



**WFP EVALUATION**



**World Food Programme**

SAVING LIVES  
CHANGING LIVES

# Review of the implementation of recommendations from thematic evaluations of a strategic/global nature

## Report on the Evaluation of the WFP Gender Policy (2020)

May 2022

# Background

This report on the Evaluation of the WFP Gender Policy (2015–2020) was produced within the framework of the Review of the Implementation of Recommendations from Global Evaluations (2016 – Q2 2020). The review looks at recommendations from Global Evaluations issued between 2016 and the first half of 2020 to shed light on their uptake and identify areas where further action is recommended by the World Food Programme (WFP). The review comprised ten stand-alone reports as well as one synthesis report.

The review was commissioned by the WFP Office of Evaluation and conducted by the consulting firm *hera*. The review team from *hera* based their analysis on data from the Risk and Recommendation (R2) tracking tool that was extracted in March 2021, as well as semi-structured interviews with WFP staff that were conducted between April and June 2021. Before publishing the report, the Office of Evaluation complemented *hera's* analysis by updating outdated information based on comments and inputs received from WFP staff/action-owners in January 2022.

## Disclaimer

Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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# Introduction

The evaluation of the World Food Programme (WFP) Gender Policy (2015–2020) was conducted in 2019/2020 by an independent evaluation team and managed by the WFP Office of Evaluation. The evaluation was presented to the Executive Board in June 2020. It assessed the quality of the policy, its results, and the factors that have enabled or inhibited the achievement of good results.

The evaluation resulted in eight recommendations (see Annex 1), which were all agreed by management. In responding to the recommendations, management identified 24 actions to be implemented by different departments and divisions, including regional bureaux.

The Assistant Executive Director of the Programme and Policy Development Department (PD) was made responsible for the implementation of most actions in the management response, to oversee a range of departments and divisions and facilitate cross-departmental cooperation.

## Findings

The evaluation involved multiple stakeholders from headquarters, regional bureaux and country offices. However, during the final evaluation workshop held in January 2020, it was difficult to get full representation due to conflicting commitments, and this affected the level of discussion and participation around the recommendations.

Overall, the recommendations were not considered innovative as they reiterated previous recommendations that had not been implemented; however, they were perceived to be relevant in order to push forward the work on gender. In addition, they were perceived to be relevant because they were expressed by an independent source of evidence, which would increase accountability.

The Gender Office was the central entity of interest for the evaluation, given that its mandate is to lead and coordinate the implementation of the Gender Policy. The draft management response was prepared by the Gender Office's primary point of contact for the evaluation.

The management response was extensively discussed at the senior management level and was shared with all regional bureaux and country offices as per procedure. As not all relevant parties were involved in the preparation of the management response, the content of the recommendations and respective responsibilities were not always clear.

This review was conducted one year after the presentation of the evaluation to the Executive Board and extended until 18 months after having been presented. During this time, none of the recommendations were fully implemented but progress was made on all recommendations. The delay in the implementation of recommendation 1, the update to the Gender Policy – mainly due to understaffing in the Gender Office – has affected the implementation of other recommendations.

**Table 1 Summary of recommendations and management responses**

Recommendation (short)	Management response
1. WFP should update the Gender Policy (2015–2020) to accelerate progress towards the 2030 Agenda	Agreed
2. WFP should allocate sufficient programme support and administrative budget to implement its corporate commitments	Agreed
3. The Assistant Executive Director of the <b>Programme and Policy Development Department</b> should establish a cross-organizational steering group on gender equality	Agreed
4. WFP should enhance regional- and country-level ownership of <b>the Gender Policy</b> and the <b>Gender Action Plan</b>	Agreed
5. WFP should ensure that the development of the new human resources accountability framework is informed by an analysis of gender	Agreed
6. WFP should invest in dedicated, professional gender advisers at regional bureaux	Agreed
7. WFP should ensure that the framework and guidance for mid-term reviews and evaluations of first-generation country strategic plans incorporate quantitative and qualitative analyses of WFP's <b>gender equality-related</b> activities.	Agreed
8. Country offices should mainstream gender into the mid-term reviews and evaluations	Agreed

**Rec 1 – WFP should update the Gender Policy (2015–2020) to accelerate progress towards the 2030 Agenda**

<b>Are the actions defined in the management response relevant to the recommendation?</b>	Management agreed with the recommendation and issued five actions which are aligned with the recommendation.
<b>Have the actions of the management response been implemented?</b>	The recommendation is still open (in line with what is reported on R2). Despite the deadline of June 2021 passing, the work is ongoing, and the updated Gender Policy is expected to be presented to the Executive Board in February 2022.

The evaluation recommended updating the Gender Policy: including a revised Theory of Change; incorporating gender into the next Strategic Plan; ensuring that gender is integrated into WFP technical guidance for the various programme areas/functions; and lastly, developing a communication and dissemination plan for the Gender Policy update. All parts of the recommendation were perceived to be relevant and useful.

The recommendation was due to be implemented by June 2021; however, despite delays, work is ongoing. An external consultant was initially recruited to lead the update of the Gender Policy process, but in July 2021 the new Senior Gender Adviser took over the lead on the policy update. The new Strategic Plan refers to gender mainstreaming as a contribution to gender equality even if it does not incorporate all suggestions made by the Gender Office in order to mainstream gender fully throughout the document. The only activity

which had not been initiated was the communication and dissemination plan, as this action is dependent on the finalization of the policy update.

The updated Gender Policy is expected to be presented to the Executive Board in February 2022. Informal consultations were held in July, October and December 2021. Various factors contributed to the delay, primarily the absence of a senior gender adviser, whose post was vacant between August 2020 and July 2021. This also hindered the process of mainstreaming gender into the new strategic plan.

