

GENDER AND SUSTAINABLE FOREST MANAGEMENT: ENTRY POINTS FOR DESIGN AND IMPLEMENTATION

By Amanda Beaujon Marin and Anne T. Kuriakose





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I. INTRODUCTION

How does gender matter in sustainable forest management?

Forest and trees play multiple roles in the landscapes and climate context, by serving a climate mitigation function as carbon sinks, through regulating water, sustaining agriculture and providing livelihoods and energy resources for women and men. Forests support livelihoods directly for over 1.6 billion people, including around 350 million people living in or near dense forests who use forest resources for income and subsistence (World Bank 2009b; FAO 2015). People living near forested areas often have limited access to markets, and thus can be even more dependent on forest livelihood sources. This is particularly true for women who may rely for up to half of their income on forests, and thus require secure access and use rights to these resources (World Bank 2016; Moss and Swan 2013).

Sustainable forest management projects seek to decrease forest degradation and deforestation, and contribute to poverty reduction and other socioeconomic benefits, e.g., through fostering sustainable production practices and improved access to forest value chains and markets (World Bank 2016). Even with a social lens however, it is possible to overlook the different roles of women and men in forestry, and the impact of gender on tenure security, resource access, and control over benefits, unless gender analytical considerations are placed front and center from the start.

This requires recognizing that women and men differ in their knowledge, preferences and use of forest resources, and that these preferences shape the priorities and concerns of different groups within forest communities (Colfer et. al 2016). Further, socio-cultural norms often make it difficult for women to participate in local forest governance as key stakeholders on an equal footing to men, unless project processes are designed to support women's effective participation in forest institutions, such as resource user groups, and in economic production and benefit-sharing processes. Neglecting women's role in forest decision-making can jeopardize project outcomes, as women's specific livelihood needs and preferences can be overlooked (UN-REDD 2011).

Project design and implementation should thus address gender issues across the project cycle. At the outset, project teams need to consider the type of forest resources available, the legal framework and informal gender norms, power dynamics, economic and domestic roles and sex-disaggregated demographics to develop a strategy that supports women in the different phases of sustainable forest management projects (FIP, n.d.). Furthermore, it is also important to understand that women or men as groups are not homogeneous, but have differences among them due to age, socioeconomic status, ethnicity, and other factors. Identifying these factors and the different roles men and women have in the forests, and the gender division of labor will help ensure that the project benefits are shared more equitably and in a sustainable fashion towards the development goals of the project.

Why focus on women's role in forests and forest-based livelihoods?

There is a growing body of research pointing to gender differences between women and men in terms of the extent to which they rely on forests for their livelihoods, and for which purposes. Often, men control the most valuable forest resources that can be sold on the market, such as timber (Aguilar et al. 2011; FAO 2015; Agarwal 2009). Women's control over resources may be more commonly centered on management and use of fuelwood, fodder and non-timber products. Forest degradation has meant that women have had to walk longer distances into the forests to source materials, with negative impacts on their time poverty, income and personal safety (FAO 2015). Sustainable forest management projects with an explicit gender lens can help reduce women's vulnerability by enhancing their socio-economic empowerment; by reducing informality in the production and marketing of non-timber forest products where women dominate; and by promoting legal reforms in land tenure, and institutional development through enhanced training and leadership development for women.

What is covered in this note?

This note focuses on women's livelihoods and employment in the forest sector, highlighting key issues of access to and ownership of forest resources and land, and practical guidelines, including a checklist and indicators, to mainstream gender in the sustainable forest management project cycle. The note presents an overview of the challenges women face in accessing forest resources and the impact on livelihoods and employment opportunities, and highlights a range of entry points for women's socio-economic empowerment in the sector, including access to technology and extension support; participation at different levels of the value chain and in forest management committees.

II. GENDER ISSUES IN SUSTAINABLE FOREST MANAGEMENT

Women's forest livelihoods and employment depend on their access to and ownership of forest resources, which are mainly determined by laws and socio-cultural norms. Laws and socio-cultural norms prevent women from accessing

Box 1. Advancing women's land tenure rights through social organizing in Cameroon

Marriage property laws in Cameroon discriminate against women by giving more power to the husband over the common owned marital property. Additionally, the majority of marriages are only recognized under customary law, leaving women in a more vulnerable position. Under this system, women cannot keep or access their property in the case of divorce or death.

REFACOF-Cameroon is a women's organization working on women's forest and land rights by organizing women's groups and forming strategic alliances. The organization has prepared recommendations to include in land law reform, and has worked closely with local and national government and traditional chiefs to explore the limitations women face under customary law systems, and raise awareness on land law reform and forest law.

Source: Bandiaky-Badji et al. 2016

resources and land, having control and ownership rights and restrict their participation in decision-making processes. Lack of tenure rights also impacts women's access to financial resources and women's income-generating opportunities (Kiptot, 2015).

