In WFP, gender equality is a cross-cutting commitment that informs all stages of strategic planning, at all levels – global, regional and country.

WFP’s strategies for achieving a world of zero hunger should be gender-transformative. This means that the planned food security and nutrition activities, outputs, outcomes, results and resource allocations are designed to create and/or revise policies, practices, structures, norms and behaviours which enable and strengthen gender equality.

WFP’s gender transformative strategic planning, and the resulting strategies, specify the steps that will be followed to create conditions for women and men to share (a) power, (b) control of resources and (c) decision-making so that all persons, without distinction, enjoy food security and nutrition.

Gender-informed strategic planning, and gender-transformative strategies, provide the framework through which WFP can achieve its five Strategic Objectives, as listed in the Strategic Plan 2017-2021.

WFP’s strategies and associated action plans should be gender transformative because, for WFP, gender equality is both a standalone goal and a means of achieving a world of zero hunger. As stated at the very beginning of the WFP Gender Policy 2015-2020: “WFP’s ability to achieve its Strategic Objectives depends on its capacity to deliver food assistance that addresses the different needs and priorities of the women, men, girls and boys whom it serves. A world with zero hunger can be achieved only when everyone has equal opportunities, equal access to resources, and equal voice in the decisions that shape their households, communities and societies”.

For Country Offices, a corporate “minimum standard” applies. As stated in the WFP Gender Policy (2015-2020): “All country strategies are based on a country gender analysis and respond to strengths and weaknesses identified in WFP’s mandated areas of responsibility.” The directive to integrate gender into strategic planning is also communicated in the WFP Policy on Country Strategic Plans and associated CSP template, as well as gender equality and women’s empowerment being cross-cutting results for all WFP programmes, as defined in the Corporate Results Framework.

Regional Bureau planning should incorporate actions, responsibilities and resources for implementing the respective Regional Gender Implementation Strategy.

For HQ entities, strategic planning should identify which, if not all four, of the objectives of the WFP Gender Policy (2015-2020) will be included in their strategic and management plans, as well as the participatory and inclusive process that will be followed when implementing their plans.
WHEN

At the corporate-level, strategic planning occurs every five years. The current WFP Strategic Plan covers the years 2017 to 2021.

Each Country Office formulates its Country Strategic Plan (CSP), which is aligned with the corporate Strategic Plan and submitted to the Executive Board for approval. Some Country Offices, such as Colombia, Laos PDR and Zimbabwe, have CSPs for the same five-year period: 2017 to 2021.

The annual management planning, where the overarching CSP is detailed for the forthcoming 12 months in the Country Operation Management Plan, should explicitly address gender equality in the activities, outputs, outcomes and resource allocation.

Similarly, gender equality should inform ad hoc strategic planning; such as when WFP responds to emergencies and humanitarian crises.

HOW

1. The Essentials

**Essential:**
- Systematically collect, analyse and use sex- and age-disaggregated data.
- Routinely conduct, and use, gender analyses. (Gender Analysis)
- Address interests and needs.
- Monitor and report on results in line with the Corporate Results Framework and country-specific results related to gender equality.

**Ensure that the strategies and action plans address both:**
- the food security and nutrition needs of women, men, girls and boys; and
- the inequalities that contribute to, or cause, the food and nutrition insecurities that women, men, girls and boys experience.

**This requires:**
- integrating both existing and new ways of working in the strategy / action plan; and
- adhering to the rights-based approach to development.

2. Country Office

**Country Strategic Plan:** CSP should be based on the Country Strategic Review.

The ‘Proforma for Country Strategic Plan Documents’ provides guidance on integrating gender and gender equality. Gender and gender equality should be explicitly mentioned in all sections:
- Country Analysis – Context, Food and Nutrition Security Situation; Government Response and Policy Framework; WFP’s Contribution to National Response and Lessons Learned; Gap Analysis
- WFP Strategic Orientation – Direction, Focus and Intended Impacts; Outcomes and Activities
• Operationalizing the CSP – Approach, Partnerships
• Performance Management and Evaluation
• Resources for Results

**Country Gender Action Plan**: Each Country Office should develop, and update, a gender action plan. The gender action plan should be based on a gender analysis and directly linked to the CSP.

**3. Headquarter Entities**

1. Follow a participatory process.

2. Obtain or conduct a gender analysis and use the ‘findings’ to inform the strategic planning.

3. Ensure that the strategic plan includes gender-transformative results, targets and indicators (or link to the associated gender action plan); and that the results relate to one or more of the **Gender Policy** (2015-2020) objectives.

4. Allocate resources to the activities and outputs that will contribute to the gender-transformative results.

5. Share the strategy (and/or action plan) with relevant stakeholders. Incorporate their feedback, as appropriate.