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Policy Issues

**For consideration**

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## **Update on the Gender Policy**

### **Executive Summary**

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

- a) the integration of gender equality into core corporate documents, including the Integrated Road Map – the Strategic Plan, the Corporate Results Framework and initial country strategic plans;
- b) the launch and consolidation of gender mainstreaming mechanisms, including the Gender Transformation Programme, the Inter-Agency Standing Committee gender and age marker, and the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women;
- c) strengthening of the gender architecture and of the gender competencies of WFP staff and entities, including through the online Gender Community, Gender Toolkit and Gender Channel on WFP's Learning Portal; and
- d) collaboration with other United Nations entities, major humanitarian actors and academic institutions to advance towards the shared goal of gender equality.

The report concludes with a summary of priority actions for the remainder of 2017 and 2018.

### **Draft decision\***

The Board takes note of “Update on the Gender Policy” (WFP/EB.A/2017/5-D).

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

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## Introduction

1. The Executive Board approved the [Gender Policy](#) (2015–2020)<sup>1</sup> in May 2015 and the [Gender Action Plan \(GAP\)](#)<sup>2</sup> in February 2016.
2. This update on progress in implementing the Gender Policy (2015–2020) provides an overview of: i) the integration of gender into the WFP Integrated Road Map (IRM); ii) the principal mechanisms for mainstreaming gender throughout WFP; iii) the corporate gender architecture; iv) gender capacity development; and v) priorities for the coming 12 months.

## Gender and the Integrated Road Map

3. With adoption of the Strategic Plan (2017–2021), WFP reaffirmed its commitment to integrating “gender equality and women’s empowerment into all of its work and activities” recognizing that “gender equality is essential for all women, men, girls and boys to achieve zero hunger”.<sup>3</sup>
4. Contributing to accountability for this commitment, the Corporate Results Framework (CRF) includes the requirement, for the first time, to disaggregate outcome data by sex and age, and to “capture” disability data.<sup>4</sup> The indicators measuring the cross-cutting result of “Improved gender equality and women’s empowerment among the WFP-assisted population” have been revised to cover equality in decision-making,<sup>5</sup> participation<sup>6</sup> and remuneration,<sup>7</sup> supported by technical guidance on indicator monitoring and reporting. Accordingly, CRF indicators C.1.2 on beneficiary feedback, C.2.1 on access to assistance without protection challenges, C.3.1,<sup>5</sup> C.3.2<sup>6</sup> and C.3.3<sup>7</sup> measure achievement of the objectives of the WFP Gender Policy, and the targets for Sustainable Development Goal 5.
5. The Gender Office and the Resource Management Department are collaborating on the establishment of an efficient and effective mechanism “to quantify disbursement of funds for promoting gender equality and women’s empowerment”, to facilitate and monitor progress towards achievement of the corporate financial benchmark of having 15 percent of all project funds allocated to gender equality activities by 2020.<sup>8</sup>
6. Gender equality is a critical cross-cutting component of national zero hunger strategic reviews and country strategic plans (CSPs), given the assurance in the Strategic Plan (2017–2021) that “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”.<sup>9</sup> The Gender Office has developed and disseminated guidance on integrating gender into national zero hunger strategic reviews and CSPs, and together with regional gender advisers reviews all versions of CSPs – concept notes and transitional, interim and final CSPs – to ensure that they meet corporate minimum requirements for gender, providing technical assistance as necessary.

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<sup>1</sup> WFP/EB.A/2015/5-A.

<sup>2</sup> WFP/EB.1/2016/4-B.

<sup>3</sup> WFP/EB.2/2016/4-A/1/Rev.2, paragraphs 30 and 37.

<sup>4</sup> WFP/EB.2/2016/4-B/1/Rev.1\*, footnote 3.

<sup>5</sup> 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.

<sup>6</sup> C.3.2: Proportion of members of food assistance decision-making entities – committees, boards, teams, etc. – who are women.

<sup>7</sup> C.3.3: Type of transfer – food, cash, voucher, no compensation – received by participants in WFP activities, disaggregated by sex and type of activity.