ACCESS TO FOREST RESOURCES AND LAND OWNERSHIP: IMPACT ON WOMEN'S EMPLOYMENT AND LIVELIHOODS

Challenges

Most countries have incorporated reforms in their legal frameworks to guarantee equal land tenure rights to men and women. However, customary laws still represent a challenge to women's land ownership which is of particular concern in forest restoration and plantation settings, and of agro-forestry investments. Land ownership is related to

socio-economic development and poverty alleviation. Studies have shown that land rights empower women by improving their control over household income and bargaining power over resource allocation; providing security in case of abandonment, divorce or death; and increasing their participation in the community and institutions (World Bank 2009a). Legal reforms should guarantee women's rights to land tenure and the establishment of women's inheritance, but many of the reforms continue discriminating against women because they favor legally married women, ignoring traditionally married women and widows (Bandiaky-Badji et al 2016). Additionally, once reforms have been enacted, the implementation process usually faces obstacles due to the prevalence of customary law (ibid). Rocheleau and Edmunds (1997) argue that many customary law systems provide women with resource use and access rights or opportunities to exercise relatively more control over the produce. For example, women can take advantage of land that men are not using or in-between spaces, such as underbush growing, home gardens or the areas between men's crops and trees.

As a consequence of inadequate legal reforms and the pervasiveness of customary law men remain the principal landowners, limiting women's land and tree ownership. This situation makes women dependent on men's priorities and decisions regarding land use and restricts their livelihoods and income opportunities. Women are often not allowed to plant trees or if they are, men determine the spaces where they do so, yet research has shown that women do most of the work in the initial stages of tree establishment in farms and are responsible for all the nursery activities (Kiptot 2015). Lack of land ownership titles and formal tenure limit women's decision-making power over the trees planted and the use of the resources produced.

Women and men have different household responsibilities due to the gender division of labor which structures their forest priorities and preferences for planting tree species with different characteristics. For example, among the characteristics considered are burning qualities, how straight and quickly trees grow, and the quality of the trees' products, such as fruit taste, nuts and butter yield. Men tend to engage in high-value activities to provide the household's main income: several studies have shown that men prefer planting trees that offer higher commercial benefits (Kiptot 2015). Women are the main caregivers of children and ill family members and are responsible for providing food, fuel and fodder. Given their social reproduction responsibilities of cooking for the household, women's tree selection is based on their use and relevance for subsistence. Women prefer trees that provide fruits, firewood, fodder and increase soil

fertility (ibid). Studies have also shown that women prefer multi-purpose trees, due to their benefit for food provision and medicinal properties (Colfer, Catacutan and Naz 2015).

Generally, women's use of forest resources tends to center on low-return products and activities, while men control the production and commercialization of more profitable forest resources, though this can vary among communities.

The use of different parts of the tree and access to certain species is also gendered and in most of the cases, men have the complete authority over valuable products (Kiptot and Franzel 2012). However, this varies among communities (Kiptot, 2015; Rocheleau and Edmunds, 1997).

Box 2. Gender division of labor affects tree preferences of women and men in Malawi

Deforestation in Malawi has caused a decrease of forest products available for households, especially fuelwood, negatively impacting the quality of life for rural people. The government has implemented measures to both increase the supply and decrease the demand of fuelwood, and has encouraged people to establish home-based woodlots. However, these measures have been shown to be insufficient if other sociocultural variables are ignored, including gender considerations.

The gender of the head of the household that owned the woodlots was shown to affect wood production and fuelwood sufficiency. One-third of the households owning woodlots continued to experience fuelwood shortages but the reasons for the shortage varied depending on the sex of the head of household. For female-headed households, the small woodlot size that they owned negatively impacted the number of trees that they could plant. However, among male-headed households, women's lack of access to the fuelwood on the lots themselves results in fuelwood shortage, rather than the size of the woodlot.

Source: Chikoko 2002

Women's rights to forest and tree products tend to be restricted to products that are not profitable or have little commercial benefits. Usually, the products women have the right to use are fruits, nuts and vegetables, fuelwood, fodder, and manure. Women can process these yields and add value to them; for example, they can produce butter or sauce from the nuts and fruits (Kiptot 2015). The products under men's domain include charcoal, timber, poles, large branches and logs (Kiptot and Franzel 2012). Also, men tend to be responsible for hunting, and collecting and producing honey (Timko et al. 2010). In general, men's access and use of forests resources is prioritized over those of women, leaving women in a more vulnerable economic state (Tiayon 2011). Often non-timber forests products and underbush material are not considered in forest inventories and could be an income generating opportunity for women, but if the market value of those products increase, women might lose access to them (Hoskins 2016).

Box 3. Rural women's access to forest resources improves household welfare in Nigeria

A study in rural areas of North Central Nigeria found that women's access to the exploitation of forest resources has direct impact on provision of income, food, energy and medicinal materials. In the areas studied, women have restricted access to firewood and forest fruits. However, over 60% of the rural women who participated in the study reported to obtain more than 50% of their income from forest resources. The research showed that there was a positive association between women's access to the exploitation of firewood and forest fruits and the income they earn from exploiting those resources. An increase in women's total annual income increased the proportion of income women spent on food and the likelihood of spending more on their children's education.

Source: Adedayo et al 2010

Women's participation in value chains is usually limited to harvesting and small-scale retail trade, while men dominate larger businesses and tend to engage in higher-value chains. The regional context also varies: in Africa, women dominate the collection of forest products, but in Latin America men are more engaged in this function. As processing become more capital-intensive, or as the scale increases, women's participation tends to decrease. Women's participation also diminishes when the distance to the trading location increases, often due to socio-cultural norms (Ingram et al. 2016). Women's lack of access to land ownership can hamper access to capital, as well as training and investment in improved processing and production techniques. Collective action and better group organization could also help women to overcome these challenges and facilitate access to resources, venues to commercialize their products, training and loan opportunities (Shackleton et al., 2011).