Additionally, the high workload due to understaffing in the Gender Office was a hindering factor. Furthermore, the staff member now leading work on the implementation of the management response was not involved in its preparation and does not have a detailed understanding about all aspects of what is required from the policy update.

## **Rec 2 – WFP should allocate sufficient programme support and administrative budget to implement its corporate commitments**

**Are the actions defined in the management response relevant to the recommendation?**

Management agreed with the recommendation and issued three actions which are relevant to the recommendation.

**Have the actions of the management response been implemented?**

The Director of the Gender Office was able to obtain some additional resources for the work on gender, and the Partnership and Advocacy Developing Department is taking measures to expand funding for gender, while the action relating to the development of a gender equality expenditure tracking system is still open. The deadline for implementation should be revised.

The evaluation recommended to review the funding for securing gender adviser positions at all levels of the organization, expand the partnership and funding for gender mainstreaming and targeted programming, and ensure that there is an effective corporate mechanism for tracking gender-related planning and expenditures. The informants agreed that the lack of resources has always been a limitation and therefore having a recommendation on this was useful to get the attention of senior managers.

Under the Bottom-Up Strategic Budgeting Exercise (BUSBE), the Director of the Gender Office submitted a request for a budget increase of approximately 40 percent, including additional staff and non-staff costs. In addition to programme support and administrative (PSA) funds, this budget increase also includes: i) USD 428,000 as a “bilateral” funding element, for which fundraising will need to fill the gap; ii) funding under the Joint Programme for Gender Transformative Approaches (JP GTA), for use mostly by country offices, not the Gender Office (GEN); and iii) existing trust funds. In response, the Gender Office was granted two additional professional positions for 2022, and 2022 PSA allocation is USD 1,787,404 compared to the 2021 PSA allocation of USD 1,698,966.

The Director of the Gender Office also communicated to the regional directors about the need to include dedicated resources for securing gender adviser positions in regional bureaux budgets for 2022. As a result, a total of USD 2.1 million was included in the Management Plan for gender work at the regional level. While currently all six bureaux have designated gender advisers, there is a large variation between the contract types of the regional gender advisers, contributing significantly to difficulties in attracting and retaining talent.

Besides, while the Partnership and Advocacy Development Department has not developed a strategy for expanding partnerships and funding gender mainstreaming, it is taking measures for expanding funding on gender in line with WFP strategic engagement with donors to meet its global programme of work and maximum flexibility and predictability of resources. WFP continues its concerted efforts to mobilize additional resources for gender mainstreaming, ensuring that gender is strongly reflected in all donor engagements and negotiations at headquarter, regional bureau and country office levels. Donor thematic priorities and partnership and resourcing opportunities are regularly updated and made available corporately through Salesforce or via regional and country calls as and when required. Thematic

engagements and discussions with donors are proactively pursued at headquarter, regional bureau and country office levels.

The further roll-out of the gender equality expenditure tracking system was put on hold when the previous gender adviser left the position, however this has resumed since the new Senior Gender Adviser joined the organization on 1 July 2021. The informants added that the system is not easy to design and implement and additional resources would be needed for implementation.

### ***Rec 3 – The Assistant Executive Director of the Programme and Policy Development Department should establish a cross-organizational steering group on gender equality***

<b><i>Are the actions defined in the management response relevant to the recommendation?</i></b>	Management agreed with the recommendation and issued two actions which are relevant to the recommendation. The utility of the recommendation has been questioned by informants.
<b><i>Have the actions of the management response been implemented?</i></b>	The recommendation is still open because one agreed action (on the establishment of a steering group on gender) is implemented, while the other one (on progress reports being submitted to the group) is not. The deadline of November 2020 should therefore be revised.

The recommendation to establish a cross-organizational steering group on gender equality and women's empowerment was made to provide distributed leadership, to champion the Gender Policy and to ensure accountability for Gender Policy implementation at all levels of the organization. While management had agreed with the recommendation, some of the informants questioned its utility. Reasons for this included the concerns that: i) the steering group might add further complexity to the reporting process to the Executive Board; and ii) such a group might not help address the key issues related to gender mainstreaming in the organization.

The Terms of Reference (ToR) for the steering group were developed and disseminated among headquarter divisions and regional bureaux. The steering group was convened by the Assistant Executive Director in August 2021 to discuss the development of the updated Gender Policy, and will be convened on a regular basis to guide the organization's action on gender equality and women's empowerment. An implementation plan is under development in conjunction with the updated policy, and the steering committee will request progress reports from headquarter divisions and regional bureaux as appropriate.

### ***Rec 4 – WFP should enhance regional- and country-level ownership of the Gender Policy and the Gender Action Plan through the revision of regional gender strategies and Gender Action Plans aligned with the Country Strategic Plans***

<b><i>Are the actions defined in the management response relevant to the recommendation?</i></b>	Management agreed with the recommendation and issued four actions which adequately address the recommendation.
<b><i>Have the actions of the management response been implemented?</i></b>	Out of the four actions, two were not implemented (actions 4a and 4d) and two were partially implemented (actions 4b and 4c). However, given that this recommendation is directed to all regional bureaux, and that this review consulted only two of them, the implementation should be checked with all regional bureaux.

Not all informants agreed on the utility of reviewing the regional gender strategies (action 4a), as some of them questioned the effectiveness of these strategies in instigating concrete actions. Also, the two regional bureaux consulted had different opinions about the strategies and about the feasibility of how the revision

should be carried out as it was outlined in the management response. The implementation of this action is dependent on the finalization of the Gender Policy update process scheduled in February 2022.

