

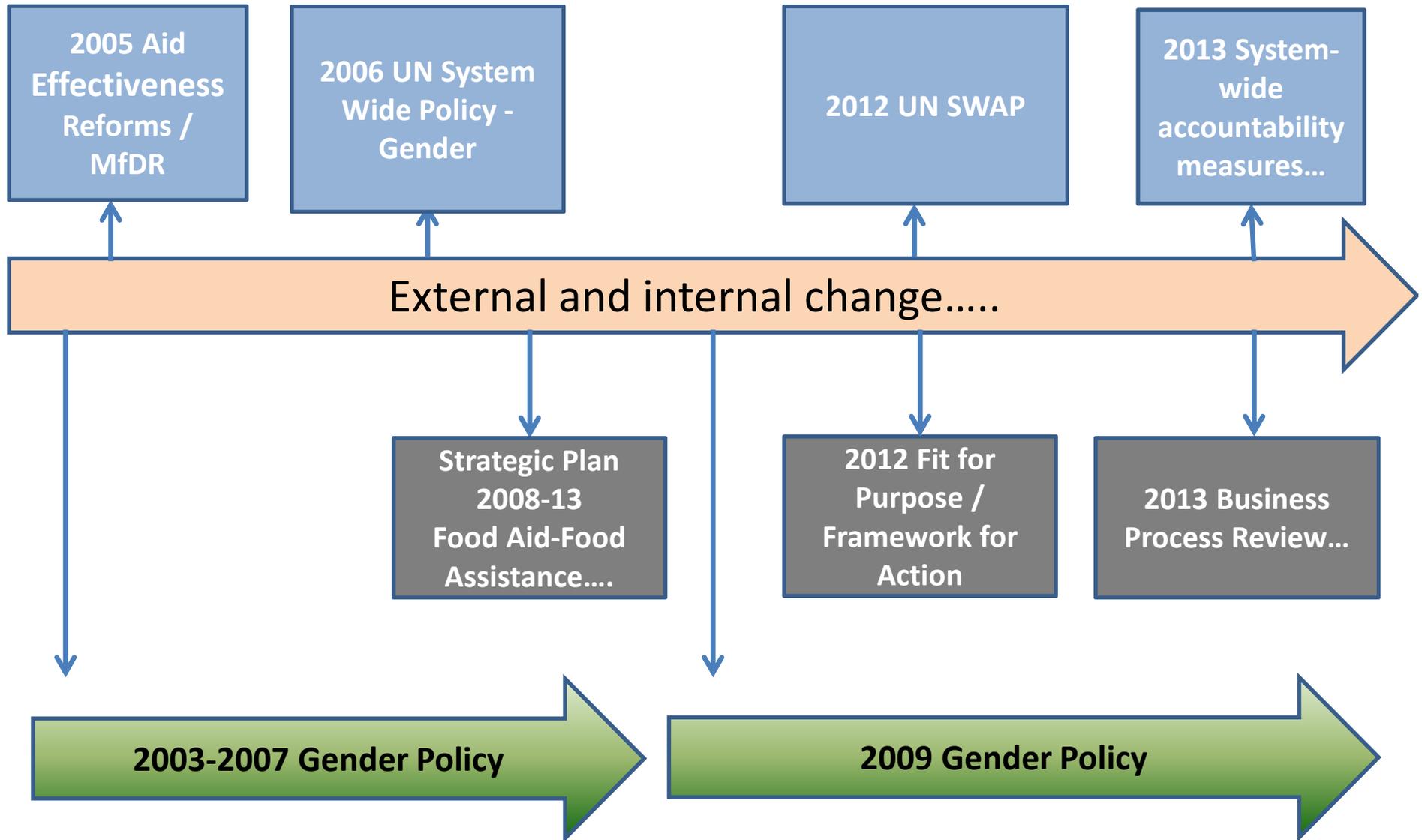
Evaluation of WFP Gender Policy (2008 – 2013)

‘This Time Around?’