Women's time poverty and physical safety concerns limit their access to and use of forest resources. Women's work burdens within the household limit the time women can allocate to forestry and agroforestry income-generating activities (Grassi et al 2015; Colfer et al 2014). Security is also a concern for women who are more vulnerable if they travel long distances or travel by themselves (Shackleton et al 2011). Women are frequently engaged in activities that are undervalued, including unpaid family labor and work in the men's fields (Shackleton et al 2011; FAO, n.d.a; Kiptot 2015). Women can face discrimination in the market when marketing their produce directly, and also can be stymied by lack of language skills, access to information or training (Carr 2008; Bandiaky-Badji et al 2016).

Opportunities

Women and men's practices, knowledge and priorities in forest resource use are different. The gender division of labor gives women and men expertise in different parts of the tree and forestry depending on how the activities are distributed between them (Elias 2016). As discussed above, the different knowledge, experiences and strategies implemented by men and women and how they use, produce, manage and commercialize trees and forest products are context specific and vary significantly across and within regions and countries (Mulyoutami et al 2015). Women's expertise and practices tend to be related to their household activities. They usually have extensive knowledge about trees that are good for subsistence, food

Box 4. Improving women's economic opportunities, Burkina Faso

In 2014, the Gazetted Forests Participatory Management Project was implemented in Burkina Faso through a partnership between the Government, the African Development Bank (AfDB) and the Climate Investment Funds (CIF). The project aims to improve the carbon sequestration capacity of gazette forests while providing economic opportunities to people in rural areas. The project was designed to have a positive impact on women's living conditions and reduce gender inequalities. This was done by developing income-generating activities for women, promoting capacity building to strengthen associations advocating for women's rights and increasing women's engagement in the project implementation by encouraging their participation in forest management groups and decision-making bodies; and training in forest product development, exploitation and management strategies.

Source: AfDB; FIP

and medicine provision. Also, women know about fuelwood, fodder, biodiversity and improving soil qualities (Colfer et al 2015). Men's priorities, knowledge and activities commonly focus on agriculture, logging, timber, hunting and fishing. These differences could present economic opportunities for women if they engage in complementary activities. Tree nurseries are built in the home garden or yard, which allows women to access them easily to perform their farming activities, while taking care of the children or doing other household tasks. Women's nursery work helps them develop knowledge in seedling production and selection. In the study, men and women agreed that women are better in maintaining seedlings and can produce better quality seedling (Mulyoutami et al 2015). Women's access to, use and ownership of forest resources improve household overall wellbeing.

Increasing women's participation in forest decision-making bodies improves forest sustainability and could give women more opportunities to raise their voices and participate in the policy-making processes. Women's effective participation in forest decision-making bodies provides an opportunity to present their concerns, points of views and needs, and incorporate their knowledge in the discussion. Agarwal found that more women participating in the executive committees (EC) of the community forestry institutions (CFIs) was positively correlated with forests with lower percentages of degraded areas. Furthermore, in the villages with higher women participation in the EC, women also tend to participate much more in patrolling and were more likely to comply with the rules when they were part of the committees.

Box 5. Increasing women's participation in forest user groups, Uganda

From 2009-2013, a CIFOR project sought to increase women's participation in forest user groups to improve their decision-making power, and increase their livelihood benefits and tenure rights. Jointly, CIFOR, Makerere University, and the Association of Uganda Professional Women in Agriculture and the Environment trained participants in Adaptive Collaborative Management in forestry. As a result, women's participation in leadership roles increased from 16% to 50%. Women's confidence, engagement, agency and voice increased, and they felt empowered to seek out external assistance to select and plant other tree species. Additionally, communities' coordination with forestry agencies and NGOs improved and people had better access to resources.

Source: CIFOR 2014

Box 6. Gender integration in Lao PDR's 'Protecting Forests for Sustainable EcoSystem Services Project' supported by national mandates, Lao PDR

The FIP Sub-Committee approved this project in May 2016 to help scale up sustainable forest management activities as part of REDD+ readiness efforts under the ADB's Greater Mekong Sub-Region (GMS) Biodiversity Conservation Corridors Project in Lao PDR, which supports the enhancement of 3900 ha of forest and land use certificates benefiting 2,300 households. The FIP funding focuses particularly on conservation in areas with high carbon stocks and on restoration of forest cover in the southern part of the country.

The project has identified significant goals for its outreach to, and benefit for, women. Outcome indicators include strengthened governance, capacity, and benefits from REDD+, including at least 40% female beneficiaries having increased monetary and non-monetary benefits from forests (such as participation in community contracts with user rights for sustainable agro-forestry).

There are similar targets for women's participation in local meetings on forest demarcation and preparation of community forest development plans in order to ensure women's forest resource access. Livelihoods and extension support to women farmers will include support on crop diversification, livestock management, and non-timber forest product development. Outreach to women in the project area has been supported through collaboration with the Lao Women's Union which operates at village, district, and national levels.