The evaluation also recommended a review of and strengthening of regional bureaux and country office strategies for the mobilization of resources for gender mainstreaming (action 4b), which reflected the fact that the need to mobilize resources was already perceived to be important.

Concerning action 4c, the evaluation recommended creating governance structures at the regional level to oversee the development and implementation of regional gender strategies. According to the two regional bureaux consulted, these governance structures are already in place independently from this recommendation, which might not be the case for the other regional bureaux. Finally, action 4d – the submission of regional reports to the gender equality steering committee – was not implemented, as it was dependent on the (full) establishment of the above-mentioned committee.

***Rec 5 – WFP should ensure that the development of the new human resources accountability framework is informed by an analysis of gender***

<b><i>Are the actions defined in the management response relevant to the recommendation?</i></b>	Management agreed and formulated one action that was primarily linked to undertaking a gender, diversity and inclusion analysis to inform the accountability framework and to be developed in response to a recommendation from the People Strategy Evaluation.
<b><i>Have the actions of the management response been implemented?</i></b>	The People Policy was adopted in June 2021. It includes gender equity among its elements of people management excellence. Inclusion and diversity matters have been integrated in the new Leadership Framework. The human resources accountability framework is still under development. The commitments have been partially implemented.

Management agreed to undertake a gender analysis to inform the new human resources accountability framework and ensure that senior managers are accountable for inclusive leadership practices. The recommendation was perceived to be useful because it reiterates what is in the new WFP People Policy in terms of the diverse workforce and skills development.

Key informants involved in the development of the People Policy confirmed that issues of inclusion and gender equality were systematically addressed in the consultations that were conducted over a period of about nine months for the development of the policy. The new policy includes “gender equity” as an enabler of management excellence, and sets-out an investment and implementation plan that includes the development of frameworks for inclusion, leadership and supervisors’ accountability within the third quarter of 2021.

The leadership framework had been completed in November 2021 and the expected behaviours described have been analysed through a diversity and inclusion lens. It also includes the indicator “Respects others and values diversity”. The recommendation, however, rather referred to the supervisors’ accountability framework, and this is still under development.

Meanwhile, senior managers have been sensitized to the importance of a gender-balanced and diverse workforce, and commitments have been made to progress towards gender parity supported by the Gender Parity Action Plan. An induction programme was developed that includes inclusive leadership practices for the country directors and deputy country directors who are being reassigned. Additionally, the Human Resources Division (HRM) is regularly holding a webinar on diversity and inclusion for all employees, where gender is one aspect addressed.

**Rec 6 – WFP should invest in dedicated, professional gender advisers at headquarters and regional bureaux and build a cadre of experienced gender advisers to work in its country offices**

<b>Are the actions defined in the management response relevant to the recommendation?</b>	Management agreed and issued three actions which are relevant to the recommendation.
<b>Have the actions of the management response been implemented?</b>	The recommendation was perceived by respondents to be useful. However, only one action has been implemented within the agreed deadline, and one action is currently ongoing.

A number of sub-recommendations were agreed. The informants noted that this recommendation would resolve the long-standing need to reinforce technical expertise at all levels of the organization. Having people with the required level of expertise to support colleagues within the organization “is key to avoid doing harm”. The recommendation is actionable, however most of the agreed actions had originally been allocated to the wrong division, which caused delays in implementation.

To ensure that organizational alignment reviews will pay attention to gender capacity, the HRM added relevant questions to the questionnaire for the managers which is part of the toolkit “Designing a Dynamic WFP”. Still, the workforce planning exercise to formulate a cadre of technically competent gender advisers at all levels of the organization,<sup>1</sup> the exploration of internal career pathways for these gender advisers aligned with comparative WFP functions, as well as the update of the generic ToR for gender advisers,<sup>2</sup> are still pending. As mentioned under recommendation 2, while all six bureaux have designated gender advisers now, there is a large variation in their levels and contract types. The Gender Office has now become the action-owner of these actions instead of the HRM, to which they were originally allocated. On the sub-recommendation to expand the Future International Talent (FIT) pool to include gender advisers, the latest thinking of the Gender Office is that the best option might be to mainstream gender in the existing programme officer FIT pool rather than establishing a separate pool for gender advisers.

**Rec 7 – WFP should ensure that the framework and guidance for mid-term reviews and evaluations of first-generation country strategic plans incorporate quantitative and qualitative analyses of WFP’s gender equality-related activities**

<b>Are the actions defined in the management response relevant to the recommendation?</b>	Management agreed and issued three actions which reflect the recommendation.
<b>Have the actions of the management response been implemented?</b>	The commitments have been partially implemented in line with what is reported on R2. Specifically, two actions were implemented, and one is pending. Collaboration between the Programme Cycle Unit (PROM) and the Gender Office contributed to the efficient and smooth implementation of the actions. Guidance to incorporate gender into country strategic plan (CSP) evaluations is to be completed by the Office of Evaluation.

The recommendation to incorporate analysis of gender in mid-term reviews and evaluations of first-generation CSPs, as well as to support the integration of gender in second-generation CSPs, was perceived

<sup>1</sup> It should be noted, though, that consideration of gender is included in the ongoing Strategic Workforce Planning exercise for the Programme and Policy function that is led by PD and supported by HRM. Furthermore, the Director of Gender is also part of the Strategic Workforce Planning steering committee.

<sup>2</sup> Any potential ToR update should be the result of the Strategic Workforce Planning findings/action plan.



to be relevant. As mentioned by one informant, previously country offices were held to account to incorporate gender in CSPs only in the planning stage, not in the implementation phase as well.

