2.1 91% of relevant countries reporting sufficient data (30 out of 33 countries)</p>
Food consumption score (FCS) by sex of household head	Outcome 1.2 ²¹³	Outcome 1.2	Outcome 1.2	Outcome 1.1	Outcome 1.1 ²¹⁴

213 For 2015, 2016 and 2017 (SRF), the indicator only refers to food consumption score at household level (not disaggregated by sex of household head).

214 The indicator is not sex-disaggregated for outcome 1.1.

	<p>84% of relevant projects reporting sufficient data (71 out of 85 projects)</p> <p>Outcome 2.1 59% of relevant projects reporting sufficient data (20 out of 34 projects)</p> <p>Outcome 3.1 64% of relevant projects reporting sufficient data (32 out of 50 projects)</p> <p>Outcome 4.1 57% of relevant projects reporting sufficient data (4 out of 7 projects)</p>	<p>89% of relevant projects reporting sufficient data (65 out of 73 projects)</p> <p>Outcome 2.1 83% of relevant projects reporting sufficient data (20 out of 24 projects)</p> <p>Outcome 3.1 78% of relevant projects reporting sufficient data (32 out of 41 projects)</p> <p>Outcome 4.1 40% of relevant projects reporting sufficient data (2 out of 5 projects)</p>	<p>83% of relevant projects reporting sufficient data (36 out of 42 projects)</p> <p>Outcome 2.1 76% of relevant projects reporting sufficient data (16 out of 21 projects)</p> <p>Outcome 3.1 74% of relevant projects reporting sufficient data (25 out of 34 projects)</p> <p>Outcome 4.1 33% of relevant projects reporting sufficient data (1 out of 3 projects)</p>	<p>52% of relevant projects reporting sufficient data (11 out of 21 projects)</p> <p>Outcome 3.1 50% of relevant projects reporting sufficient data (1 out of 2 projects)</p> <p>Outcome 4.1 40% of relevant projects reporting sufficient data (2 out of 5 projects)</p>	<p>87% of relevant countries reporting sufficient data (54 out of 62 countries)</p> <p>Outcome 3.1 74% of relevant countries reporting sufficient data (14 out of 19 countries)</p> <p>Outcome 4.1 80% of relevant countries reporting sufficient data (12 out of 15 countries)</p>
W	NA	NA	NA	NA	NA
M	NA	NA	NA	NA	NA
Minimum dietary diversity score (DDS) for women	NA	NA	NA	<p>Outcome 1.1 50% of relevant projects reporting sufficient data (2 out of 4 projects)</p> <p>Outcome 4.1</p>	<p>Outcome 1.1 67% of relevant counties reporting sufficient data (10 out of 15 countries)</p> <p>Outcome 2.1 75% of relevant counties reporting sufficient data (18 out of 24 countries)</p> <p>Outcome 3.1 43% of relevant counties reporting sufficient data (3 out of 7 countries)</p> <p>Outcome 4.1</p>

					100% of relevant projects reporting sufficient data (1 out of 1 project)	100% of relevant counties reporting sufficient data (1 out of 1 country)
Proportion of population reporting benefits from an enhanced asset base (by sex and age)	NA	NA	NA	Outcome 3.1 50% of relevant projects reporting sufficient data (1 out of 2 projects)	Outcome 1.1 80% of relevant counties reporting sufficient data (8 out of 10 countries)	Outcome 3.1 67% of relevant counties reporting sufficient data (10 out of 15 countries)
				Outcome 4.1 60% of relevant projects reporting sufficient data (3 out of 5 projects)	Outcome 4.1 89% of relevant counties reporting sufficient data (8 out of 9 countries)	
	Women	NA	NA	NA	NA	NA
	Men	NA	NA	NA	NA	NA
	Girls	NA	NA	NA	NA	NA
	Boys	NA	NA	NA	NA	NA

Cross-Cutting Indicator		2015 (SRF)	2016 (SRF)	2017 (SRF)	2017 (CRF)	2018 (CRF)
C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity		NA	NA	NA	NA	NA
Food	F	NA	NA	NA	NA	NA
	M	NA	NA	NA	NA	NA
Cash	F	NA	NA	NA	NA	NA
	M	NA	NA	NA	NA	NA
Voucher	F	NA	NA	NA	NA	NA
	M	NA	NA	NA	NA	NA

No compensation	F	NA	NA	NA	NA	NA
	M	NA	NA	NA	NA	NA

Gender Policy Objective 2 –equal participation

Outcome Indicator	2015 (SRF)	2016 (SRF)	2017 (SRF)	2017 (CRF)	2018 (CRF)	
Proportion of eligible population that participates in programme (coverage), disaggregated by sex and age	Outcome 1.1 69% of relevant projects reporting sufficient data (34 out of 49 projects)	Outcome 1.1 79% of relevant projects reporting sufficient data (31 out of 39 projects)	Outcome 1.1 74% of relevant projects reporting sufficient data (23 out of 31 projects)	Outcome 2.1 45% of relevant projects reporting sufficient data (5 out of 11 countries)	Outcome 2.1 81% of countries reporting sufficient data (36 out of 47 countries)	
	Outcome 2.3 54% of relevant projects reporting sufficient data (14 out of 26 projects)	Outcome 2.3 68% of relevant projects reporting sufficient data (15 out of 22 projects)	Outcome 2.3 82% of relevant projects reporting sufficient data (14 out of 17 projects)			
	Outcome 4.1 58% of relevant projects reporting sufficient data (26 out of 45 projects)	Outcome 4.1 64% of relevant projects reporting sufficient data (27 out of 42 projects)	Outcome 4.1 59% of relevant projects reporting sufficient data (20 out of 37 projects)			
	Women	NA	NA			NA
	Men	NA	NA			NA
Girls	NA	NA	NA	NA		
Boys	NA	NA	NA	NA		

Proportion of target population that participates in an adequate number of distributions (adherence), disaggregated by sex and age²¹⁵	Outcome 1.1 52% of relevant projects reporting sufficient data (17 out of 33 projects)	Outcome 1.1 69% of relevant projects reporting sufficient data (20 out of 29 projects)	Outcome 1.1 54% of relevant projects reporting sufficient data (13 out of 24 projects)	Outcome 2.1 44% of relevant projects reporting sufficient data (4 out of 9 countries)	Outcome 2.1 74% of countries reporting sufficient data (28 out of 38 countries)
	Outcome 2.3 58% of relevant projects reporting sufficient data (11 out of 19 projects)	Outcome 2.3 65% of relevant projects reporting sufficient data (11 out of 17 projects)	Outcome 2.3 75% of relevant projects reporting sufficient data (9 out of 12 projects)		
	Outcome 4.1 40% of relevant projects reporting sufficient data (8 out of 20 projects)	Outcome 4.1 48% of relevant projects reporting sufficient data (10 out of 21 projects)	Outcome 4.1 52% of relevant projects reporting sufficient data (12 out of 23 projects)		
	Women	NA	NA	NA	NA
	Men	NA	NA	NA	NA
Girls	NA	NA	NA	NA	
Boys	NA	NA	NA	NA	