<sup>8</sup> WFP/EB.A/2015/5-A.

<sup>9</sup> WFP/EB.2/2016/4-A/1/Rev.2\*, paragraph 47.

## Mainstreaming Gender

### Gender Action Plan

7. The GAP articulates actions, responsible units within WFP, indicators and targets for translating the goal of the WFP Gender Policy (2015–2020) into concrete and measurable actions, with accountabilities, to be implemented in two “layers” for nine operational outcomes: layer 1 – driving gender equality programming results; and layer 2 – programme processes and organizational change.
8. WFP is on track to achieve the nine GAP outcomes.<sup>10</sup> In relation to Outcome 1, Analysis and data, gender analyses and the disaggregation of data by sex and age are being facilitated by roll-out of the IRM – particularly the CSPs and the CRF – the Gender Transformation Programme and the gender and age marker (GAM), together with formulation of country office gender action plans, with guidance from the WFP Gender Toolkit and technical support from the Gender Office and regional gender advisers.
9. Under Outcome 2, Strategy, guidance and programme cycle, guidance has been developed and disseminated on participatory and inclusive programming;<sup>11</sup> the Inter-Agency Standing Committee (IASC) guidelines on preventing gender-based violence have been adapted to WFP;<sup>12</sup> consideration of gender is integrated into WFP policies and guidance documents as they are created and revised, such as the Climate Change Policy, the Nutrition Policy, the Protection Guidance Manual, the Food Assistance for Assets Manual, the three-pronged approach, training from the Field Security Division and country capacity strengthening; CSPs are informed by gender analysis; the Ethics Office led a 2016 awareness-raising campaign on WFP’s zero tolerance for sexual exploitation and abuse; and the [WFP Gender Toolkit](#) was launched in February 2017.
10. Regarding Outcome 3, Human resources, WFP continues to work towards gender parity in staffing, providing guidance on practical measures that can be taken, and facilitating regular dialogue, including through the [Gender Community](#), and tracking through country office human resource dashboards and the Gender Transformation Programme. Gender equality is included in the letters of entrustment of regional and country directors and its inclusion in staff performance plans is promoted. While there has been progress over the past year in terms of gender-aware and family-friendly policies for WFP’s workforce, implementation and tracking to ensure the systematic application of these policies need to be improved. Changes under discussion include strengthening the provisions for facilitating breastfeeding, and enhancing the maternity, paternity and adoption policies. Through the zero tolerance campaign led by the former Executive Director, WFP is addressing sexual harassment and sexual violence.
11. Actions under Outcome 4, Capacity development, and Outcome 5, Communications, knowledge and information, are discussed together in this report. The Gender Office is one of four entities participating in the WFP Knowledge Management Communities of Practice pilot. It also collaborates with the Communications Division, the Gender Results Network (GRN), regional bureaux and country offices in documenting and sharing good practices, including through the GRN Digest; fostering dialogue on gender equality, including through the online Gender Community and monthly gender “brown-bag sessions”; and drafting and disseminating messages and advocacy materials, including on International Women’s Day, on ending gender-based violence and at the annual session of the Commission on the Status of Women (CSW). Examples of WFP’s partnering with other United Nations entities – particularly the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and UN-Women – include collaboration at the High-Level Event on Rural Women’s Economic Empowerment, in December 2016; in advocacy on General Recommendation 34 of the Convention on the Elimination of All Forms of

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<sup>10</sup> Performance against the GAP outcome indicators in 2016 is summarized in Annex I.

<sup>11</sup> See, for example, the [Participation](#) and [Stakeholder Analysis](#) sections of the WFP Gender Toolkit, and the Accountability to Affected Populations (AAP) Manual.

<sup>12</sup> See the WFP [Guidance on Gender-Based Violence](#).

Discrimination against Women at a side-event at CSW61 in March 2017; and at the forthcoming Committee on World Food Security Forum on Women's Empowerment in the Context of Food Security and Nutrition, in September 2017. WFP is also an active member of the IASC Gender Reference Group and the United Nations Development Group Gender Equality Task Team, contributing to revision of the Gender in Humanitarian Action Handbook, piloting the gender and age marker (GAM), and revising the IASC Gender Equality in Humanitarian Action policy statement.