The guidance on how to integrate gender into CSPs was reviewed by the Gender Office and PRO-M. Informants mentioned, among the enabling factors, the direct relationship between the two parties, and the engagement and interest of PRO-M, which shared the view that updating the guidance should be a joint task. As a result, the guidance was translated into four languages and disseminated to country offices.

The guidance document for mid-term reviews of CSPs was also reviewed by the Gender Office and approved by the Corporate Planning and Performance Division (CPP). Lastly, concerning the guidance to incorporate gender into CSP evaluations, the Office of Evaluation took the lead on this. In future, this will be integrated into guidance on how better to integrate diversity, inclusion and equity into evaluations.

**Rec 8 – Country offices should mainstream gender into the mid-term reviews and evaluations of first-generation CSPs and the design and implementation of second-generation CSPs**

**Are the actions defined in the management response relevant to the recommendation?**

The management agreed with the recommendation and issued one action that is aligned with the recommendation.

**Have the actions of the management response been implemented??**

The commitments of the management response are ongoing. The guidance was disseminated, leaving room now for follow-up analysis of the actual incorporation of the guidance into mid-term reviews and final evaluations of first-generation CSPs and the design of second-generation CSPs.

The last recommendation was assigned to the country offices. All informants regarded this recommendation as useful as it makes country offices accountable for the integration of gender considerations and also because it stresses the importance of evaluations to inform the work WFP does. There was already a pre-existing obligation to do this as part of the first-generation CSPs, which were almost all completed at the time the recommendation was formulated, therefore it was felt to be the right time to emphasize the need to integrate gender considerations into second-generation CSPs.

Guidance for the integration of gender into the mid-term reviews and the evaluation of the first-generation CSPs was disseminated. Furthermore, technical support for the integration of gender into mid-term reviews and the evaluation of the first-generation CSPs is being provided, on an ongoing basis, by the Gender Office, regional gender advisers and country office gender officers (where present).

Guidance for the integration of gender into annual country reports was also updated in 2021, and the Gender Office as well as regional gender advisers provided training and (still ongoing) technical support for the integration of gender into annual country reports.

Concerning the integration of gender into second-generation CSPs, the guidance has been disseminated which will facilitate this process. This action cannot be considered as completed and is an ongoing process, as countries are at different stages of development of their second-generation CSPs. The recommendation is perceived to be feasible if there is commitment and expertise from the country office for integrating gender. Based on their experience in recent years, the regional bureaux consulted believe that country offices are more willing to do so if there is the required capacity and knowledge among staff members.

# Conclusions

Overall, implementation of the management response (MR) is currently ongoing following the consideration of the evaluation report by the Executive Board. However, it is still early days and the staffing challenges in the Gender Office have hindered the implementation of some recommendations. Considerable work went into the implementation of recommendation 1, the Gender Policy update, which is ongoing and expected to be finalized in February 2022. Furthermore, some additional resources have been allocated to the gender function (recommendation 2), a cross-organizational steering group on gender equality has been established (recommendation 3), an assessment of gender capacities was integrated into organizational realignment exercises, and progress has been made on establishing a cadre of regional gender advisors (recommendation 6). Similarly, substantial progress has been made in the implementation of recommendation 8, the incorporation of gender in mid-term reviews and evaluations of first-generation CSPs, as well as the integration of gender in second-generation CSPs.

Concerning the other recommendations, progress has been slower. Some actions have been taken, however they are not sufficient to implement fully the related recommendations. Some other actions have not started because they depend on the finalization of the Gender Policy update, which has been postponed. Therefore, the deadlines for implementing these actions need to be reviewed and future follow-ups will be necessary.

# Annexes

## Annex 1: Recommendations, actions and progress

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<b>Recommendation 1</b>	<b>Agreed</b>			
<p><b>WFP should update the Gender Policy (2015–2020) to accelerate progress towards the 2030 Agenda for Sustainable Development and strengthen WFP’s work on promoting gender equality and women’s empowerment in the context of food security and nutrition.</b></p> <p>a) The update should:</p> <ul style="list-style-type: none"> <li>• retain the overall structure, narrative and commitments of the WFP Gender Policy (2015–2020) and alignment with the United Nations <b>System-wide</b> Action Plan on Gender Equality and the Empowerment of Women and reaffirm the importance of accountability as described in the Gender Action Plan (2015–2020);</li> <li>• review and reframe the governance, leadership, financial, partnership and employee (particularly gender adviser) benchmarks used in Gender Policy implementation;</li> </ul>	Programme and Policy Development Department (PD)	<p>Through a consultative process involving all stakeholders, the Gender Policy (2015–2020) will be updated to accelerate progress towards the attainment of gender equality and ensure coherence with the forthcoming WFP policy on protection and accountability and thus contribute to food security and nutrition (and progress towards the attainment of all the Sustainable Development Goals):</p> <p>a) The updated Gender Policy will:</p> <ul style="list-style-type: none"> <li>• retain the existing structure, commitments and accountability and be aligned with the second generation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0);</li> </ul>	High 30/06/2021 <b>Open</b>	<p><b>Partially implemented</b></p> <p>Despite the delay, the Gender Policy update process is ongoing and the updated Gender Policy is expected to be presented to the Executive Board in February 2022.</p>