Source: ADB 2016a

III. KEY ENTRY POINTS FOR GENDER MAINSTREAMING ALONG THE PROJECT CYCLE

Gender mainstreaming is more effective if it is included along the different stages of the project cycle. It also requires the use of participatory methodologies to engage all the stakeholders and partners to promote gender equality and the empowerment of women as a result of the intervention (UNIDO 2015a). Addressing gender issues during the development of forest projects acknowledges that women and men have different roles in the sector and those roles shape their needs, access to resources and the benefits they receive, and it highlights that both roles are equally important to achieve sustainable forest management and reduce poverty. The following section explores practical guidelines to include gender mainstreaming in sustainable forest management projects and summarizes best practices and potential opportunities along the project cycle.

PROJECT CONTEXT

Policy environment

Reducing Emissions from Deforestation and Forest Degradation (REDD) is a financial mechanism to reduce greenhouse gas emissions negotiated as part of the United Nations Framework Convention on Climate Change (UNFCCC) (UN-REDD 2011; Bradley et al 2013). REDD+ incentivize developing countries to preserve their forests by compensating them for reducing their emissions from forest sector activities (ibid). The development of REDD+ programs, in addition to emissions reductions goals, can help reduce poverty and enhance social inclusion of vulnerable groups, including women. The main risks these groups could face are elites usurping land rights and restriction of access to forest livelihoods without compensation (Larson et al 2016). In addition, access to benefit-sharing mechanisms is a key concern, particularly for women, to ensure inclusive share of benefits (Setyowaty 2012). To optimize the benefit that women derive from REDD+ and related programs, projects need to support women's participation in training, leadership forums, and economic development opportunities, as well as resource rights access such as access to forest resources upon which women depend for their livelihoods (USAID 2011).

Box 7. Enabling policy context to design Gender and REDD+ Road Map, Cameroon, Ghana and Uganda

Aware of the contributions forest represent to rural people's livelihoods and income, the different roles women and men have in forest management, and gender inequalities to access and use the forest resources, the national governments of Cameroon, Ghana and Uganda partnered with the International Union for Conservation of Nature (IUCN) to develop a gender-sensitive REDD+ strategy for each country. The Gender and REDD+ Road Map aims to provide equal opportunities to men and women, to access, participate in and benefit from the REDD+ program, while advancing environmental sustainability and improving people's livelihoods. The strategy was developed during multi-stakeholder workshops, where government officials, national policy makers, gender experts and women's organizations engaged in a context-specific discussion about gender risks and opportunities regarding forest management.

Source: IUCN

The national and international policy frameworks have a key role promoting a positive environment to address gender issues in the intervention's design, implementation, and monitoring and evaluation of results. At the international level, the United Nations agreed on the new development agenda in 2015. This agenda includes gender equality and forests sustainable management as goals, actions to fight desertification, stop and reverse land degradation and halt biodiversity loss (UN, Undated). Despite a large number of agreements on gender equality, mainstreaming gender in sustainable forest management at the international level remains an issue; however, there have been important steps towards an institutionalized gender equality framework. For example, after criticism due to its lack of commitment to include a gender-responsive approach the UN-REDD+

explicitly stated gender equality, gender equity and women's empowerment as criteria in its Social and Environmental Principles and Criteria (UN-REDD, 2012).

At the national level, most countries have joined international conventions and declarations on gender equality, which oblige them to develop a framework to achieve their commitments across sectors. As part of their international obligations, each country has to create an institution -Ministry or Commission- responsible for gender affairs, develop a plan to fulfill different goals and has to modify its legal instruments to guarantee gender equality (FAO, 2015). Further, many governments are also paying attention to the design of appropriate forestry laws and are advancing land reforms. The national policy context contributes to gender mainstreaming by providing a first negotiation stage and an opportunity to prioritize gender in the projects' design and implementation. Implementation can also be challenge: the lack of gender specific budgets, gender-disaggregated data and technical expertise hamper policy implementation (FAO, 2015). Additionally, socio-cultural norms and power-relations in the rural communities living in forest areas can be difficult to overcome.

Institutional Approaches

Ensuring that the impact of gender-responsive projects is sustainable requires an institutional approach that encourages behavior change in communities and organizations. The institutional approach should include the different stakeholders and actors that are engaged in the project and promote an institutional culture that supports gender equality. This includes: enhancing use of gender-competent staff with the skills to motivate their peers, organizations and partners on gender mainstreaming. Capacity building, project-specific training, peer exchange and lateral learning on gender mainstreaming are essential to promote gender equality in the programs and organizations. For example, FAO requires a mandatory gender mainstreaming capacity development program for all professional staff and managers (FAO, Nd c). Gender-responsive organizations have policies and strategies to promote gender equity in the organization; ensure that hiring is gender-sensitive and including potential targets for women and men's employment, as well as policies to eliminate sexual harassment and gender-based discrimination. A gender-responsive organization mainstreams gender in all its operational measures, documents, frameworks, manuals, publications, and sex-disaggregated monitoring systems for projects.