WFP Executive Board: January 2014

Julia Betts: IOD PARC

Policy Context



Evidence base



Intentions of the Policy

- **Pragmatic** in nature
- Aimed at **responsibility across WFP**
- Strategic shift from 'women' to 'gender'

Quality of the Policy

The Gender Policy had *quality limitations from the outset*. It lacked:

- **A clear vision** – what is ‘gender for WFP’?
- **A theory of change**
- **Results framework** geared to **humanitarian and development results**
- A clear **analytical basis**
- **Accountability / oversight** structures
- **Resourcing** from the outset

Also

- Did not integrate **emergency dimension**
- **Projectised approach**, not systemic change

The Policy was self-limiting from the start

Question - Policy scrutiny?

Institutional Results

Policies and Programmes

- **Gender in policies** (but varying depth)
- Patchy use of **gender analyses** in project design
- Some good examples: P4P and livelihoods / resilience programming
- **Gender Innovations Fund** – some strategic use, but piecemeal, high transaction costs

Capacity Development

- **Gender Advocate Network**
- **Little staff training** (except IASC Gender Marker)

Accountability and corporate reporting

- Partial attention to gender in **corporate reporting**
- **No tracking of budget** allocation to gender
- Gender insufficiently embedded in **risks assessments, audits and evaluations**

Partnerships

- Generally reactive / passive approach to **partnerships** (RBA exceptions).

A fragmented institutional response to Policy implementation

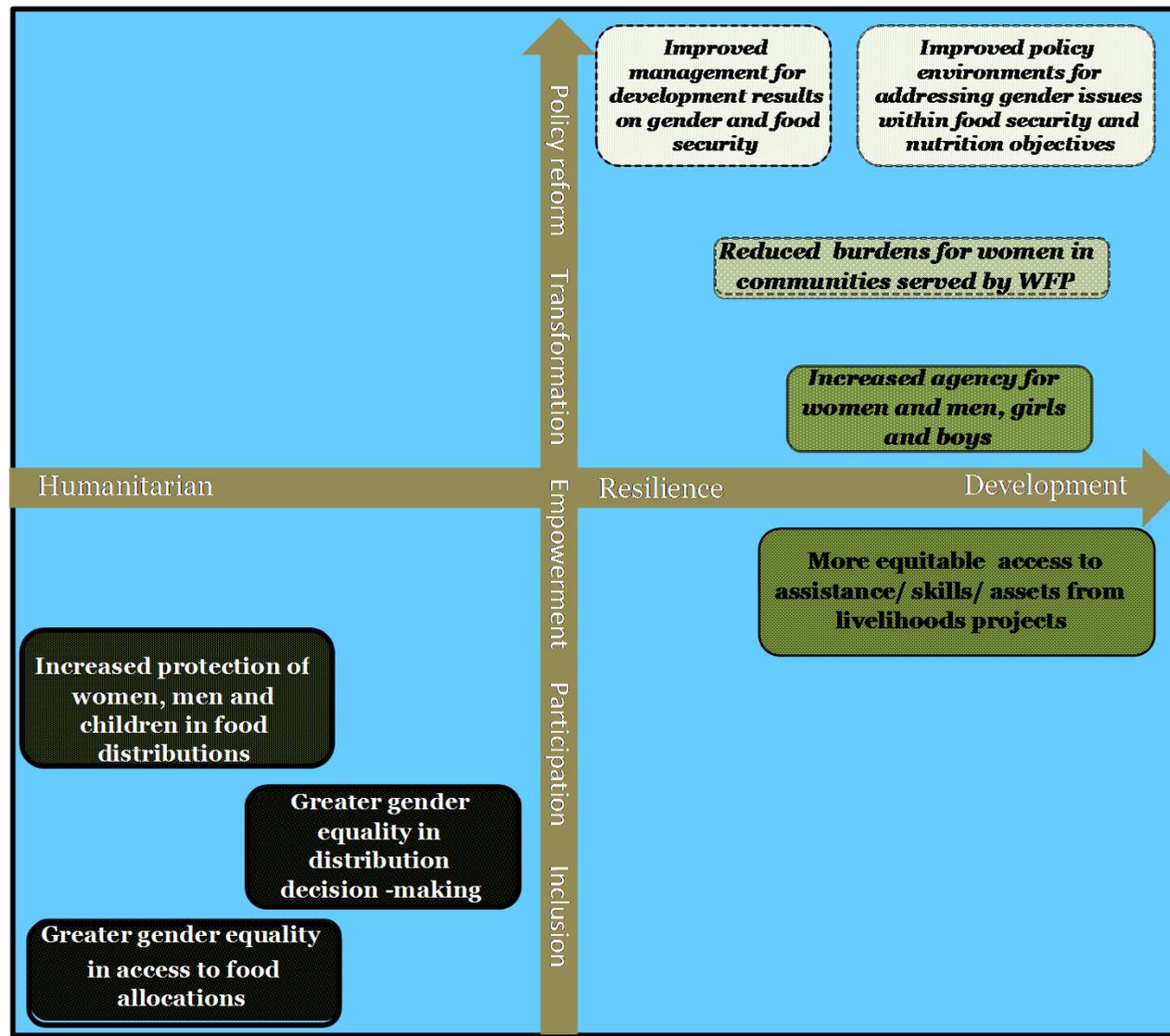
Yet from the field....