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<ul style="list-style-type: none"> <li>• enhance the accountability of WFP regional bureaux and country offices for accelerating the fulfilment of corporate gender commitments;</li> <li>• use progressive language that seeks to “leave no one behind” while recognizing that a one-size-fits-all approach may not be possible across all contexts;</li> <li>• use terminology consistently and language that is consistent with the purpose of the document; and</li> <li>• include an intermediary objective for an enabling environment created by WFP’s areas of organizational change to support programme processes and humanitarian operations.</li> </ul>		<ul style="list-style-type: none"> <li>• include reframing of the benchmarks as applicable to the commitments and content;</li> <li>• articulate gender equality accountability for WFP regional bureaux and country offices;</li> <li>• use terminology consistently and language that is consistent with the purpose of the document; and</li> <li>• incorporate an objective (to be drafted) related to the WFP workplace and workforce to support programming and operations that contribute to gender equality.</li> </ul>		
<p>In updating the Gender Policy (2015–2020), WFP should further:</p> <p>b) revise the policy’s <b>Theory of Change</b> through a participatory and consultative process to articulate the interrelationships between the areas of organizational change, programme processes and the policy objectives, as well as the steps that should be taken to ensure that WFP programmes and</p>	PD	<p>b) The updated Gender Policy will incorporate an applicable Theory of Change that is developed through a participatory process and that supports WFP’s mandate for zero hunger and the next iteration of WFP’s strategic plan.</p>	<p>High 30/06/2021 <b>Open</b></p>	<p><b>Partially implemented</b> This work is in progress as part of the update of the Gender Policy.</p>

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
operations contribute more to gender equality and women's empowerment;				
c) ensure coordination and collaboration to incorporate a <b>gender mainstreaming approach</b> in the <b>next strategic plan</b> as a core part of WFP's enabling role for zero hunger;	PD	c) A consultative process will engage diverse entities across all levels of the organization, such that gender mainstreaming is articulated as fundamental to WFP's enabling role (for Sustainable Development Goals 2 and 17) and is included in the next strategic plan.	High 30/06/2021 <b>Open</b>	<b>Partially implemented</b> While not all inputs provided by the Gender Office were incorporated, the Strategic Plan (2022–2026) refers to gender mainstreaming as a contribution to gender equality.
d) ensure that all WFP programme technical guidance ( <b>e.g.</b> for cash-based transfers and general food distribution, school feeding, nutrition, and resilient livelihoods) is updated in relation to its contributions to gender equality, or that a technical note is provided for guidelines not up for review, with specific examples to illustrate how gender equality and women's empowerment can be used to shape effective, efficient, equitable and empowering WFP programming; and	PD	d) WFP technical guidance for the various programme areas/functions will be reviewed by the respective WFP entities and revised by them as needed to ensure that gender equality and women's empowerment are systematically and sufficiently integrated into WFP programming.	High 30/06/2021 <b>Open</b>	<b>Ongoing</b> The Gender Office has ensured gender mainstreaming in a wide range of guidance documents, policies, strategies, tools, proposals, studies and plans. This belongs to the core work of the Gender Office and is a continuous process.
e) develop and implement a communication and dissemination plan for promoting the updated policy that highlights and explains the importance of gender to WFP's mandate and to all its employees, thereby setting the "tone from the top".	PD	e) The updated Gender Policy will be accompanied by a communication and dissemination plan.	High 30/06/2021 <b>Open</b>	<b>Not implemented</b> This action is dependent on the finalization of the policy update.

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<b>Recommendation 2</b>		<b>Agreed</b>		
<p><b>WFP should allocate sufficient programme support and administrative budget to implement its corporate commitments, including the work of the Gender Office and the regional gender strategies, and develop strategies to mobilize extra budgetary and project funding, including through operational and strategic partnerships, in line with United Nations reform.</b></p> <p>a) As WFP continues to mainstream gender into its work, it should review the balance of extra budgetary and programme support and administrative budget funding for securing crucial gender adviser positions and resources at all levels of the organization.</p>	PD	<p>The programme support and administrative budget will be reviewed to ensure that sufficient funds are allocated to architecture and activities supporting the implementation, at the headquarters, regional bureaux and country office levels, of corporate commitments on gender equality and women's empowerment. This will be followed by the development of a resource mobilization strategy:</p> <p>a) Funding will be reviewed to ensure that gender adviser positions and activities contributing to gender equality and women's empowerment across the organization are secured.</p>	High 30/06/2021 <b>Open</b>	<p><b>Implementation cannot be assessed</b></p> <p>The Gender Office was granted two additional professional positions in the Bottom-Up Strategic Budgeting Exercise (BUSBE)/management plan process for 2022. The programme support and administrative (PSA) allocation was increased in 2022. A total of USD 2.1 million was included in the management plan for gender work at the regional level, and all six bureaux have designated gender advisers. Whether this is "sufficient programme support and administrative budget" is subject to interpretation and cannot be assessed by the review team.</p>
<p>b) WFP should expand its partnerships and funding for gender mainstreaming and targeted programming by building on existing good practice, in line with donor expectations and corporate priorities regarding the need for WFP to adapt to the changing global context and the evolving funding landscape.</p>	Partnerships and Advocacy Department (PA)	<p>b) The Partnerships and Advocacy Department will develop a strategy for expanding partnerships and funding gender mainstreaming across WFP's work and initiatives targeting gender equality and women's empowerment, at the global, regional and national levels.</p>	High 30/06/2021 <b>Open</b>	<p><b>Implemented</b></p> <p>WFP ensures that gender is strongly reflected in all donor engagements, as well as regularly updates, and makes donor thematic priorities and partnership and resourcing opportunities corporately available.</p>