Corporate Results Framework cross-cutting indicator	2015 (SRF)	2016 (SRF)	2017 (SRF)	2017 (CRF)	2018 (CRF)
C.3.2: Proportion of food assistance decision-making entity – committee, board, team etc. – members who are women	NA	NA	NA	67% of reported projects meeting target	71% of reported country offices meeting target
C.3.3: (This indicator is recorded under Gender Policy Objective 1)					NA

Gender Policy Objective 3 –decision making by women and girls

Corporate Results Framework cross-cutting indicator	2015 (SRF)	2016 (SRF)	2017 (SRF)	2017 (CRF)	2018 (CRF)
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 sex and age	<p>Cash and Food:</p> <p>Women make decisions: 107 out of 121 relevant projects report performance data; 81% of projects reporting performance data meet target</p> <p>Men make decisions: 103 out of 120 relevant projects report performance data; 62% of projects reporting performance data meet target</p> <p>Women and men make decisions together: 129 out of 138 relevant projects report performance data;</p>	<p>Cash and Food:</p> <p>Women make decisions: 108 out of 140 relevant projects report performance data; 73% of projects reporting performance data meet targets</p> <p>Men make decisions: 104 out of 138 relevant projects report performance data; 51% of projects reporting performance data meet targets</p> <p>Women and men make decisions together: 113 out of 149 relevant projects report performance data;</p>	Same as 2017 CRF	<p>Cash/Food/vouchers</p> <p>Women make decisions: 94% of reported projects meet target</p> <p>Men make decisions: 72% of reported projects meet target</p> <p>Women and men make decisions together: 67% of reported projects meet target</p>	<p>Cash/Food/vouchers</p> <p>Women make decisions: 77% of country offices meeting target</p> <p>Men make decisions: 50% of country offices meeting target</p> <p>Women and men make decisions together: 45% of country offices meeting target</p>

		47 of projects reporting performance data meet target	54% of projects reporting performance data meet targets			
Food	Women	NA	NA	NA	NA	NA
	Men	NA	NA	NA	NA	NA
	Both women and men	NA	NA	NA	NA	NA
	Girls	NA	NA	NA	NA	NA
	Boys	NA	NA	NA	NA	NA
	Both girls and boys	NA	NA	NA	NA	NA
Cash	Women	NA	NA	NA	NA	NA
	Men	NA	NA	NA	NA	NA
	Both women and men	NA	NA	NA	NA	NA
	Girls	NA	NA	NA	NA	NA
	Boys	NA	NA	NA	NA	NA
	Both girls and boys	NA	NA	NA	NA	NA
Vouchers	Women	NA	NA	NA	NA	NA
	Men	NA	NA	NA	NA	NA
	Both women and men	NA	NA	NA	NA	NA
	Girls	NA	NA	NA	NA	NA
	Boys	NA	NA	NA	NA	NA
	Both girls and boys	NA	NA	NA	NA	NA

Gender Policy Objective 4 –decision making by women and girls

Outcome Indicator	2015 (SRF)	2016 (SRF)	2017 (SRF)	2017 (CRF)	2018 (CRF)
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Coping strategy index (CSI), disaggregated by sex and age	Outcome 1.2 85% of relevant projects reporting sufficient data (41 out of 48 projects)	Outcome 1.2 95% of relevant projects reporting sufficient data (41 out of 43 projects)	Outcome 1.2 91% of relevant projects reporting sufficient data (20 out of 22 projects)	Outcome 1.1 48% of relevant projects reporting sufficient data (10 out of 21 projects)	Outcome 1.1 86% of countries reporting sufficient data (38 out of 44 countries)
	Outcome 2.1 39% of relevant projects reporting sufficient data (7 out of 18 projects)	Outcome 2.1 79% of relevant projects reporting sufficient data (11 out of 14 projects)	Outcome 2.1 62% of relevant projects reporting sufficient data (8 out of 13 projects)		
	Outcome 3.1 60% of relevant projects reporting sufficient data (29 out of 48 projects)			Outcome 3.1 50% of relevant projects reporting sufficient data (1 out of 2 projects)	Outcome 3.1 62% of countries reporting sufficient data (8 out of 13 countries)
				Outcome 4.1 40% of relevant projects reporting sufficient data (2 out of 5 projects)	Outcome 4.1 83% of countries reporting sufficient data (10 out of 12 countries)
	Women	NA	NA	NA	NA
Men	NA	NA	NA	NA	NA
Girls	NA	NA	NA	NA	NA
Boys	NA	NA	NA	NA	NA

Corporate Results Framework cross-cutting indicator	2015 ²¹⁶ (SRF)	2016 (SRF)	2017 (SRF)	2017 (CRF)	2018 (CRF)
C.1.1: Proportion of assisted people informed about the programme (who is included, what they'll receive, for how long), disaggregated by sex and age	93 out of 104 projects report performance data; 67% of projects reporting performance data meet target	123 out of 154 projects report performance data; 59% of projects reporting performance data meet targets	Same as 2017 CRF	62% of reported projects meet target	53% of reported country offices meeting target

²¹⁶ The indicator is slightly differently formulated for 2015 and 2016: "Proportion of assisted people informed as to who is included in the programme, what people will receive and where they can complain (women/men)."

	Women	106 out of 123 projects report performance data; 65% of projects reporting performance meet target	97 out of 119 projects report performance data; 59% of projects reporting performance data meet targets	Same as 2017 CRF	51% of reported projects meet target	Total: 54% of reported country offices meet target	
	Men	107 out of 120 projects report performance data; 67% of projects reporting performance meet target	94 out of 116 projects report performance data; 56% of projects reporting performance data meet targets	Same as 2017 CRF	53% of reported projects meet target	Total: 49% of reported country offices meet target	
	Girls and boys						NA
C.1.2: Proportion of project activities for which beneficiary feedback is documented, analyzed and integrated into programme improvements		NA	NA	Same as 2017 CRF	Insufficient data	74% of reported country offices meeting target	
C.2.1: Proportion of targeted people accessing assistance without protection challenges, disaggregated by sex and age		94 out of 101 projects report performance data; 97% of projects reporting performance data meet target ²¹⁷	117 out of 148 projects report performance data; 97% of projects reporting performance data meet target	Same as 2017 CRF	97% of reported projects meet target	100% of reported country offices meeting target ²¹⁸	
	Women	97 out of 115 projects report performance data; 96% of projects reporting performance data meet target	94 out of 114 projects report performance data; 94% of projects reporting performance data meet target	Same as 2017 CRF	92% of reported projects meet target	98% of reported country offices meeting target	

217 The indicator for SRF 2015/2016/2017 is slightly differently formulated: "Proportion of assisted people who do not experience safety problems at WFP programme sites or travelling to and from them."