A growing body of gender-focused work arising from country level

Effort, models and results emerging:

1. **Skills/livelihoods/economic benefits** - *DRC, Ethiopia*
2. **Increased agency for women** in household decision-making - *Bangladesh*
3. **Improved policy environment/managing for development results** on gender - *El Salvador, Malawi, Bangladesh, Burkina Faso*

Evidence of results



KEY



= Very strong evidence of positive results



= Strong evidence of positive results



= Some evidence of positive results



= Limited evidence of positive results



= Little evidence of positive results



= One instance of a positive result

Why?

- **Staff** recognising the primacy of gender in food insecurity and responding proactively.
- Drivers in **external environment**.

But

- unguided by the Policy
- unsupported corporately

Key factors:

- Limited Policy quality
- Lack of a common understanding – ‘Doing gender= targeting women’
- Lack of clear guidance – ‘how to’ / change in practice
- Insufficient drive from the top
- No agreed corporate accountability framework
- Limited dedicated gender expertise (HQ/field)
- Late, limited and piecemeal funding

***Policy implementation partial at best - Limited traction across WFP.
Former (2003-7) ECW Policy most resonant.***

Positive signs ahead....

Recent developments:

- Executive Director **prioritisation / championship**
- **UNSWAP and Gender Mainstreaming Accountability Framework**
- Increased **Executive Board reporting**
- **Executive Management Retreat October 2013**

But a shift in gear is needed...

... If WFP is to **realise its mission and mandate**; respond to its **international commitments**; avoid **risks**; and **meet the needs of beneficiaries**.