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
c) WFP should ensure that there is an effective corporate mechanism for tracking gender-related planning and expenditures.	PD	c) The gender equality expenditure tracking system successfully piloted in 2019 will be further developed and rolled out across WFP country offices. Corresponding provisions to the annual management plan and budget exercise for headquarters and regional bureaux will be made.	High 30/06/2021 <b>Open</b>	<b>Not implemented</b> No progress has been made.
<b>Recommendation 3</b>	<b>Agreed</b>			
<p><b>The Assistant Executive Director of the Programme and Policy Development Department should establish a cross-organizational steering group on gender equality and women’s empowerment to provide distributed leadership, champion the Gender Policy and ensure accountability for Gender Policy implementation at all levels of the organization.</b></p> <p>a) The steering group should:</p> <ul style="list-style-type: none"> <li>• include representatives from the organizational, humanitarian and programme divisions and not be assimilated into any other working group or task force;</li> <li>• have Terms of Reference (ToR) defining its membership and rules of engagement that</li> </ul>	PD	<p>An internal steering group that includes members with gender expertise will be established for the purpose of leading action on and ensuring accountability for gender equality results across the organization, including for the implementation of the eight recommendations arising from the evaluation of the Gender Policy (2015–2020).</p> <p>a) The steering group will include:</p> <ul style="list-style-type: none"> <li>• representatives of each WFP department, thus encompassing the organizational, humanitarian and programming functions, independent of other collective entities tasked with related issues;</li> </ul>	High 30/11/2020 <b>Open</b>	<p><b>Implemented</b></p> <p>The ToR for the steering group were developed and issued to all regional and relevant headquarter directors. The steering group was convened for the first time in August 2021.</p>

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>ensure effective participation and it holds at least two meetings per year; and</p> <ul style="list-style-type: none"> <li>• have standing agenda items that include:               <ul style="list-style-type: none"> <li>➤ continued integration of gender into WFP's work;</li> <li>➤ progress towards gender equality outcomes, including through country strategic plans (CSPs); and</li> <li>➤ implementation of WFP's gender mainstreaming mechanisms: gender architecture, the <b>Gender Transformation Programme</b>, the <b>Inter-Agency Standing Committee (IASC) Gender with Age Marker</b> and the <b>United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women</b>.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• agreed ToR that include procedures and membership requirements; and</li> <li>• standing agenda items for steering group meetings, including the three items specified in the recommendation.</li> </ul>		
<p>b) Progress reports from WFP's headquarters divisions and regional bureaux should contribute to the discussions of the steering group and the annual updates to the Executive Board on WFP Gender Policy</p>	PD	<p>b) Progress reports will be submitted to the steering group to support the fulfilment of its responsibilities and contribute to the annual updates to the Executive Board.</p>	<p>High 30/11/2020 <b>Open</b></p>	<p><b>Not implemented</b> The progress reports were not submitted to the steering group.</p>
<p><b>Recommendation 4</b></p>	<p><b>Agreed</b></p>			
<p><b>WFP should enhance regional- and country-level ownership of the Gender Policy and the Gender Action Plan through the revision of regional gender strategies and CSP-aligned gender action plans.</b></p>	Regional bureaux	<p>Once the updated Gender Policy is finalized (recommendation 1), regional bureaux and country office ownership of the updated Gender Policy will be enhanced by revising</p>	<p>Medium 31/12/2021 <b>Open</b></p>	<p><b>Not implemented</b> The review of the regional gender strategies is dependent on the finalization of the Gender Policy update process which is still ongoing (recommendation 1)</p>



Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>a) WFP should review and revise existing regional gender strategies in order to:</p> <ul style="list-style-type: none"> <li>• identify the key gender equality and women’s empowerment challenges faced in each region and the balance of WFP’s response in each region’s humanitarian, development and “delivering to enabling” contexts;</li> <li>• prioritize the organizational changes needed to support gender mainstreaming in country offices and regional bureaux;</li> <li>• steer country offices in the preparation and implementation of CSPs that integrate gender and age, the <b>Gender Transformation Programme</b> and the <b>Gender Action Plan</b> to support delivery of gender equality results in the context of food security and nutrition across the <b>humanitarian–peace–development nexus</b>; and</li> <li>• define clear accountabilities tailored to the regional context.</li> </ul>		<p>the regional gender strategies and gender action plans aligned with CSPs.</p> <p>a) In consultation with WFP country offices, the six regional gender strategies will be revised to support the mainstreaming of gender across humanitarian operations and development programming, framing actions and accountabilities that support gender equality results across the different contexts. Mindful of the triple nexus, the revisions will take into consideration context-specific challenges and prospective responses, corporate gender mainstreaming mechanisms and workplace and workforce commitments, as well as the financial resources required for their implementation.</p>		
<p>b) Regional <b>directors</b> should review regional and country office resource mobilization opportunities for gender mainstreaming in line with WFP partnerships and funding priority commitments.</p>	Regional bureaux	<p>b) Regional bureau and country office mobilization of resources for activities that contribute to gender equality and women’s empowerment will be reviewed and strengthened as applicable.</p>	Medium 31/12/2021 <b>Open</b>	<p><b>Partially implemented</b></p> <p>There are some ongoing and or planned actions for mobilizing resources in the two consulted regional bureaux.</p>