218 The explanation regarding the percentages in the APR is the following: "Each of the three indicators measures the percentage of COs meeting targets. As such, while the overall indicator is 100 percent – indicating that all Country Offices met the targets they set for this indicator – the indicators for women are less than 100 percent."

	Men	99 out of 112 projects report performance data; 96% of projects reporting performance data meet target	90 out of 111 projects report performance data; 99% of projects reporting performance data meet target	Same as 2017 CRF	93% of reported projects meet target	49% of reported country offices meeting target
	Girls and boys	NA				

Annex 14b. An Analysis of Corporate Results Framework Outcome and Cross-Cutting Indicators Linked to the Gender Policy Objectives

The four tables below (introduced and numbered 3-6 in Vol. 1 of the evaluation report) provide an aggregate picture of data availability and performance against WFP gender-related outcome and cross-cutting indicators for each of the four Gender Policy objectives.

All data presented in the Tables for the evaluation sample of 12 country office (columns A, B and C) is sourced from COMET. It is worth noting that six of the sample country offices transitioned to the Corporate Results Framework in the second half of 2017, five in the second half of 2018 and one in 2019. Due to lack of data availability of appropriate 2018 data, all outcome indicator data are derived from the COMET Strategic Results Framework data for 2017. This is the latest outcome data set available before the transition of the sample country offices to Corporate Strategic Plans in 2017-2018. All cross-cutting indicator data for Indicators C.1.1, C.1.2, C.2.1, C.3.1, C.3.2 and C3.3 is derived from COMET Corporate Results Framework data for 2018.

All corporate level data on relevant WFP country offices reporting on gender-related outcome and cross-cutting indicators (column D) is derived from the annual performance report (2018).

The evaluation team was unable to develop a trends analysis due to data gaps over the evaluation period, transitioning between the Strategic Results Framework and Corporate Results Framework, and the differential shift to country strategic plans and the Corporate Results Framework among sample country offices.

WFP reporting and performance against corporate indicators for Gender Policy objectives 1-4

		A	B	C	D
Gender Policy Objective 1 - Food assistance adapted to different needs		# COs in the evaluation sample where data is collected	COs in the evaluation sample - Data disaggregated by sex	COs in the evaluation sample - Progress against targets	% all relevant COs reporting on the indicator in 2018
OUTCOME INDICATOR	1.1. Moderate Acute Malnutrition (MAM) treatment performance	7 of 12			88%
	1.2. Food Consumption Score (FCS) by sex of household head	11 of 12			87%
	1.3. Minimum dietary diversity score (DDS) for women	10 of 12			67%
	1.4. Proportion of population reporting benefits from an enhanced asset base (by sex and age)	3 of 12			80%
		# COs in the evaluation sample where data is collected	COs in the evaluation sample - Data disaggregated by sex	COs in the evaluation sample - Progress against targets	% reported country offices meeting targets
CROSS-CUTTING INDICATOR	C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities disaggregated by sex and type of activity	NA			NA

Source: Columns A, B and C: WFP COMET, SRF 2017 data for outcomes indicators; CRF 2018 for the cross-cutting indicator; Column D: APR 2018.

Key: Column B: Red - less than half country offices collect sex-disaggregated data; Amber - over half country offices collect sex-disaggregated; Green - all country offices collect sex-disaggregated data. Column C: Red - over half country offices behind target; Amber - over half country offices on or ahead of target; Green - >85% country offices on or ahead of target; Black - no data.

Gender Policy Objective 2 - Equal participation		A	B	C	D
		# COs in the evaluation sample where data is collected	COs in the evaluation sample - Data disaggregated by sex	COs in the evaluation sample - Progress against targets	% all relevant COs reporting on the indicator in 2018
OUTCOME INDICATOR	Proportion of eligible population that participates in programme (coverage) disaggregated by sex and age	8 of 12			81%
	Proportion of target population that participates in an adequate number of distributions (adherence) disaggregated by sex and age	8 of 12			74%
		# COs in the evaluation sample where data is collected	COs in the evaluation sample - Data disaggregated by sex	COs in the evaluation sample - Progress against targets	% reported country offices meeting targets
CROSS-CUTTING INDICATOR	C.3.2: proportion of food assistance decision-making entity – committee, board, team etc. - members who are women	10 of 12			71% across projects

Source: Columns A, B and C: WFP COMET, SRF 2017 data for outcomes indicators; CRF 2018 for the cross-cutting indicator; Column D: APR 2018.

Key: Column B: Red - less than half country offices collect sex-disaggregated data; Amber – over half country offices collect sex-disaggregated ; Green – all country offices collect sex-disaggregated data. Column C: Red – over half country offices behind target; Amber – over half country offices on or ahead of target; Green – >85% country offices on or ahead of target; Black – no data.

Gender Policy Objective 3 - Decision-making by women and girls		A	B	C	D
		# COs in the evaluation sample where data is collected	COs in the evaluation sample - Data disaggregated by sex	COs in the evaluation sample - Progress against targets	% reported country offices meeting targets
CROSS-CUTTING INDICATOR	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 sex and age	11 of 12			77% COs for women 50% for men 45% both women and men

Source: Columns A, B and C: WFP COMET, SRF 2017 data for outcomes indicators; CRF 2018 for the cross-cutting indicator; Column D: APR 2018.

Key: Column B: Red - less than half country offices collect sex-disaggregated data; Amber – over half country offices collect sex-disaggregated ; Green – all country offices collect sex-disaggregated data. Column C: Red – over half country offices behind target; Amber – over half country offices on or ahead of target; Green – >85% country offices on or ahead of target; Black – no data. .

Gender Policy Objective 4 - Gender and protection		A	B	C	D
		# COs in the evaluation sample where data is collected	COs in the evaluation sample - Data disaggregated by sex	COs in the evaluation sample - Progress against targets	% all relevant COs reporting on the indicator in 2018
OUTCOME INDICATOR	Coping strategy index (CSI) disaggregated by sex and age	8 of 12			86%
		# COs in the evaluation sample where data is collected	COs in the evaluation sample - Data disaggregated by sex	COs in the evaluation sample - Progress against targets	% reported country offices meeting targets
CROSS-CUTTING INDICATOR	C.1.1: proportion of assisted people informed about the programme (who is included, what they'll receive, for how long), disaggregated by sex and age	11 of 12			54% COs meeting targets for women 49% meeting targets for men
	C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	5 of 12			74% of all projects meeting CO targets
	C.2.1: proportion of targeted people accessing assistance without protection challenges, disaggregated by sex and age	10 of 12			92% women across COs 93% men across COs

Source: Columns A, B and C: WFP COMET, SRF 2017 data for outcomes indicators; CRF 2018 for the cross-cutting Indicator; Column D: APR 2018.