12. Other examples of WFP's strategic engagement towards Outcome 6, Partnerships, include with:
  - i) the United Nations Development Programme (UNDP) on development of the Gender Transformation Programme for organizational gender mainstreaming; ii) the joint FAO/IFAD/UN-Women/WFP programme on Rural Women's Economic Empowerment, being implemented in seven countries;<sup>13</sup> iii) the United Nations University Gender Equality Studies and Training Programme (UNU-GEST), developing WFP-tailored tools for gender capacity development; iv) the UN-Women Training Centre on training on masculinities; v) the IASC Gender Standby Capacity Project (GenCap), piloting the GAM and deploying gender advisers to the global Food Security Cluster; standby partners, such as RedR and the Icelandic Crisis Response Unit, with gender specialists posted to WFP country offices, including in the Lao People's Democratic Republic, Lebanon, Mozambique and Uganda; and vi) FAO, the International Organization for Migration, UNDP and UN-Women, implementing the Women's Access to Land and Productive Assets: Economic Empowerment, Equal Rights and Food Security initiative in El Salvador, Guatemala, Honduras and Nicaragua. WFP partners the other Rome-based agencies at the Headquarters level, and other United Nations entities at the regional and country office levels, on joint programming and to mark major annual events, including International Women's Day (8 March) and the International Day for the Elimination of Violence Against Women and Girls (25 November).
13. In country offices, with the support of regional bureaux, WFP partners women's movements at the national level, as in Colombia, Cuba and Nicaragua. WFP's collaboration with academic institutions further emphasizes the importance of strategic partnerships, including partnerships with the *Universidad Nacional Evangélica* and *Universidad Autónoma de Santo Domingo* in the Dominican Republic, *Universidad Nacional* and Emory University in Colombia, and the *Universidad Católica* in Ecuador. WFP is working with cooperating partners to achieve the systematic inclusion of gender issues in capacity assessments and development, and clauses on gender, protection and accountability to affected populations are being added to field-level agreements, as [Annex 6](#). In the wider United Nations system, WFP is an active participant in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP), for example, piloting the revised accountability framework – UN SWAP 2.0 – applicable to all United Nations entities from 2018.
14. Financial resources – Outcome 7 – are allocated to supporting implementation of the Gender Policy (2015–2020), including through funding of the Gender Office and allocations to the regional bureaux to support capacity strengthening, knowledge management and the development of tools at the country level. With the adoption of the IRM, the annual Gender Expenditure Analysis (GEA) exercise is being revised to ensure efficiency and accuracy. WFP piloted the IASC GAM on behalf of the humanitarian community; the GAM will replace the gender marker from mid-2017. Together, the GAM and the revised GEA will support budget planning and monitoring that will, among other things, track progress towards achieving the corporate benchmark of allocating 15 percent of total project costs to gender activities.
15. While two of the three action areas under Outcome 8, Evaluation, are not applicable until 2019, the Office of Evaluation (OEV) commissioned an independent gender meta-assessment in 2016. This found that OEV had maintained the rating of “meeting UN SWAP requirements” for the integration of gender into centrally managed evaluations.

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<sup>13</sup> Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, the Niger and Rwanda.

16. With regard to Outcome 9, Oversight, the Gender Office collaborated with the Office of Internal Audit in the latter part of 2016 to pilot a participatory gender audit, involving the Human Resources Division, the Cairo Regional Bureau (RBC), the Sudan and Jordan country offices and the WFP Sub Regional Office in Amman. The partnership continues, building on the pilot to develop a corporate process for broader application throughout WFP.