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
c) Regional <b>directors</b> should create clear regional governance structures for overseeing the development and implementation of regional gender strategies.	Regional bureaux	c) Regional directors will lead the establishment of governance structures (prior to taking action on recommendation 4a) for the development and implementation of the revised regional gender strategies.	Medium 31/12/2021 <b>Open</b>	<b>Partially implemented</b>  The governance structures are in place in the two consulted regional bureaux.
d) Regional reports <b>to the gender equality steering group</b> should provide a quantitative and qualitative analysis of gender equality and women's empowerment changes in terms of organizational shifts and of programme results against Gender Policy objectives.	Regional bureaux	d) Regional reports submitted to the gender equality steering committee will incorporate quantitative and qualitative information pertaining to humanitarian, programmatic and organizational actions and results, with the regional gender strategies (per action 4a) to include parameters for ensuring that such reporting by the regional bureaux is possible.	Medium 31/12/2021 <b>Open</b>	<b>Not implemented</b>  The reports were not submitted by the two regional bureaux consulted.
<b>Recommendation 5</b>	<b>Agreed</b>			
<b>WFP should ensure that the development of the new human resources accountability framework – as agreed in response to one of the recommendations of the evaluation of the WFP People Strategy (2014–2017) – is informed by an analysis of gender, diversity and inclusion and ensures that senior managers are accountable for inclusive leadership</b>	HRM	In alignment with the forthcoming policy that will replace the WFP People Strategy (2014–2017), a human resources accountability framework will be formulated to support leadership and excellence in gender mainstreaming across the organization, with attention to diversity and inclusion.	Medium 31/08/2021 <b>Open</b>	<b>Partially implemented</b>  The People Policy was adopted in June 2021. It includes gender equity among its elements of people management excellence. Diversity and inclusion matters have been integrated into the new Leadership Framework. The accountability framework is still under development.

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p><b>practices and excellence in all areas of gender mainstreaming, including but not limited to gender parity.</b></p> <p>This should encompass:</p> <ul style="list-style-type: none"> <li>• integration of gender, diversity and inclusion analysis into the preparation of the accountability framework, led by the Human Resources Division (HRM) with the support of the Gender Office;</li> <li>• commitment to capacity strengthening of WFP employees in gender mainstreaming; and</li> <li>• development of specific approaches to strengthening the capacity of individual leaders (<b>regional and deputy regional directors, country and deputy country directors</b>) in gender mainstreaming at the regional and country levels.</li> </ul>		<p>A gender, diversity and inclusion analysis will be undertaken to inform the preparation of a human resources accountability framework focused on gender equality and women’s empowerment.</p> <p>Gender mainstreaming capacity-strengthening commitments will be developed and incorporated into the human resources accountability framework focused on gender equality and women’s empowerment.</p> <p>Development of specific approaches to strengthening the capacity of individual leaders (regional and deputy regional directors, country and deputy country directors) in gender mainstreaming at the regional and country levels (in the Risk and Recommendation Tracking Tool, R2).</p>		
<b>Recommendation 6</b>	<b>Agreed</b>			
<p><b>WFP should invest in dedicated, professional gender advisers at headquarters and regional bureaux and</b></p>	Gender Office	WFP will invest in building a cadre of professional gender advisers at the headquarters, regional bureau and country office levels:	High 31/12/2021 <b>Open</b>	<p><b>In progress</b></p> <p>Gender adviser positions have been created in all six regional bureaux, though not all at the required level. The strategic workforce</p>

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p><b>build a cadre of experienced gender advisers to work in its country offices. WFP should undertake a workforce planning exercise for gender advisers and introduce a human resource plan to ensure that a consistent, funded and sustainable cadre of gender advisers is accessible at all levels of the organization. This should:</b></p> <ul style="list-style-type: none"> <li>• establish mandatory, fixed-term professional regional gender adviser positions at the P-4 and P-5 levels with functional links to the Gender Office; and</li> <li>• include standard <b>outline</b> ToR for regional and country office gender advisers to guide WFP regional bureaux and country offices in determining the roles and responsibilities of gender advisers, adapted to context.</li> </ul>		<p>A workforce planning exercise will be undertaken to formulate a funded plan for establishing a cadre of technically competent gender advisers at all levels of the organization.</p> <ul style="list-style-type: none"> <li>• The existing generic ToR for regional and country office gender advisers will be updated.</li> </ul>		<p>planning for the gender function and the updating of the gender adviser ToR are still pending, though consideration of gender is included in the ongoing strategic workforce planning for the Programme and Policy function.</p>
<p>All organizational realignment exercises should include consideration of gender skills and capacity.</p>	HRM	<ul style="list-style-type: none"> <li>• Organizational realignment exercises conducted from 2021 onwards will pay attention to gender capacity.</li> </ul>	<p>High 31/12/2021 <b>Open</b></p>	<p><b>Implemented</b> Organizational alignment guidance, notably the guiding questions for interviews with Heads of Unit, was purposely amended to include a focus on gender skills and capacity.</p>
<p>Consideration should also be given to:</p> <ul style="list-style-type: none"> <li>• establishing a career pathway and professional gender cadre for gender advisers</li> </ul>	Gender Office	<ul style="list-style-type: none"> <li>• Internal career pathways for gender advisers in WFP will be explored and established in line with comparative</li> </ul>	<p>High 31/12/2021 <b>Open</b></p>	<p><b>Not implemented</b> These initiatives are still under discussion.</p>