Box 8. Institutionalizing gender-responsive approaches, Mexico

Mexico's National Development Plan 2013-2018 aims to achieve development by incorporating gender equitable approaches and intends to implement special activities in the different states to protect women's rights and prevent gender exclusion and discrimination. The Forest and Climate Change project, executed by the National Forestry Commission of Mexico (CONAFOR) intends to reduce institutional and social barriers limiting women's participation in forest management with the support of an institutional approach where gender perspective will be incorporated to planning, budgeting and monitoring of activities. The activities considered under the project include: organization of a high-level conference on gender and forestry; capacity-building activities for technical and operational staff; and experience and knowledge exchanges in a national forum with women foresters and women forest producers to promote their participation in decision-making bodies.

Source: FIP 2015

PROJECT DESIGN

Identification

Projects that involve women and address gender issues from the designing stage are more likely to provide better outcomes. The beginning of a project presents a critical opportunity to analyze the differences among men and women that could affect equal distribution of the project's benefits and develop a gender-responsive approach. The identification phase of the project design ideally includes

a gender assessment to evaluate the gender-related opportunities, risks, constraints, and context (including access to forest resources and land tenure policies).

Two important strategies to consider during the project identification are: (1) hiring a gender expert as part of the team to contribute to the development of the action plan, and (2) engaging local women in design to include their knowledge and concerns in the plan (USAID 2006). The gender assessment for a sustainable forest management project should **answer the basic gender analysis questions** (*What is the context? Who does what? Who has what? Who decides? Who benefits?*). Sex-disaggregated qualitative and quantitative data from literature reviews, interviews, focus groups and surveys allow the staff to examine the legal rights women have and the socio-cultural norms that define their roles, needs, concerns, the advantages they have, the disadvantages they face, and the relationship between men and women in the specific context. Additionally, the gender assessment could also include a **mapping of stakeholders and potential partners** (UNIDO 2014a).

During this stage it is also important to identify the gender-related risks and opportunities. The risk assessment is an effort to recognize the possible factors that could affect the implementation of a forest project and that cannot be controlled by the project manager (e.g. Socio-economic and environmental factors, legal framework, socio-cultural norms) (UNIDO, 2014a). Some risks to consider when designing the project are: a reduction of women's access to forest resources as a consequence of the intervention; an increase of time and effort women have to spend to collect food and fuel; lack of effective women's participation in forestry committees; discrimination of women in higher levels of the forestry value chain; and increase in gender-based violence over resource rights and disposal.

Preparation

The information and results from the gender assessment are essential to prepare the Gender Action Plan, which includes specific actions, activities and targets to address gender inequalities and advance women empowerment in forest projects. Planning activities, if possible, should be developed in a participatory way. Using that strategy allows incorporating women and men's knowledge and priorities. Additionally, with the participation of community members the team can get a sense of capacities and constraints for the implementation and take advantage of informal networks (UNIDO 2014b).

Box 9. Gender Assessment for Sustainable Forest Management Projects

Gender assessments in forestry should explain:

- Differences in women and men's access to and use of forest resources, and land tenure rights.
- Women and men's forest knowledge, access to extension visits and education, and decision-making power within forestry committees.
- Classification of activities women and men engage on and their workloads and household responsibilities.
- Participation of women and men at different levels of forest product value chain/s.

Source: UNIDO 2014b

During the gender-responsive preparation it is important to consider the following: **what kind of technology is needed to improve livelihoods** and if the technology needed by women and men is different; how the technology might affect women and men's distribution of labor; women's income generation, opportunities to participate in higher ends of the value chain, affordability of access; access to and type of extension visits – cash or livelihood crops-; women's knowledge and information regarding REDD+ programs and benefit-sharing strategies. Also, one must consider mechanisms that have improved women's access to forest resources, such as participation in forestry committees, access to financial resources by joining women's saving clubs and access to extension visits on livelihood crops (Agarwal 2010; Kiptot and Franzel 2012). To effectively track the progress of the activities it is important to define indicators and targets that measure the impact of the project. The preparation should include gender-responsive budgeting to ensure resources to have a gender expert, gender training for staff members, activities identified after the gender assessment and activities to mitigate gender risks (UNIDO 2014b).

IMPLEMENTATION

Gender-responsive project implementation ensures having the **appropriate mechanisms to carry out gender-sensitive activities**. Selecting an implementation team that is gender-balanced at different staff levels and that will promote gender equality is the first step to guaranteeing that gender issues will be addressed during this stage (UNIDO, 2014a). However, due to the fact that forestry activities are activities dominated by men, it is important to take additional measures to promote the incorporation of women to the staff. Having a gender-balanced team is not enough and there should be efforts to provide gender training for local staff, local technical specialists and trainers, local NGOs and community members. Training beneficiaries and engaging women in projects is extremely important, but if the local staff does not receive gender training as well, they will usually follow the socio-cultural norms and will not promote women's participation (USAID, 2006). Integrating gender issues in implementation is still possible, preparing a gender assessment and answering to the basic gender-analysis question is the best starting point (UNIDO 2014a). e: Dhar 2012; ADB 2001

MONITORING AND EVALUATION

Monitoring the progress is essential to assess if the project is reaching its goals and if the gender plan is meeting the targets proposed or if it requires changes to improve (USAID 2006). It is important to incorporate gender-sensitive indicators as part of the monitoring framework¹. Lack of sex-disaggregated data is one of the most common challenges to keep track of the activities implemented, this can affect the impact on women's opportunities of the policies and projects developed (USAID 2006). Additionally, if the team does not have a gender expert, this project cycle phase presents a good opportunity to include it (UNIDO 2014b).