### **Gender Transformation Programme**

17. Building on the joint UNDP/WFP pilot study involving the Myanmar, Peru and South Sudan country offices, which concluded in June 2016, WFP developed the Gender Transformation Programme (GTP) as the mechanism for delivering on its commitment to integrating “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”<sup>14</sup> and contributing to successful implementation of the IRM. Focusing on leadership and accountability, gender-transformative programming and organizational change, the GTP enables country offices to deliver gender equality outcomes in the area of food security and nutrition.
18. WFP country offices participating in the GTP, with guidance from the Gender Office and in collaboration with regional gender advisers, progress from a baseline assessment to developing and implementing an improvement plan and carrying out a final assessment that validates their achievement of the 39 benchmarks. On successful completion of the GTP, country offices receive support in developing plans to consolidate their achievements and ensure continued effective, efficient, economical and equitable action for food and nutrition security for all of the people they serve. An online platform<sup>15</sup> has been developed to ensure efficient, effective, collaborative and accountable implementation. By early 2017, ten country offices had begun implementation, in Afghanistan, Egypt, Kenya, Kyrgyzstan, Lao People’s Democratic Republic, Nicaragua, the Niger, Pakistan, Rwanda and the Sudan. Contingent on the availability of resources,<sup>16</sup> all country offices will gradually participate in the GTP.

### **Gender and Age Marker**

19. During 2016, WFP continued to apply the gender marker to all new people-centred programmes, while also piloting the new IASC GAM.
20. Of the 19 new emergency operations, protracted relief and recovery operations, development projects and country programmes reviewed in 2016, all received a gender marker code of 2a – gender mainstreamed – or 2b, gender targeted. Between WFP’s adoption of the IASC gender marker in 2012 and 2016, the proportion of projects with potential to contribute significantly to gender equality – receiving code 2a or 2b – increased from 24 to 100 percent.
21. The CSPs for Bangladesh, China, Colombia, Ecuador, El Salvador, Indonesia, Lao People’s Democratic Republic and Zimbabwe were rated with gender marker code 2a. This was significant because gender and age analysis is fundamental to planning and programming for the transformative changes envisioned in the IRM and the CSPs, which will shape WFP’s actions towards food security for up to five years.
22. To strengthen and extend the capacities for gender-transformative programming, the gender marker review was decentralized to the six WFP regional bureaux in June 2016, following training provided by the Gender Office to the regional gender advisers and the country office gender focal points.
23. Following the World Humanitarian Summit, the IASC requested WFP to pilot the new GAM for humanitarian operations, to be launched in 2017. The GAM was designed to assess and track the consideration of gender and age issues in humanitarian programmes, from design and implementation to reporting and evaluation. The Gender Office oversaw piloting of the revised marker with WFP country office teams in the Democratic Republic of the Congo and Myanmar.

<sup>14</sup> [Gender Policy \(2015–2020\)](#), “Policy Goal and Objectives”.

<sup>15</sup> [gtp.wfp.org](http://gtp.wfp.org)

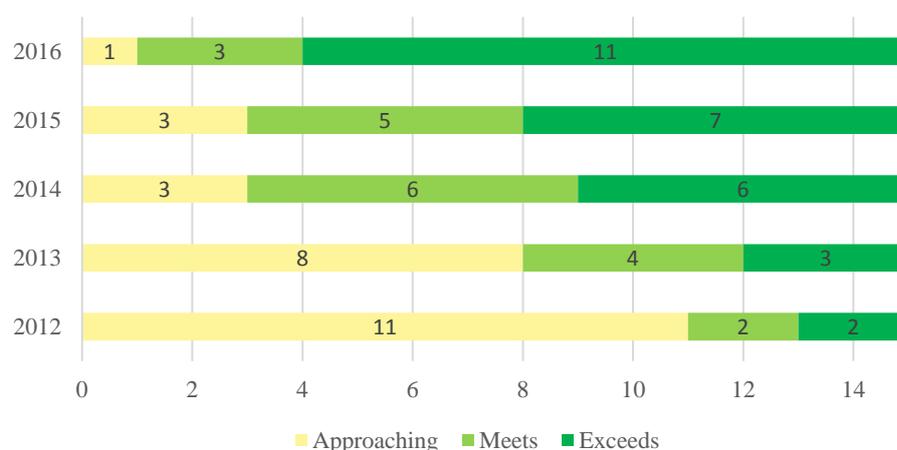
<sup>16</sup> Some WFP country offices have been unable to participate in the GTP, as the limited resources supporting the programme do not cover allocations to country offices.