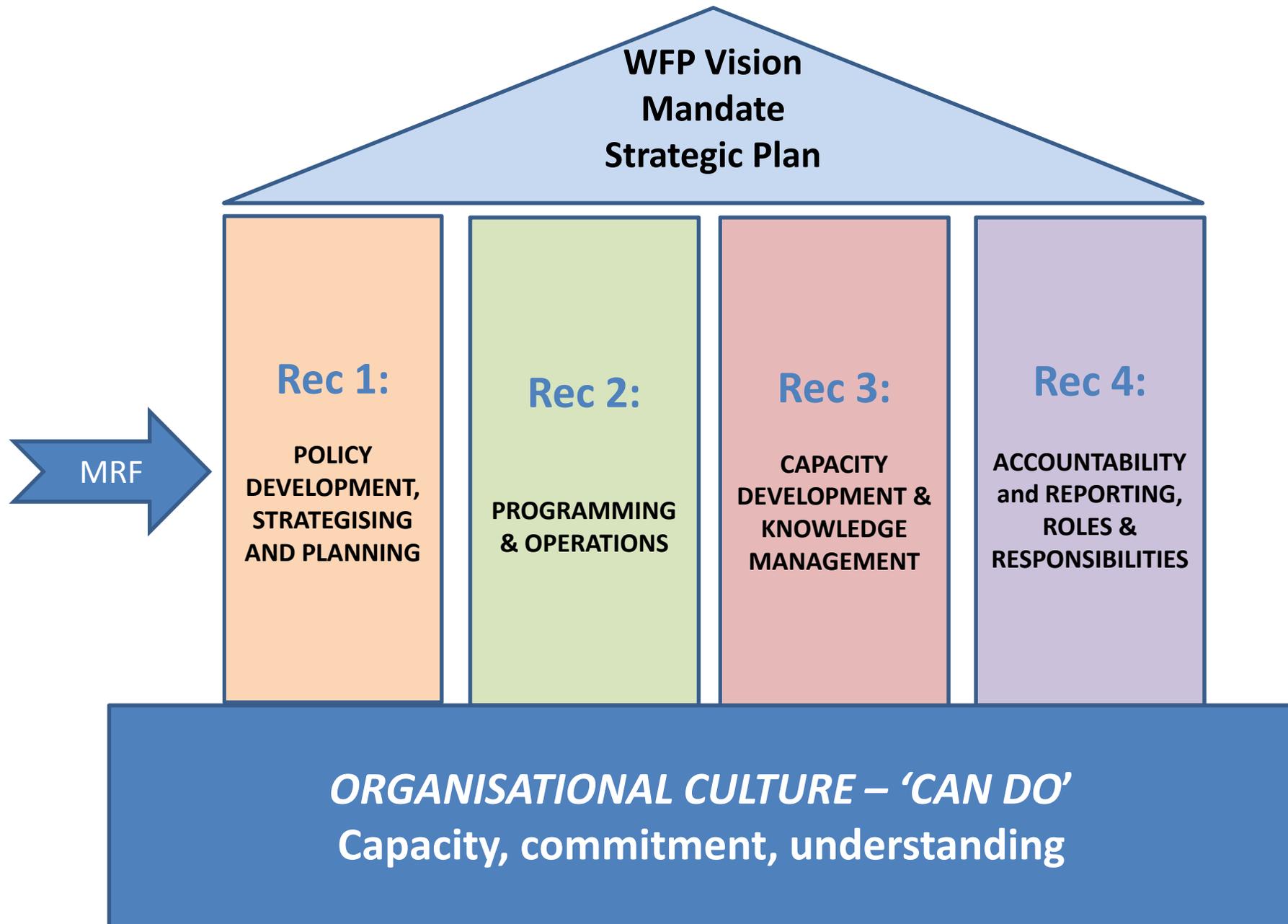
- **'When will we ever learn'** – The same again?
- **A clear corporate message** - Gender mainstreaming will make WFP more effective & efficient.
- **Recognise the risks** of not 'doing gender'.
- **A shift in mindset** - Gender is everybody's business.
- **Leadership essential & must be sustained** - Time/concentrated action.
- **Do not 'cherry pick'** – Need a comprehensive approach.

*Change needed across all critical dimensions
If 'this time around' to be a different story.*

Key risks

- ***The world is changing***
Reputational risk
- ***Do No Harm?***
Jordan, Ethiopia, Nepal and Yemen
- ***Missed opportunities....***
Proactive partnership seeking, cross-learning
- ***'Everybody's business'***
Not the Gender Office alone
- ***'Not counting what counts'***
Accountability systems are the foundation
- ***'Hitting the target but missing the point?'***
Compromised effectiveness and efficiency

This time around? Gender in WFP 2014-2017



Thank you