Key: Column B: Red - less than half country offices collect sex-disaggregated data; Amber – over half country offices collect sex-disaggregated ; Green – all country offices collect sex-disaggregated data. Column C: Red – over half country offices behind target; Amber – over half country offices on or ahead of target; Green – >85% country offices on or ahead of target; Black – no data.

Annex 14c. WFP Sustainable Development Goal-Related Indicators for Sustainable Development Goal 5 – Achieve Gender Equality and Empower all Women and Girls

The indicators are as follows:

- US Dollar value spent by WFP for country capacity strengthening (support to governments) specific to the formulation or revision of policies and legal frameworks for promoting, enforcing and monitoring equality and non-discrimination on the basis of sex
- Number of people reached through WFP interventions that, in whole or in part, contribute to the reduction of gender-based violence
- Number of people reached through WFP interventions that, in whole or in part, contribute to the reduction of harmful practices such as child, early and forced marriage and female genital mutilation
- Proportion of time spent on unpaid care and domestic work by individuals reached by WFP
- Proportion of members of food assistance decision-making entities – committees, boards, teams, etc. – who are women*
- Number of women aged 15–49 years reached (by WFP or by governments or partners through WFP support) with interventions that, in whole or in part, provide access to sexual and reproductive health services
- US Dollar value spent by WFP for country capacity strengthening (support to governments) specific to the formulation or revision of laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive healthcare, information and education
- US Dollar value spent by WFP for country capacity strengthening (support to governments) specific to the formulation or revision of legal frameworks that guarantee women's and men's equal rights to land ownership and/or control
- Number of people reached (by WFP or by governments or partners through WFP support) with interventions that, in whole or in part, provide access to information and communications technology
- US Dollar value spent by WFP for country capacity strengthening (support to governments) specific to the formulation or revision of systems for tracking and making public allocations for gender equality and women's empowerment

*This is a gender cross-cutting indicator.

Annex 15: Summary of Gender Transformation Programme Reports Across Four Graduated Countries

The Gender Transformation Programme (GTP) is a corporate gender mainstreaming instrument through which WFP aims to improve its organizational contributions toward the Gender Policy objectives. The Gender Transformation Programme is a voluntary programme that country offices sign up to involving a three-step process (baseline self-assessment, improvement plan and roll out, and final assessment). To date, 21 countries have participated in the process with 1 at baseline assessment stage, 12 currently completing the improvement plan and a further 8 having completed the final self-assessments. Four of these are included in the evaluation team sample and their self-reported achievements²¹⁹ have been summarized below against the Evaluation Policy Layer 2 programme processes and organizational drivers.

Layer 2 of the GAP for programme processes and organizational drivers	GTP benchmarks	Kyrgyzstan	Mozambique	Rwanda	Nicaragua
1. Analysis and data: Needs assessments, data collection processes and analyses support effective integration of GEWE into operations, with clear lines of accountability	1.1.4. Gender in M&E (aligned with GAP) 4.1.1: Sex and age-disaggregated data	Management accountability systems in place and aligned with GAP Gender analyses and the disaggregation of data by sex are evident in CSP, monitoring documents and annual reports	Monitoring tools and processes in place but could be strengthened Data disaggregation and gender analyses in CSP, ACRs, seasonal livelihood planning calendars and specific studies focused on FFA and cash transfers	Management and accountability systems in place Monitoring module of gender toolkit disseminated; data disaggregated by sex and age, use of gender-related indicators Further development of gender-responsive monitoring remains challenging	Management accountability systems related to gender implemented and functional Gender integrated into monitoring strategy and tools Data disaggregation in CSP, ACRs and donor reports
2. Strategy, guidance and the programme cycle: WFP planning processes and standardized guidance support effective integration of gender equality and women's empowerment (GEWE) into WFP operations with clear lines of accountability	4.1.2: Gender analyses 4.1.3: IASC gender marker 4.1.4: WFP stakeholders of different sex and age are involved in decisions about policies and programmes 4.1.5: Targeted actions	CSP assigned gender marker 2a Inclusive participation ensured through quotas for women's representation in committees JP-RWEE is a gender equality-targeted programme	CSP 2017-2021 assigned gender marker 2a Community consultations and media materials reflect the diversity of WFP Mozambique stakeholders	CSP 2019-2023 assigned gender marker 4 2019 implementation supported by gender and protection action plan More progress possible through further data disaggregation at individual and household levels	Gender perspective built into all programmes and operations. CSP 2019-2023 received gender marker 4, and S03 is specifically focused on gender (first gender-specific SO in WFP) Socio-political problems obstruct data gathering and analysis
3. Human resources: WFP promotes GEWE through its human resources policies and hiring practices	1.1.2. PACE plans of senior managers include gender 1.1.3. PACE reviews of office staff include assessment of GEWE	Gender-related management accountability systems in place and functional	Gender-focused management accountability systems established and gender equality	Gender equality results included in management PACE	Gender equality results included in PACE of managers and staff annual work plans.

²¹⁹ Data taken from final self assessment reports for each of the four Cos.