The rigorous pilot developed by WFP is the most advanced among humanitarian actors, and findings from its implementation informed refinement of the IASC GAM. In 2017, guidance and training materials will be developed and disseminated to ensure that the GAM is integrated into CSP processes and outcomes, enabling successful implementation of the IRM and fulfilment of the WFP Gender Policy objectives.

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

24. WFP is among leading United Nations entities in the successful implementation of UN SWAP, having met or exceeded 14 of the 15 performance indicators a year in advance of the December 2017 deadline. By the end of 2016, WFP had exceeded eleven performance indicators, met three, and was approaching one – gender parity (Figure 1).<sup>17</sup>

**Figure 1: WFP Implementation of UN SWAP, 2012–2016**



25. UN SWAP “business owners”<sup>18</sup> play a core role in ensuring that WFP fulfils its obligations for achieving gender equality within and beyond the United Nations system by strengthening linkages and motivating staff members and organizational units. WFP’s business owner model for implementing the UN SWAP and advancing gender equality at the corporate level has been recognized as a good practice for the United Nations system.
26. UN SWAP Performance Indicator 10, Gender architecture and parity, is an outstanding challenge for WFP. While progress had been made towards gender parity in staffing by 2016, men still accounted for the majority of employees. Achievement of gender parity overall and at each grade remains a challenge for all United Nations entities. Through concrete actions in 2016, WFP made progress towards this goal with, for example, 58 percent of newly appointed international staff being women. Since its inception in 2013, more than 200 women have participated in the INSPIRE programme, which provides tailored training and coaching on leadership for women.
27. While WFP has met the UN SWAP performance Indicators 8 on Resource tracking of financial resources, and 13 on Capacity development, efforts to exceed these indicators will be made in 2017. Capacity development work will include application of the corporate gender capacity development plan, expansion of the WFP Gender Toolkit, administration of the Gender Channel on WFP’s new Learning Portal, and creation of tailored training courses. The GRN will serve as an important catalyst and community of practice for gender equality and women’s empowerment.

<sup>17</sup> WFP ratings against the 15 UN SWAP performance indicators for 2012–2016 are provided in Annex II.

<sup>18</sup> The “business owners” are the WFP entities with primary responsibility for ensuring that WFP meets or exceeds the UN SWAP performance indicators. They include the Office of the Executive Director, Human Resources Division, Performance Management and Monitoring Division, Office of Evaluation, Inspector General and Oversight Office, Policy and Programme Division, Budget and Programming Division and Communications Division.

## Gender Architecture

28. WFP continues to strengthen its gender architecture. At Headquarters, the Gender Office has eight staff members, divisions such as Nutrition have employed gender specialists, and a regional gender adviser has been appointed in each regional bureau, although the advisers are consultants and not all are at the P4 level. Ten country offices have dedicated gender officers, some of whom are short-term consultants, junior professional officers or staff of standby partners.
29. Throughout WFP, from Headquarters to field offices, the foundation of the gender architecture is the GRN. The Gender Office manages the GRN, ensuring participation from all functional areas, international and national staff, and women and men (Table 1). GRN members act as advisers on and facilitators of gender mainstreaming promoting the achievement of gender equality results in food and nutrition security activities. Pursuant to the GRN Terms of Reference, 20 percent of the working time of GRN members should be dedicated to gender-related activities.

<b>Region</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
Asia and the Pacific	53	25	<b>78</b>
Middle East, North Africa, Eastern Europe and Central Asia	63	35	<b>98</b>
West Africa	57	37	<b>94</b>
Southern Africa	34	30	<b>64</b>
East and Central Africa	68	48	<b>116</b>
Latin America and the Caribbean	20	15	<b>35</b>
Headquarters and liaison offices	33	17	<b>50</b>
<b>Total</b>	<b>328</b>	<b>207</b>	<b>535</b>

\* The number of GRN members varies by regional bureau depending on the sizes of country offices. According to the GRN Terms of Reference, very small or small country offices should each have one GRN member plus an alternate; medium-sized country offices should each have three members from different units; large country offices, four members from different units; and very large country offices, five members from different units.