For the evaluation of the project it is important to systematize good practices to document and learn from the outcomes regarding gender. Steps such as guaranteeing that women and men from different socio-economic groups are consulted for inputs on the project, and that the evaluation team has information on gender-related activities and outcomes is fundamental at this stage. The evaluation should consider all the gender-specific components of the project and assess if the gender-responsive targets were achieved.

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1 Section V gives some examples of gender-sensitive indicators.

IV. CHECKLIST FOR GENDER MAINSTREAMING²

Gender Entry Point

Project Context

Policy

Use international and national policies and frameworks as reference and guidance to the design and implementation of sustainable forest management projects.

- Develop programs and policies that comply with international and national laws on gender equality in general, and women's equal land tenure and resource rights in particular.
- Use examples of successful forest and land tenure policies and gender mainstreaming implemented by other countries as reference.
- Consult with gender focal points in relevant government's institutions and women's organizations on existing gender equality policy in the country as well as the inclusion of gender in forestry policies (including land ownership and agroforestry) to understand precedent/baseline; include those organizations during all the phases of project development.

Support a forestry policy environment that promotes gender equality.

- Contribute to the collection and analysis of sex-disaggregated data.
- Share project findings and guidance materials that may inform good practices in addressing women and men's needs and priorities in relation to sustainable forest management and forest-based livelihoods.
- Promote women's inclusion within government partners. Encourage the different institutions to reach a minimum of 30% female participation.

Institutional Approaches

Encourage and support an institutional culture that promotes gender equality and is responsive to the different needs and priorities of women and men:

- Conduct an organizational evaluation to estimate the level of awareness, knowledge and capacities regarding gender.
- Provide gender-training opportunities for women and men that includes the staff, beneficiaries, community members, local technical specialists and trainer, local NGOs.
- Support engagement with women and men participating in the project as staff, beneficiaries or partners to share information and ensure that their specific needs and concerns are addressed.
- Promote an environment where men and women from diverse socio-economic groups feel comfortable presenting questions and complaints regarding the project.
- Encourage supporting projects that develop women and men's capacities to promote socio-cultural changes and training.

Promote and support the establishment of gender-responsive operation policies in the organizations partnering in the project

- Require a gender conscious work environment, with HR policies, practices and strategies ensuring gender-sensitive recruitment processes, equal pay and elimination of sexual harassment and discrimination.
- Encourage the establishment of a gender-sensitive institutional vision and mission.

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2 Checklist draws upon: ADB, N.d. b, UN Women, 2014; UNIDO, 2015a USAID, 2006; USAID, 2011; IFAD, N.d.,; ADB, N.d.,c ; PROFOR, 2017

Identification

Prepare a gender assessment to identify and analyze where gender issues are relevant to the project

- Review literature and the Country Gender Assessment and operational documents from previous projects in the country or similar projects in other countries to better understand the socio-cultural context.
- Examine women and men's roles in the society, the gender-distribution of labor and potential challenges for women's participation in the activities.
- Identify men and women's needs in sustainable forest management and existing gender gaps that could be addressed in the project.
- Identify differences within groups; for example, women are not a homogeneous group. Understand the differences among women regarding their age, social, economic or marital status.
- Identify and consult strategic gender partners.

Evaluate gender-related risks of the project

- Identify the potential beneficiaries and examine men and women's ability to participate in the project activities. Consider the participants' motivation, knowledge, and skills and how the project could integrate to their culture.
- Examine whether there are barriers that must be addressed, such as land ownership for collateral for loans, before technologies can be adopted.
- Examine if project activities could hinder women's access to and control over forest resources.

Preparation

Develop a Gender Action Plan that identifies how the project will address gender inequalities or differential needs

- Guarantee that the budget includes allocations for gender-related components, activities, strategies and features and promotes women's active engagement.
- Involve women and men in project design using participatory methods
- Take into consideration their different knowledge, needs and concerns regarding access to and management of forest resources.
- Use the gender assessment and detailed sex-disaggregated data to prepare the gender action plan after identifying the key gender issues to be addressed.
- Define appropriate outcomes, targets and quotas for women's benefits and participation.
- Design gender-specific features and activities, to target the different short- and long-term needs and priorities of men and women.
- Prepare a monitoring and evaluation framework. Include gender-responsive indicators and a baseline to monitor gender equality results. Additionally, specify where and when sex-disaggregated data (qualitative and quantitative) will be collected.
- Ensure that the project team is gender-balanced and includes a social development specialist and gender expert.

Implementation

Implementation *Put into place mechanisms to ensure that gender-responsive activities will be carried out*

- Ensure that gender issues are addressed in training and guidance manuals used for implementation.
- Require that safeguards are designed and implemented in a participatory way.

Conduct activities in a participatory, gender-responsive manner

- Work with women's organizations and groups to build their capacities and develop the skills and knowledge to improve their participation. Include them as partner organizations and implementers.
- Establish a target of 40% participation, input, access and benefits of the sex group underrepresented.
- Provide training to women and men on different skills, including negotiation, business management, and finance.