Layer 2 of the GAP for programme processes and organizational drivers	GTP benchmarks	Kyrgyzstan	Mozambique	Rwanda	Nicaragua
	<p>1.2.1. GRN membership</p> <p>2.1.1. Gender parity</p> <p>2.1.2: Equal participation in decision-making entities</p> <p>2.2.2: Staff feel empowered to express their views</p> <p>2.2.3: PSEA/HSHPD directives communicated</p> <p>2.2.4: At least one office-wide learning activity on work life/balance and PSEA in the preceding 12 months</p> <p>3.1.1: GEWE in staff induction</p> <p>3.3.3: Recruitment procedures</p>	<p>Gender equality results included in annual work plans for senior managers</p> <p>Active and effective participation in the gender results network</p> <p>Gender parity policies applied, parity nearly achieved</p> <p>Majority of employees feel empowered to express their views</p> <p>Gender equality integrated recruitment and induction documents/procedures</p> <p>Flexible working arrangements not useful/being used</p>	<p>results included annual work plans</p> <p>GTP core team constitutes eight-person country office GRN</p> <p>Gender parity policies included in country office GAP, gender parity action plan formulated</p> <p>Gender parity in Maputo but sub-offices were 75% men (2018)</p> <p>PSEA policies applied, with information disseminated, discussions and use of feedback mechanisms</p> <p>75% of country office employees feel empowered and respected</p> <p>2019 GAP includes tracking use of flexible working options</p>	<p>Country office GRN is made up of nine employees (national and international)</p> <p>Proportion of women staff increased from 38% in 2017 to 43% in 2018</p> <p>County office adapted corporate gender parity action plan, including Human Resources Strategy (2019-2023)</p> <p>Complaints about feedback mechanisms</p> <p>Staff reluctant to request flexible working time because they think requests will be declined</p> <p>80% of staff feel empowered and respected</p>	<p>Gender capacity strengthening included in annual work plans</p> <p>New candidates evaluated on gender competency. An understanding of gender is considered a necessary requirement to work in the country office. Gender equality built into induction materials</p> <p>GRN participation by men and women in central office, field offices and Deputy Country Director</p> <p>PSEA policies in place with reminders communicated</p> <p>Country office ranked 3rd among best WFP offices to work in (2019)</p>
<p>4. Capacity development: WFP has technical and professional expertise in GEWE</p>	<p>3.1.2: Staff complete basic-level training course on GEWE</p> <p>3.1.3: One learning event carried out</p> <p>3.2.1: “Learning by doing” gender capacity-development plan implemented</p> <p>3.2.2: Large office: dedicated gender specialist. Other offices: formal partnership with gender specialist/entity</p> <p>3.3.1: Gender refresher courses delivered to senior management</p> <p>3.3.2: At least two all-staff events organized</p>	<p>Good degree of gender awareness throughout the country office, ensuring staff have a basic understanding of GEWE</p> <p>All staff have completed the “I Know Gender” online course</p> <p>Multiple learning events delivered, including an overview of gender, social norms training, 16 Days of Activism campaign, and JP-RWEE events</p>	<p>Information about gender equality included induction materials for new/returning staff. All staff have completed “I Know Gender” online course</p> <p>Learning events held, including social norms training</p> <p>Country office has a dedicated gender and protection advisor</p>	<p>Gender included in induction of new and returning staff</p> <p>All staff have completed “I Know Gender” online course (country office made course mandatory)</p> <p>Country office has a junior professional officer whose ToR focuses on gender and protection</p> <p>Country office also has a gender analyst (national officer)</p> <p>Learning events and organizational dialogue for monthly Orange Days, International Women’s Day and 16 Days of Activism</p>	<p>All staff have completed basic gender training online course</p> <p>Learning events organized for staff (including field office staff) and partners: monthly meetings focusing on gender issues (e.g. GBV), social norms training, and sensitization/discussions on masculinities</p> <p>Country office has a specialized gender consultant</p> <p>Recognition that further capacity building needed for successful practical application of gender knowledge – especially in monitoring and communications</p>

Layer 2 of the GAP for programme processes and organizational drivers	GTP benchmarks	Kyrgyzstan	Mozambique	Rwanda	Nicaragua
<p>5. Communications, knowledge and information: WFP systematically documents and shares knowledge on tools and good practices for GEWE</p>	<p>5.1.1: Main knowledge product issued in the preceding 12 months</p> <p>5.1.2: Knowledge product specifically addressing gender equality</p> <p>5.2.1: Communication plan references GEWE</p> <p>5.2.2: Key messages on gender equality are developed and disseminated</p> <p>5.2.3: Office communications and advocacy materials are gender sensitive</p>	<p>CSP accompanied & supported by comprehensive gender analysis</p> <p>Country office Communication Plan (2017) contains a specific section on “gender communications” and a gender equality key message</p> <p>Country office is consciously attending to the development and dissemination of messages linking gender equality (as distinct from a women-only focus) with food and nutrition security, such as in relation to girl marriages, and through training of journalists</p>	<p>Gender actively integrated into communications and knowledge management</p> <p>Knowledge products include gender analyses of cash-based transfers and FFA</p> <p>Communication Plan updated, written and visual material use gender-sensitive language</p> <p>Messages connecting gender equality with food security and nutrition (e.g. photo exhibition developed for International Women’s Day 2018)</p> <p>Content calendar to be established for 2019 for regular dissemination of gender messages</p>	<p>2018 Rwanda Food Security and Nutrition Review explicitly addresses GEWE</p> <p>Guidance on gender-sensitive communication shared with staff</p> <p>GEWE messages communicated internally</p> <p>Country office committed to integrating gender in 2019 communications strategy, with country office-specific gender equality messages</p> <p>Opportunities to be “bolder” with gender equality communications</p> <p>Reliance on electronic communications is limiting reach, particularly in relation to local communities</p>	<p>Gender integrated into internal communications (external campaigns currently not possible in Nicaragua)</p> <p>Gender analyses of livelihoods carried out with SINAPRED and for donor reports</p> <p>SO3 from CSP focuses on the development of evidence for the interconnections between gender and food/nutrition security</p> <p>Communication plan updated, gender-sensitive language being promoted for written and visual materials</p> <p>Discussions organized with universities and journalists in context of GBV activism</p>
<p>6. Partnerships: WFP partnership agreements include elements on GEWE</p>	<p>1.3.2. Field level agreement budgets include GEWE costs</p> <p>6.1.1: Partnership agreements include gender equality clauses</p> <p>6.1.2: Investment in assessing the gender capacities of partners</p> <p>6.1.3: Direct collaboration with a women’s rights organization, academic/research institution, community group</p> <p>6.2.1: Participation in (a) inter-agency coordination mechanisms on GEWE, or (b) local gender networks</p> <p>6.2.2: Contribution to inter-agency work on GEWE</p>	<p>Annex 6 is included in all field-level agreements. Formal collaboration with UN Women</p> <p>Inclusion of gender in partnerships could be expanded to include government and other partners</p> <p>Country office is an active member of the United Nations Gender Theme Group, with collaboration on information exchange, VAW/G projects, UNCT gender scorecard exercise and implementation of the JP-RWEE. Country office staff report that WFP now seen by partners (including other United Nations entities) as being “gender competent”</p>	<p>Annex 6 is included in all FLAs (2018)</p> <p>Discussions held with local gender-focused organization (HOPEM) to support work focused on discriminatory social norms</p> <p>Member of United Nations Outcome Group 4, participating in meetings, helping prepare for 62nd session of the Commission on the Status of Women, supporting learning about cash-based programming, PSEA and accountability to affected populations</p>	<p>Project proposals require gender to be integrated</p> <p>FLAs include Annex 6</p> <p>Gender competencies are a consideration in selection of partners (e.g. Plan International)</p> <p>Social norms training for partners in 2019</p> <p>Contributed to the UNCT gender scorecard exercise through the Inter-Agency Gender Working Group</p> <p>Opportunities to collaborate with other United Nations agencies.</p>	<p>Partnerships include specific measures to promote GEWE (e.g. in workplans and gender capacity building for grain-farmer organizations)</p> <p>Political situation limits the number and kind of partnerships WFP can engage in with other organizations in the country (United Nations entities, INGOs, governments, etc.)</p> <p>Member of the United Nations Gender Theme Group</p> <p>Partnership with SINAPRED emphasizes women’s economic empowerment</p>