30. The online Gender Community and regular webinars and regional workshops have facilitated consolidation and capacity development of the GRN. For example, over the past year, a three-day workshop has been held in each regional bureau, bringing together the GRN members from the region's country offices.

## Gender Capacity Development

31. The capacity development component of the GAP is a priority area of action for the Gender Office, in collaboration with the Human Resources Division.
32. In 2016, the gender competencies of WFP employees were assessed through an online survey and focus group discussions, resulting in a corporate gender capacity development plan for the regional and country levels. RBC has invested in training of trainers for GRN members in country offices in North Africa and the Middle East, while the Nairobi Regional Bureau (RBN) focuses on strengthening the gender competencies of staff through training in gender analysis

and gender-transformative programming in Burundi, Ethiopia and Kenya. The e-courses<sup>19</sup> and “gender learning journeys”<sup>20</sup> on WFP’s Learning Portal provide all employees with access to introductory and tailored training on gender.

33. In mid-2016, the WFP online Gender Community was established to strengthen knowledge-sharing, provide access to practical tools and guidance, and serve as a forum for dialogue on gender equality and women’s empowerment. With more than 600 members/followers, the Gender Community has proved to be one of the most popular of WFP’s 24 online communities.<sup>21</sup>
34. Through detailed information and quick guides, the WFP [Gender Toolkit](#), launched in February 2017, provides guidance on the “what, why, when, who, where and how” of integrating gender into WFP programming and operations. The content of the toolkit – available in Arabic, English, French and Spanish – continues to be developed, integrating user feedback and expanding the range of subjects covered. Regional bureaux provide tailor-made materials to country offices to strengthen gender capacities. For example, the Panama Regional Bureau (RBP) established the *Baúl regional de recursos de género* (Regional Gender Toolkit), a database where staff can access resources on gender equality and women’s empowerment adapted to the Latin America and Caribbean regional context, in French and Spanish.
35. In addition, participatory learning activities have been rolled out across WFP, including through collaboration with the Institute of Development Studies on the “Innovations from the Field: Gender Mainstreaming from the Ground Up” programme; as part of the annual 16 Days of Activism against Gender-Based Violence campaign; and through regular dialogue on gender in country offices, such as “lunch and learn” sessions in the Lao People’s Democratic Republic and “Orange Days” in Nicaragua.

## Priorities for 2017–2018

36. Priorities for the period June 2017 to June 2018 include:
  - the integration of gender equality throughout the IRM, including national zero hunger reviews and CSPs;
  - leadership and resourcing of actions that promote gender equality, which is essential in ensuring that programmes provide value for money;
  - implementation of key gender mainstreaming mechanisms, primarily the Gender Transformation Programme, the GAM and UN SWAP;
  - strengthened commitment and capacity of WFP staff and entities in integrating gender into their day-to-day work;
  - knowledge generation, advocacy and campaigns that strengthen the evidence base for the integration of gender equality into all of WFP’s work, raise awareness of the importance of gender equality for all, and stimulate concrete actions towards it;
  - a mid-term check of the Gender Policy (2015–2020) metrics; and
  - effective collaboration with internal and external partners to leverage efforts for advancing gender equality and utilize scarce resources economically and efficiently.

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<sup>19</sup> The e-courses include “[I Know Gender: An Introduction to Gender Equality for United Nations Staff](#)”, in English, French and Spanish; IASC’s “[Different Needs – Equal Opportunities: Increasing Effectiveness in Humanitarian Action](#)”; and FAO’s “[Gender in Food and Nutrition Security](#)”.

<sup>20</sup> Gender learning journeys are created by the WFP Gender Office and tailored to particular WFP audiences, such as GRN members, senior management and employees interested in learning about masculinities.

<sup>21</sup> The Gender Community ranks fourth in popularity, after the Global Administration, the Professional Staff Association and Cash-Based Transfers communities.