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<p>from the country to the regional and global levels, in line with comparative WFP functions; and</p> <ul style="list-style-type: none"> <li>including a cadre of diverse gender advisers in the Future International Talent (FIT) pool for deployment across the organization.</li> </ul>		<p>WFP functions, and the FIT pool will be expanded to include gender advisers.</p>		
<b>Recommendation 7</b>				
<b>Agreed</b>				
<p><b>WFP should ensure that the framework and guidance for mid-term reviews and evaluations of first-generation CSPs incorporate quantitative and qualitative analyses of WFP's gender equality-related activities.</b></p> <p>a) The Assistant Executive Director of the <b>Programme and Policy Development Department</b>, with the support of the Gender Office and the technical divisions, should develop and disseminate a framework that uses the IASC Gender with Age Marker process to guide the inclusion of contextually relevant, gender-integrated programming which aligns with the objectives of the Gender Policy (2015–2020) in the design and implementation of second-generation country strategic plans.</p>	PD	<p>Analysis of gender equality-related results will be incorporated into frameworks, processes and outcomes for mid-term reviews and evaluations of first-generation CSPs, which will inform the development and implementation of second-generation CSPs.</p> <p>Drawing upon the IASC Gender With Age Marker, <b>the existing guidance that supports the integration of gender into second-generation CSPs will be reviewed</b> and revised as applicable.</p>	<p>Medium 03/11/2021 <b>Open</b></p>	<p><b>Implemented</b></p> <p>The guidance on how to integrate gender into second-generation CSPs and mid-term reviews of first-generation CSPs was reviewed.</p>
<p>b) The Director of the <b>Corporate Planning and Performance Division</b> should oversee</p>	<p>Corporate Planning and</p>	<p>Under the leadership of the Director of the Corporate Planning and</p>	<p>31/12/2020</p>	<p><b>Implemented</b></p> <p>The guidance was disseminated.</p>

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
the finalization and roll-out of guidance materials and templates for the integration of gender equality and women's empowerment into mid-term reviews of CSPs by December 2020.	Performance (CPP)	Performance Division, <b>guidance and templates for the integration of gender equality and women's empowerment into CSP mid-term reviews will be disseminated</b> across the organization.		
c) The <b>Director of Evaluation</b> should update guidance materials and templates for the integration of gender equality and women's empowerment into CSP evaluations by December 2020.	Office of Evaluation	Under the direction of the Director of Evaluation, <b>guidance materials and templates for the integration of gender equality and women's empowerment into CSP evaluations will be updated and disseminated.</b>	31/12/2020	<b>Partially implemented.</b> The Office of Evaluation took the lead on this to prepare draft guidance on how to incorporate gender into CSP evaluations. In future this will be integrated into guidance on how better to integrate diversity, inclusion and equity into evaluations.
<b>Recommendation 8</b>		<b>Agreed</b>		
<p><b>Country offices should mainstream gender into the mid-term reviews and evaluations of first-generation CSPs and the design and implementation of second-generation CSPs.</b></p> <p>Each country office should use the mid-term review, evaluation and gender and age context analyses of its first-generation CSP to integrate gender into its second-generation CSP, including by:</p>	Regional bureaux	<p>Given access to adequate resources, gender will be integrated into the mid-term reviews and evaluations of first-generation CSPs and the design and implementation of second-generation CSPs.</p> <p>As currently required by the IASC Gender With Age Marker, second-generation CSPs will:</p> <ul style="list-style-type: none"> <li>• be informed by country- and context-specific gender and age</li> </ul>	Medium 31/01/2021 <b>Open</b>	<b>Implementation cannot be assessed.</b> Guidance for the integration of gender into the mid-term reviews and the evaluation of the first-generation CSPs was disseminated. Concerning the integration of gender into second-generation CSPs, the guidance has been disseminated, which will facilitate this process.

Recommendation	Action by	Management response / Actions	Priority Closure date Status*	Assessment of progress
<ul style="list-style-type: none"> <li>aligning the CSP with the United Nations <b>common country analysis</b> process to ensure that WFP responds to nationally identified gender equality and women's empowerment needs such that "no one is left behind"; and</li> <li>ensuring that the planned activities of the second-generation CSP deliver in a way aimed at achieving the objectives of the updated Gender Policy (2015–2020) and equitably address <b>the food security and nutrition-related needs</b> of all beneficiaries.</li> </ul>		<p>analyses (including common country analyses) so as to respond to nationally identified gender equality and women's empowerment needs, with a clear focus on leaving no one behind; and</p> <ul style="list-style-type: none"> <li>include activities that support equitable food assistance and contribute to achieving the Gender Policy objectives.</li> </ul>		

\* According to R2 database 29/03/2021.

## Annex 2: abbreviations and acronyms

BUSBE	Bottom-Up Strategic Budgeting Exercise
CSP	Country strategic plan
CPP	Corporate Planning and Performance Division
FIT	Future International Talent
GEN	Gender Office
HRM	Human Resources Division
JP GTA	Joint Programme for Gender Transformative Approaches
PD	Programme and Policy Development Department
PROM	Programme Cycle Unit
PSA	programme support and administrative
ToR	Terms of Reference

## Annex 3: Persons Interviewed

Catrina Perch	Evaluation Officer, Office of Evaluation
Cecilia Roccato	Programme Policy Officer, Gender
Christopher Hopwood	Programme Policy Officer, PRO-M
Deborah Mcwhinney	Senior Evaluation Manager, Office of Evaluation
Elena Ganan	Regional Gender Adviser, RBP
Intisar Birkia	Regional Gender Adviser, RBC
Kawinzi Muiu	Director, GEN
Jacqueline Paul	Former Senior Gender Adviser, Gender
Natasha Nadazdin	Chief, CPP-RMP
Rossella Fanelli	External Relations Officer, PPR
William Affif	Head, PRO-M



# Annex 4: Documents Consulted

## Executive Board documents

"Management response to the recommendations of the summary report on the evaluation of WFP's Gender Policy" (2015–2020) (WFP/EB.A/2020/7-B/Add.1).

"Summary report on the evaluation of WFP's Gender Policy (2015–2020)" (WFP/EB.A/2020/7-B)

## Non-Executive Board documents

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WFP. 2021. *Human Resource Policy*. Rome, WFP.

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WFP. 2021. *Risk and recommendation tracking tool (R2)*. Excel extract, update 29/03/2021. Internal document, unpublished.

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