Layer 2 of the GAP for programme processes and organizational drivers	GTP benchmarks	Kyrgyzstan	Mozambique	Rwanda	Nicaragua
<p>7. Financial resources: Funding is tracked and contributes to GEWE across all operations and functional areas</p>	<p>1.3.1. At least 15 percent of the total programme expenditure is attributable to gender equality activities (11% - 2016; 12% - 2017; 13% - 2018; 14% - 2019)</p> <p>1.3.3. GEWE resource mobilization</p>	<p>Adequate financial resources allocated for GEWE. Annex 4 completed for country portfolio budget. Using FLA budget template with GEWE costs.</p> <p>Resource Mobilization Strategy (2018-2022) integrates gender</p>	<p>Gender integrated into resource mobilization efforts. (e.g. gender advisor is member of fundraising committee, donor mapping) 2019 country office GAP costed</p> <p>Need to increase donor awareness of country office's integration of gender</p>	<p>Gender budget planned to support implementation of GEWE activities in CSP</p> <p>Committed to integrating gender in Partnership Action Plan and resource mobilization strategy</p> <p>Financial resourcing could make use of gender item line in FLA budget template</p>	<p>Partnership Action Plan demonstrates gender integrated into resource mobilization efforts aimed at traditional and non-traditional donors</p> <p>In operational plans with farm cooperatives resources are allocated for gender activities</p> <p>2018 – Country office estimated nine percent of financial contributions related to gender-related activities</p>

Annex 16: Gender Advisors and Officers Across WFP Country Offices (2019)

Office	Position	Contract
Regional Bureau Bangkok	Regional Gender Advisor	International P4
Afghanistan	Gender and Protection Advisor	National
Bangladesh	Gender and Protection Advisor	National
Bangladesh	Gender, Protection and Inclusion Officer	National
India	Gender and Inclusion Officer	National
Myanmar	Gender and Protection Assistant	National
Nepal	Gender and Inclusion Officer	National
Pakistan	Gender and Protection Officer	National
Sri Lanka	Gender Officer	National
Regional Bureau Cairo	Regional Gender Advisor P4	International
Sudan	Gender Officer	National
Syria	Gender and Protection Officer	International P3
Regional Bureau Dakar	Regional Gender Advisor	NA
Cameroon	Gender and Protection Officer	National
Senegal	Gender Officer	National
Mauritania	Gender Officer	National
Regional Bureau Johannesburg	Regional Gender Advisor	National
Malawi	Gender Advisor	National
Mozambique	Gender and Protection Officer	Standby
Tanzania	Gender Advisor	GenCap ²²⁰
Regional Bureau Nairobi	Regional Gender Advisor	NA
Burundi	Gender and Protection Advisor	Standby Partner
Ethiopia	Social Protection and Gender Advisor	National
Kenya	Gender Officer Gender and Protection Officer	National National
Rwanda	Gender Officer and Programme Policy Officer	International P3 and P2
South Sudan	Head, Gender and Protection Section	International P4
Uganda	Gender and Protection Officer	National

220 The Gender Standby Capacity Project (GenCap) - an IASC initiative created in 2007 which seeks to facilitate and strengthen capacity and leadership of humanitarians to undertake and promote gender-sensitive programming.

Regional Bureau Panama	Regional Gender Advisor P4	International
Bolivia	Gender Officer	National
Colombia	Gender and Protection Officer	National
Guatemala	Gender Specialist	National
Nicaragua	Programme Officer (Gender)	National
Peru	Business Support Assistant	National
Total		
Regional Advisors	Three Regional General Advisors, three international P4 positions	
County Office International	Three - two P3 and one P4	
National	20	
Standby	1	
GenCap	1	

Annex 17: Decentralized and Centralized Evaluations: Gender Equality and Women’s Empowerment Findings and Recommendations (2018-2019)

The table below provides a summary of the main findings and recommendations which relate to GEWE from a sample of evaluation reports from 2018 (10) and 2019 (9). The total sample size was of 9 evaluations out of 24 undertaken by WFP in 2019 and 10 from 32 undertaken in 2018 (33 percent of all WFP evaluations in 2018 and 2019). The sampling basis for the selection of evaluations was for examples to include:

- Evaluations that have had the opportunity to be informed by the Gender Policy and Gender Action Plan (i.e. post-2017)
- Highly relevant evaluations with a specific GEWE focus or one that is relevant to the Gender Policy objectives
- A mix of decentralized and centralized evaluations
- The need for the sample to cut across a number of thematic programme areas.

Sample of evaluation reports from 2018 and 2019	Example of findings related to GEWE	Recommendations related to GEWE	Type of GEWE-related recommendation ²²¹
WFP, 2018. Algeria PRRO 200301: Evaluation of the Nutrition Components	<ul style="list-style-type: none"> • While data from programmes is collected and presented disaggregated by sex, efforts are needed measure gender equality and empowerment of women (GEWE) • Lack of gender analysis hampered the ability to effectively target women • Sex disaggregated data exists, but efforts are needed to measure GEWE • The PRRO did not integrate the needs of specific groups (age, gender) nor did it take gender-specific measures 	<ul style="list-style-type: none"> • Undertake a gender assessment to guide the new PRRO and gain a more accurate understanding of the perspectives of women 	Operational
WFP, 2018. Kenya, General Food Distribution Cash Modality Scale-Up for the Refugees and Host Community in	<ul style="list-style-type: none"> • Programme data was disaggregated • Gender and protection assessments were done • Gender has been mainstreamed and gender and protection assessments are embedded in the M&E processes of CBT, but there is no coherent long-term gender strategy. • Gender was a cross cutting results focus 	<ul style="list-style-type: none"> • Collaborate with partners to address the demand for firewood and gender-based violence associated with firewood collection outside refugee camps • Strengthen gender mainstreaming and analysis. • Consistently disaggregate data by gender and site 	Operational and programmatic

²²¹ The table categorises the type of recommendation by “operational” (recommendation that relates to the operations of WFP) and “programmatic” (recommendation is specifically linked to the programme design).