## ANNEX I

## WFP 2016 Performance against the Gender Action Plan Outcome Indicators

Gender Action Plan outcome indicator	Baseline	2016
<b>Outcome 1:</b> Needs assessments, data collection processes and analyses support effective integration of gender equality and women's empowerment (GEWE) into operations, with clear lines of accountability.		
% of projects/CSPs reporting on cross-cutting gender and protection indicators <sup>1</sup>	(2014) Gender indicators: 74.5%	85%
	(2014) Protection indicators: 86%	87%
% of food security assessment reports that collect, analyse and use sex-disaggregated data		Standard Project Reports: 100% <sup>2</sup>
<b>Outcome 2:</b> WFP planning processes and standardized guidance support effective integration of GEWE into WFP operations, with clear lines of accountability.		
% of country offices with a functioning complaints and feedback mechanism for affected populations	49% (2014)	71% (2015)
% of WFP corporate analytical tools for assessing protection that include gender and age dimensions	100%	100%
% of projects and CSPs with gender marker code 2a or 2b	79% (2014)	100%
<b>Outcome 3:</b> WFP promotes GEWE through its human resources policies and hiring practices.		
% of women in WFP workforce – national staff, international professionals	USG/ASG – 43%	29%
	D2 – 29%	29%
	D1 – 38%	39%
	P5 – 38%	43%
	P4 – 44%	43%
	NOD – 100%	80%
	NOC – 37%	34%
% of respondents in the Global Staff Survey who strongly agree or agree that WFP promotes inclusiveness in its work environment	72% (2015)	N/A <sup>3</sup>
<b>Outcome 4:</b> WFP has technical and professional expertise in GEWE.		
% of trained staff who report being more able to integrate gender dimensions into their work one month after training		no data <sup>4</sup>
% of WFP offices with members of the GRN	48.6% (2015)	90%
No. of senior gender advisers in WFP – P3 level or above		16 <sup>5</sup>

<sup>1</sup> All applicable projects included one or more of the gender and protection cross-cutting indicators in their logical frameworks. Percentages refer to the proportion of these projects that reported monitoring values – base and follow-up.

<sup>2</sup> Standard Project Reports with direct provision of food and cash-based transfers used as proxy.

<sup>3</sup> The Global Staff Survey will be conducted in 2017.

<sup>4</sup> Tracking of employees' increased capacity to integrate gender into their daily work following completion of training will be integrated into the Gender Channel of the WFP Learning Portal.

<sup>5</sup> The 16 gender advisers at P3 level and above are: one P5 in the Gender Office; five P4-equivalents, one each in the Bangkok, Cairo, Dakar, Nairobi and Panama regional bureaux; and ten P3, one each in Ecuador, Guatemala, Kenya, Malawi, Myanmar, Nicaragua, Pakistan, Sudan, South Sudan and Syrian Arab Republic country offices.

Gender Action Plan outcome indicator	Baseline	2016
<b>Outcome 5:</b> WFP systematically documents and shares knowledge on and tools and good practices for GEWE.		
% of relevant Standard Project Reports (SPRs) reporting on specific gender and protection results and lessons learned		100% <sup>6</sup>
<b>Outcome 6:</b> WFP partnership agreements include elements on GEWE.		
Number of partnerships established at Headquarters, regional bureaux and country offices that include GEWE as an area of collaboration	38 (2014)	9 <sup>7</sup>
<b>Outcome 7:</b> Funding is tracked and contributes to GEWE across all operations and functional areas.		
Planned requirements for GEWE as % of total WFP planned requirements	11%	12%
Actual expenditures on GEWE as % of WFP actual expenditures	11%	12.6%
<b>Outcome 8:</b> All WFP evaluations consider results related to GEWE.		
Score awarded in the annual meta-review of WFP evaluations	7.51-10.50	8.35
<b>Outcome 9:</b> WFP oversight mechanisms enhance accountability for delivery on corporate commitments to GEWE.		
Percentage achievement of requirements for the 15 UN SWAP performance indicators for GEWE	80% (2014)	14 (of 15) meet or exceed
Regular gender audits undertaken, in line with WFP's risk-based approach		2016 Gender Audit

<sup>6</sup> This figure does not include WFP projects for which the cross-cutting gender and protection indicators are not considered applicable, such as special operations. All SPRs include sections on Progress Towards Gender Equality and Protection and Accountability to Affected Populations.