Improve capacity of project team to address gender issues

- Recruit a gender expert, ensure all staff have basic gender knowledge, and incorporate gender-related tasks into team members' job descriptions, as relevant.
- Promote gender balance among project personnel at both project management and field operational levels.

Monitoring & Evaluation

- Monitoring**
- Include gender indicators in monitoring framework and make sure that the indicators define the benefits to women and men.
 - Ensure that sex-disaggregated data are collected wherever relevant.
-

Evaluation *Ensure a gender-responsive approach to evaluation*

- Provide evaluators with documentation on gender issues.
- Collect inputs from women and men of different socio-economic groups.
- Include a feedback mechanism to link findings of evaluations, particularly mid-term evaluations, to implementers (and ideally, males and females of the target population) for corrections or modifications.
- Ensure that conclusions about "lessons learned" include findings on gender issues.

Projects should include the following criteria to be considered "gender responsive":

- Gender specialist or a social specialist with gender responsibilities on the team.
- Gender analysis of needs, supply and demand is presented in the Project document.
- Specific project activities targeting women.
- Gender-sensitive indicators in project results framework.
- Gender assessment or gender section included in the social assessment conducted for the project.
- Consultations held with women and/or women's groups.
- Gender equality goals mentioned as part of the objective.
- Gender-specific safeguards due diligence processes identified in the project.

V. SAMPLE GENDER-SENSITIVE INDICATORS FOR MEASURING RESULTS IN A FOREST INITIATIVE

Sample Impact Indicators

Reduced poverty and increased livelihood security

- Income change from land-based activities (agriculture or forestry) among households in program areas, disaggregated by sex of head of household
- Changes in fund allocation after income increase (food, health and education), disaggregated by sex of head of household
- Perceived increase of land productivity in program areas, disaggregated by sex of head of household
- Entrepreneurs satisfaction regarding their access to agricultural inputs, training, financial resources, and markets in project areas, disaggregated by sex
- Changes in average time collecting firewood before and after the project implementation
- Perceived satisfaction with changes in forest resources management, disaggregated by sex

Increased women's empowerment

- Changes in land access, control policies and legal framework regarding gender discrimination and inequality
- Changes in access to common property resources in forest, disaggregated by gender and type of resources (timber and non-timber)

Improved living situation and reduced vulnerability

- Changes in household nutrition, health and education, disaggregated by head of household
- Percentage change of gender based violence among households in project areas
- Change in household income, disaggregated by sex of head of household
- No. and % of people with improved livelihoods, disaggregated by sex of head of household
- Change in women's household role and activities

Sample Outcome Indicators

Increased land and forest resources usage or ownership rights for women and men	<ul style="list-style-type: none"> • No. and % of recorded forest, land or tree usage or ownership titles (jointly or individually) registered to women
	<ul style="list-style-type: none"> • Post-titling land sales, disaggregated by sex
	<ul style="list-style-type: none"> • Evidence of diversification of economic activities after receiving land title documents, disaggregated by sex
Increased productivity for women and men in forestry, agroforestry and marketing of their produces	<ul style="list-style-type: none"> • Changes in productivity after adopting an improved agroforestry technology, disaggregated by sex
	<ul style="list-style-type: none"> • No. and % of people who adopted an improved agroforestry technology, disaggregated by sex
	<ul style="list-style-type: none"> • Change in income received from adopting improved agroforestry technology, disaggregated by sex
Increased access to market and financial services	<ul style="list-style-type: none"> • No. and % of people using land ownership title to access financial services, disaggregated by sex
	<ul style="list-style-type: none"> • No. and % of people with access to credit, including value of loans, disaggregated by sex
	<ul style="list-style-type: none"> • No. and % of jobs generated, disaggregated by sex
Increased employment opportunities for women and men	<ul style="list-style-type: none"> • No. and % of contracted producers, disaggregated by sex
	<ul style="list-style-type: none"> • No. and % of people who started participating into a higher part of the value chain, disaggregated by sex
	<ul style="list-style-type: none"> • Evidence of the type of incentives designed to recruit women, increase their capacity, and provide career development in the forestry sector and service providers
Increased participation of women in forest management institutions	<ul style="list-style-type: none"> • No. and % of people engaged in community associations and organizations, including irrigation, production, agroforestry, credit groups, disaggregated by sex
	<ul style="list-style-type: none"> • No. and % of women in community forest institutions and percentage of women in executive committees and decision-making positions

Sample Output Indicators

Women and men receive equitable benefits from project training and technology transfer

- No. and % of people trained and/or receiving extension services in sustainable forest management, disaggregated by sex
- No. and % of people receiving environmental payments, disaggregated by sex
- No. and % of extension services focused on food and subsistence crops

- No. and % of people engaged in community associations and organizations, including irrigation, production, agroforestry, credit groups, disaggregated by sex

- No. and % of women in community forest institutions and percentage of women in executive committees and decision-making positions

Implementation of mechanisms guaranteeing gender mainstreaming along the project cycle

- Project budget includes ear-marked funds for gender mainstreaming. For example, the project allocated funds to hire gender experts, conduct a gender assessment, develop gender specific actions, and collect sex-disaggregated data

- Project budget includes ear-marked funds for gender mainstreaming. For example, the project allocated funds to hire gender experts, conduct a gender assessment, develop gender specific actions, and collect sex-disaggregated data

- Procedures for responding to complaints are publicly available and accessible to women; standards for responding to complaints are implemented and monitored.