Sample of evaluation reports from 2018 and 2019	Example of findings related to GEWE	Recommendations related to GEWE	Type of GEWE-related recommendation ²²¹
Kakuma and Dadaab Camp	<ul style="list-style-type: none"> Activities that are aimed at promoting GEWE: sensitization of refugees on gender equality, complaints and feedback mechanisms, referral systems on GBVSEA Results showed an upward trend in terms of women's autonomy in decision making 		
WFP, 2018. US Department of Agriculture McGovern-Dole (MGD) Ethiopia School Feeding Programme	<ul style="list-style-type: none"> Data not disaggregated for number of people trained A basic gender analysis was conducted prior to project implementation. Gender was part of the design Changes in attitudes by communities to gender are in evidence at community level, but concerns whether these benefits will be sustainable Evidence of reducing the gender gap 	<ul style="list-style-type: none"> Continue supporting girls' education and gender equality and ensure that the gains made in terms of education, gender, nutrition and changing social norms with respect to education are not lost. Advocate with Government of Ethiopia to ensure that government policies and strategy include an incentive for girls' education in food-insecure/pastoral societies 	Programmatic
WFP, 2018. USDA MGD FY14 Endline Evaluation in Lao PDR	<ul style="list-style-type: none"> Some disaggregation evident No gender analysis available Education and nutrition outcomes for girls and boys. However, impact on broader issues of gender equality has been limited. 	<ul style="list-style-type: none"> Strengthen gender dimensions of the cooking (breakdown stereotypes and of gender roles) and managing commodities (equal participation from men and women for handling operational activities) 	Programmatic
WFP, 2018. USDA MGD-Supported School Feeding Programme in Bangladesh	<ul style="list-style-type: none"> Some data disaggregation All components promoted GEWE; no gender or socioeconomic differentiation; Successful implementation of gender equality awareness 	<ul style="list-style-type: none"> Prioritize delivering messages of gender equality; separate boys' and girls' water and sanitation facilities enhance women's participation on school meal councils/parent-teacher associations 	Programmatic
WFP, 2018. Somalia: an evaluation of WFP's Portfolio	<ul style="list-style-type: none"> References to gender issues has improved "after the 2015 Gender Policy was launched" Sex-disaggregated data does mostly exist (head of household), although support to ART and TB-DOTS were not disaggregated. Limited evidence of differentiation of programme by age, gender and diversity. Staff capacity for addressing gender issues were limited 	<ul style="list-style-type: none"> Strengthen the integration of gender and protection considerations in programming Establish a dedicated position of gender and protection issue Request a standby gender and protection officer Assess the impact of transfer modalities on intra-household and community dynamics (including gender dynamics) Strengthen capacities of cooperating partners in gender and protection analysis 	Operational and programmatic
WFP, 2018. Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian	<ul style="list-style-type: none"> "Blind spots" related to gender, protection and AAP in the large-scale operations of the humanitarian response in emergency response in Syria. Due to lack of "adequate staffing as well as management and programmatic attention, particularly in terms of communicating with beneficiaries" 	<ul style="list-style-type: none"> Put in place measures to increase the priority given to neutrality, impartiality and operational independence relative to access and humanity (including) increasing the coherence of efforts relating to cross cutting issues such as gender protection and AAP 	Operational

Sample of evaluation reports from 2018 and 2019	Example of findings related to GEWE	Recommendations related to GEWE	Type of GEWE-related recommendation ²²¹
Contexts, Evaluation Report	<ul style="list-style-type: none"> CPE synthesis: reaching women but little in the way of transformative change (neither results nor ambition) 		
WFP, 2018. Evaluation of the WFP Humanitarian Protection Policy, Evaluation Report: Volume I	<ul style="list-style-type: none"> Conflation of gender and protection issues: Gender considered in terms of GBV rather than women's empowerment 	<ul style="list-style-type: none"> Clearly articulate linkages to gender and AAP Include a formal framework for accountability, separate from gender, that clearly assigns accountability and responsibility for protection at all organizational levels and within country offices 	Operational
WFP, 2018. Strategic Evaluation of the Pilot Country Strategic Plans, Evaluation Report	<ul style="list-style-type: none"> CSPs haven't made WFP more effective in achieving its gender equality goals 	<ul style="list-style-type: none"> Integrate gender equality and other cross cutting issues in all CSP guidance Gender-responsive monitoring and reporting systems based on the CRF should be tested and adopted by county offices after adequate training. 	Operational
WFP, 2018. Evaluation of the WFP Regional Response to the Syrian Crisis (2015-2018)	<ul style="list-style-type: none"> Gender analyses were inconsistent Insufficient human and financial resources, inconsistent GRN, limited management attention to gender Households headed by women benefiting from WFP assistance were more food-insecure than households headed by men and the response had not moved to adjust transfer values to households headed by women 	<ul style="list-style-type: none"> Centralize the gender response; allocate staff and resources to gender; conduct gender training; update country office gender action plans; analyse data on gender issues and use results to develop gender-sensitive programmatic responses 	Operational
WFP, 2019. Strategic Evaluation of WFP Support for Enhanced Resilience, Evaluation Report: Volume I	<ul style="list-style-type: none"> JP-RWEE- project stakeholders note that they target most vulnerable women but haven't undertaken analysis to understand their gender differentiated needs 	<ul style="list-style-type: none"> Integrate issues related to GEWE and resilience into guidance on the zero hunger strategic review process and the IRM for country offices 	Operational
WFP, 2019. WFP's Corporate Emergency Response in Northeast Nigeria (2016-2018)	<ul style="list-style-type: none"> Some sex-disaggregated data was collected but this was not systematically applied The use of gender analysis to inform programme design and implementation was limited Inadequate attention was paid to gender in the Nigeria response: no country level baseline or action plan; responsibility for gender was an "add on" responsibility; use of gender analysis was limited That said, positive achievements were found. WFP exceeded its gender targets 	<ul style="list-style-type: none"> WFP should reinforce efforts to mainstream gender in programme activities and build partnerships to deliver on the CSP commitment to strengthen gender transformative programming: Appoint a full-time gender officer Develop a country level gender baseline and action plan 	Operational