<sup>7</sup> Figures refer to Headquarters and regional bureaux only. Headquarters has partnerships with FAO, the Institute of Development Studies, IASC, IFAD, UNDP, UNU-GEST, and UN-Women. RBC has two partnerships. From 2017, pending revision and posting of the template for field-level agreements on the WFP legal templates web page, an [Annex 6](#) on gender equality, protection and accountability to affected populations will be attached to all field-level agreements. The seven country offices participating in the Innovations From the Field programme – Benin, Cambodia, Guatemala, Lebanon, Lesotho, Malawi and Senegal – have partnerships for working towards gender equality, as do those participating in the GTP.

## ANNEX II

## WFP UN SWAP Performance, 2012–2017

1. The United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) provides a benchmark with 15 Performance Indicators used to measure progress in its six elements.
2. The UN SWAP rating system for performance indicators is: Missing, Approaches, Meets, Exceeds or Not Applicable. For the 2016 reporting cycle, WFP exceeded the requirements on four additional indicators and met one additional indicator, compared with 2015. The most significant leap forward was registered in Capacity assessment (Performance Indicator 12), which went from “approaches” to “exceeds”. A WFP-wide assessment of gender capacities was undertaken and a corporate capacity development plan was formulated. For the audit indicator (6), a gender-responsive audit was organized for the first time in WFP. For the programme review indicator (7), the gender marker process was improved and decentralized. With regard to financial resource allocation (Performance Indicator 9), processes were mainstreamed and additional resources allocated.

UN SWAP Performance Indicator	2012	2013	2014	2015	2016
<b>Accountability</b>					
1. Policy plan	Meets	Meets	Exceeds	Exceeds	Exceeds
2. Gender-responsive performance management	Approaches	Approaches	Meets	Exceeds	Exceeds
<b>Results-based management</b>					
3. Strategic planning	Approaches	Exceeds	Exceeds	Exceeds	Exceeds
4. Reporting and data analysis	Approaches	Meets	Exceeds	Exceeds	Exceeds
<b>Oversight</b>					
5. Evaluation	Approaches	Approaches	Meets	Meets	Meets
6. Gender-responsive auditing	Approaches	Approaches	Meets	Meets	Exceeds
7. Programme review	Approaches	Meets	Meets	Meets	Exceeds
<b>Human and financial resources</b>					
8. Resource tracking	Approaches	Approaches	Meets	Meets	Meets
9. Resource allocation	Approaches	Approaches	Meets	Meets	Exceeds
10. Gender architecture and parity	Approaches	Approaches	Approaches	Approaches	Approaches
11. Organizational culture	Meets	Exceeds	Exceeds	Exceeds	Exceeds
<b>Capacity</b>					
12. Capacity assessment	Approaches	Approaches	Approaches	Approaches	Exceeds
13. Capacity development	Approaches	Approaches	Approaches	Approaches	Meets
<b>Coherence, knowledge and information management</b>					
14. Knowledge generation and communication	Meets	Meets	Exceeds	Exceeds	Exceeds
15. Coherence	Meets	Exceeds	Exceeds	Exceeds	Exceeds

## Acronyms Used in the Document

ASG	Assistant Secretary-General
CEB	United Nations System Chief Executives Board for Coordination
CRF	Corporate Results Framework
CSP	country strategic plan
CSW	Commission on the Status of Women
FAO	Food and Agriculture Organization of the United Nations
GAM	gender and age marker
GAP	Gender Action Plan
GEA	Gender Expenditure Analysis
GEWE	gender equality and women's empowerment
GRN	Gender Results Network
GTP	Gender Transformation Programme
IASC	Inter-Agency Standing Committee
IFAD	International Fund for Agricultural Development
IRM	Integrated Road Map
NOC/NOD	National Officer
OEV	Office of Evaluation
SPR	Standard Project Report
UNDP	United Nations Development Programme
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UNU-GEST	United Nations University Gender Equality Studies and Training Programme
USG	Under-Secretary-General