Women's participation in project design and implementation

- No. and % of people consulted in project design and implementation, and participating in project meetings, disaggregated by sex and socioeconomic groups

- No. of meetings with local women's groups and organizations

VI. KEY READINGS AND RESOURCES

Policy context

FAO, Undated b	<i>Women in forestry: challenges and opportunities</i>	http://www.fao.org/3/a-i3924e.pdf
Carr, M., 2008	<i>Gender and non-timber forest products: Promoting food security and economic empowerment</i>	https://www.ifad.org/documents/10180/5454699c-579b-4e0e-97d9-e0bfc856e656
World Bank, 2009b	<i>Gender and Forestry. In Gender in Agriculture, Sourcebook (Module 15)</i>	http://siteresources.worldbank.org/INTGENAGRLIVSOUBOOK/Resources/CompleteBook.pdf

Gender assessment

Manfre, C., & Rubin, D., 2012	<i>Integrating Gender into Forestry Research: A Guide for CIFOR Scientists and Programme Administrators</i>	Indonesia: CIFOR.
UNIDO, 2015b	<i>Guide on gender mainstreaming environmental management projects</i>	https://www.unido.org/fileadmin/user_media_upgrade/What_we_do/Topics/Women_and_Youth/Gender_Environmental_Management_Projects.pdf
USAID, 2006	<i>Study on women and property rights: project best practices</i>	http://www.usaidlandtenure.net/sites/default/files/USAID_Land_Tenure_Study_on_Women_and_Property_Rights_Best_Practices.pdf

Indicators

ADB, 2013	<i>Tool kit on gender equality results and indicators</i>	http://www.adb.org/sites/default/files/institutional-document/34063/files/tool-kit-gender-equality-results-indicators.pdf
World Bank, 2009b	<i>Gender and Forestry. In Gender in Agriculture, Sourcebook (Module 15)</i>	http://siteresources.worldbank.org/INTGENAGRLIVSOUBOOK/Resources/CompleteBook.pdf
World Bank, 2012	<i>Gender Issues in monitoring and evaluation in agriculture</i>	http://www.fsnnetwork.org/sites/default/files/gender_issues_in_monitoring_and_evaluation_in_agriculture.pdf

VII. GLOSSARY OF KEY TERMS³

Access and Control	Productive, reproductive and community roles require the use of resources. In general, women and men have different levels of both access (the opportunity to make use of something) to the resources needed for their work, and control (the ability to define its use and impose that definition on others) over those resources.
Gender	Gender is more than biological difference: it defines what it means to be a man or woman, boy or girl in a given society. The traits and characteristics associated with gender differ from culture to culture, may vary within cultures, and evolve over time. These differences mean that: individuals have different economic, social and political opportunities are open to them, and what status they hold within economic, social and political institutions. (CARE undated).
Gender Analysis	Methodology for collecting and processing information about gender. It provides disaggregated data by sex, and an understanding of the social construction of gender roles, how labor is divided and valued. Gender analysis is the process of analyzing information in order to ensure development benefits and resources are effectively and equitably targeted to both women and men, and to successfully anticipate and avoid any negative impacts development interventions may have on women or on gender relations. It considers the overlay of gender with other areas of marginalization (class, ethnicity, caste, age, disability status, sexual orientation).
Gender Equality	The result of the absence of discrimination on the basis of a person's sex in opportunities and the equal allocation of resources or benefits or in access to services.
Gender Mainstreaming	The process of ensuring that women and men have equal access to and control over resources, development benefits and decision-making, at all stages of development process, projects, programs or policy.
Gender-responsive	The particular needs, priorities, and realities of men and women are recognized and adequately addressed in all project phases so that both men and women can equally benefit.
Land Tenure	Land tenure is the relationship, whether legally or customarily defined, among people, as individuals or groups, with respect to land. (For convenience, "land" is used here to include other natural resources such as water and trees.) Land tenure is an institution, i.e., rules invented by societies to regulate behavior, and can be considered a bundle of rights (see 'property rights below'). In simple terms, land tenure systems determine who can use what resources for how long, and under what conditions (FAO, Undated d).
Resource Rights	<ul style="list-style-type: none">• Use rights: rights to use the land for grazing, growing subsistence crops, gathering minor forestry products, etc.• Control rights: rights to make decisions how the land should be used including deciding what crops should be planted, and to benefit financially from the sale of crops, etc.• Transfer rights: right to sell or mortgage the land, to convey the land to others through intra-community reallocations, to transmit the land to heirs through inheritance, and to reallocate use and control rights (FAO, Undated d).
REDD+	REDD+ ("reducing emissions from deforestation and forest degradation" and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a new financial mechanism negotiated under the United Nations Framework Convention on Climate Change (UNFCCC). It compensates developing countries for measurable, reportable and verifiable reductions in emissions from specific activities in the forest sector (UN-REDD 2011).
Sex-disaggregated data	For a gender analysis, all data should be separated by sex (and where relevant, by other variables such as age, etc.) in order to allow differential impacts on men and women to be measured.

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3 Unless otherwise noted, source is World Bank, undated.

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