Sample of evaluation reports from 2018 and 2019	Example of findings related to GEWE	Recommendations related to GEWE	Type of GEWE-related recommendation ²²¹
WFP, 2019. Evaluation of National School Feeding Programme in Eswatini 2010-2018	<ul style="list-style-type: none"> Programme design was not informed by a gender analysis Data not disaggregated Assessments not done consistently in terms of tracking children of different ages and gender. 	<ul style="list-style-type: none"> Strengthen capacity of the Ministry of Education and training and cooperating partners in order to effectively implement gender mainstreaming and targeted actions in the national school feeding programme 	Operational
WFP, 2019. WFP's USDA McGovern-Dole International (Mauritania) Food for Education and Child Nutrition	<ul style="list-style-type: none"> Data are disaggregated; children served according to grades regardless of gender Programme provides gender-sensitive toilet facilities but does not include a specific approach to GEWE or GBV. Women in leadership positions increasing (37%) 	<ul style="list-style-type: none"> Establish regular and structured technical coordination with WFP units like nutrition, logistics, M&E and gender etc. 	Operational
WFP, 2019. Evaluation of the Satellite Index Insurance for Pastoralists in Ethiopia Programme (2017-2019),	<ul style="list-style-type: none"> Data not disaggregated Programme has not implemented any gender specific components 	<ul style="list-style-type: none"> Gender should play a larger role in the follow-up evaluation since some new programme activities will specifically be targeted to women beneficiaries 	Operational
WFP, 2019. Mid-term evaluation of Integrated Risk Management and Climate Services Programme in Malawi (2017-2019)	<ul style="list-style-type: none"> Little attention given to gender dimensions in the integrated risk management programme design/ lack of clear gender analysis Sex-disaggregated data applied inconsistently Content of radio programmes often includes gender as a cross-cutting issues Access to mobile phones hampers uptake of mobile platforms 	<ul style="list-style-type: none"> Identify how different communication channels will support each other to achieve impact and gender equality relating to access to and use of different services GEWE relevant effects of climate service provision should be monitored and analysed through sex-disaggregated data; lessons should be documented for future application in the design of GEWE-sensitive climate services 	Operational and programmatic
WFP, 2019. Evaluation thématique sur les questions de genre dans les interventions du PAM en République centrafricaine (2014-2018)	<ul style="list-style-type: none"> Preceded by a national food security assessment in 2016. Context appropriate to a GEWE-led approach. Primary focus was on responding to immediate needs during a crisis period. This posed limits on the intervention as did insecurity and weak state structures Gender was interpreted by WFP and partners as sex-disaggregated data without effective gender context analysis. Even here, partner data was not systematically sex-disaggregated and relied on the population census, giving little clarity of who was reached and how Efforts to promote gender parity and promote gender budgeting were noted in the WFP Central African Republic (CAR) country and field offices 	<ul style="list-style-type: none"> Targeting women without properly understanding the specific context can be counter-productive and reinforce women's workloads and social pressures. Recommendations included: Improving WFP gender context analyses and understanding Strengthening WFP and partner capacities and skills in the areas of protection and gender Adapting WFP gender and protection indicators and strengthening the use of data collection and analysis tools adapted to the Central African context Developing a multi-year gender strategy specific to the Central African Republic context. 	

Sample of evaluation reports from 2018 and 2019	Example of findings related to GEWE	Recommendations related to GEWE	Type of GEWE-related recommendation ²²¹
	<ul style="list-style-type: none"> The evaluation team found a discrepancy between the ambitions of the WFP Gender Policy, the activities implemented by the country office and the use of corporate indicators related to gender and protection, making it difficult to ascertain the extent to which the WFP CAR programme contributes to GEWE 	<ul style="list-style-type: none"> Improving consultation and coordination with other stakeholders on the theme of gender and food security 	
WFP, 2019. Ethiopia: An Evaluation of WFP's Portfolio (2012-2017)	<ul style="list-style-type: none"> Women under-represented among country office staff; no systematic engagement with Government on addressing gender issues; most activities have equal numbers of women and men beneficiaries; Purchase for Progress and JE-RWEEP focus on women 	<ul style="list-style-type: none"> Gender issues should be addressed in an integrated way Actions include: boosting recruitment of women; strengthen gender analysis; mainstreaming GEWE in all components 	Programmatic
WFP, 2019. Update of WFP's Safety Nets Policy, Policy Evaluation, Evaluation Report: Volume I	<ul style="list-style-type: none"> Some nutrition programmes specifically target women and their children Little evidence that WFP work in safety nets and social protection contributed to gender transformative outcomes; sex and age disaggregated data are collected in corporate reporting systems, and some SPRs 	<ul style="list-style-type: none"> Develop knowledge management component and learning in relation to gender-responsive approaches to social protection 	Operational

Annex 18: WFP Performance Against United Nations System-Wide Action Plan Indicators

The table below provide a summary of the UNSWAP 2.0 (2018) and UNSWAP 1.0 (2012-2017) reports.

Table 1a. WFP performance against UNSWAP 2.0 indicators, 2018-2019

Performance Indicator		2018	2019
Results-based management			
1	Strategic planning gender-related SDG results	Meets	Meets
2	Reporting on gender-related SDG results	Exceeds	Exceeds
3	Programmatic gender-related SDG results	N/A	N/A
Oversight			
4	Evaluation	Exceeds	Exceeds
5	Audit	Exceeds	Exceeds
Accountability			
6	Policy	Exceeds	Exceeds
7	Leadership	Exceeds	Exceeds
8	Gender-responsive performance management	Exceeds	Exceeds
Human and financial resources			
9	Financial resource tracking	Approaches	Approaches
10	Financial resource allocation	Approaches	Approaches
11	Gender architecture	Meets	Meets
12	Equal representation of women	Approaches	Approaches
13	Organizational culture	Exceeds	Exceeds
Capacity			
14	Capacity assessment	Exceeds	Exceeds
15	Capacity development	Meets	Meets
Communication and coherence			
16	Knowledge and communication	Exceeds	Exceeds
17	Coherence	Meets	Meets

Table 1b. WFP performance against UNSWAP 1.0 indicators, 2012-2017

Performance Indicators	2012	2013	2014	2015	2016	2017
Strengthening accountability						
1. Policy and plan	Meets	Meets	Exceeds	Exceeds	Exceeds	Exceeds
2. Gender responsive performance management	Approach	Approach	Meets	Exceeds	Exceeds	Exceeds
Enhancing results-based management						
3. Strategic planning	Approach	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
4. Monitoring and reporting	Approach	Meets	Exceeds	Exceeds	Exceeds	Exceeds
Establishing oversight through monitoring, evaluation and reporting						
5. Evaluation	Approach	Approach	Meets	Meets	Meets	Approach
6. Gender-responsive auditing	Approach	Approach	Meets	Meets	Exceeds	Exceeds
7. Programme review	Approach	Meets	Meets	Meets	Exceeds	Exceeds
Allocating sufficient human and financial resources						
8. Financial resource tracking	Approach	Approach	Meets	Meets	Meets	Meets
9. Financial resource allocation	Approach	Approach	Meets	Meets	Exceeds	Meets
10. Gender architecture	Approach	Approach	Approach	Approach	Approach	Approach
11. Organizational culture	Meets	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
Developing and/or strengthening staff capacity and competency in gender mainstreaming						
12. Capacity assessment	Approach	Approach	Approach	Approach	Exceeds	Exceeds
13. Capacity development	Approach	Approach	Approach	Approach	Meets	Meets
Ensuring coherence/coordination and knowledge/information management at global, regional and national levels						
14. Knowledge and communication	Meets	Meets	Exceeds	Exceeds	Exceeds	Exceeds
15. Coherence	Meets	Exceeds	Exceeds	Exceeds	Exceeds	Meets

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Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70
00148 Rome, Italy
T +39 06 65131 wfp.org